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Annual report 2013/14
Book 2

Annual report 2013/2014: Performance information (Book 2) / Statistics South Africa

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Submission of the report to the executive authority

Minister JT Radebe

It is my pleasure to submit the 2013/14 Annual Report of Statistics South Africa for the period 1 April 2013 to 31 March 2014, in compliance with section 7(2)(c) of the Statistics Act, 1999 (Act No. 6 of 1999), section 40(1)(d)(i) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), and in accordance with section 18 of the Treasury Regulations.

A handwritten signature in black ink, appearing to read 'PJ Lehohla', written in a cursive style.

PJ Lehohla
Statistician-General

Statement of responsibility for performance information for the year ended 31 March 2014

The Accounting Officer is responsible for the preparation of the department's performance information and for the judgements made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the performance information of the department for the financial year ended 31 March 2014.



PJ Lehohla
Statistician-General

1. Introduction

The Annual Report of Statistics South Africa (Stats SA) is an integral part of financial and non-financial reporting with the intention of promoting accountability and transparency. For the 2013/14 financial year, Stats SA is presenting its financial and non-financial information in two parts in order to improve cost-efficiency in the production of the report. The two parts consist of:

Book 1: Includes general information, summary performance information, governance, human resource management information and detailed financial information. Book 1 provides an overview of the organisational performance, achievements and challenges and a detailed account of the financial performance and position of the organisation. The Auditor-General's findings are included in this book. Book 1 is available in both print and electronic formats, and is accessible on the Stats SA website: www.statssa.gov.za

Book 2: Includes detailed performance information in tabular format and provides a detailed account of performance information in relation to the Strategic Plan and Work Programme. Book 2 is available in electronic format and on the Stats SA website: www.statssa.gov.za

2. Performance information against predetermined objectives

Stats SA's strategy is informed by emerging priorities as set out in the Medium Term Strategic Framework development outcomes, and the National Development Plan. In summary, these policy documents aim to improve the social, cultural and economic welfare of all South Africans. The core of Stats SA's strategy is to lead and coordinate the provision of relevant, reliable and quality statistical information that enables users to understand the dynamics of the economy and society.

In order to implement the organisational strategy, six strategic objectives were identified to drive strategic change in the statistical system. All activities and projects in the organisation are aligned to these strategic themes to achieve the objectives of the organisation. For easy reference, the relevant programme and subprogramme are included for each target. The strategic themes underpin the key areas that the organisation should excel at, in order to become the 'leading partner in quality statistics'. These strategic objectives are:

- a) To expand the statistical information base by increasing its depth, breadth and geographic spread;
- b) To enhance public confidence and trust in statistics;
- c) To improve productivity and service delivery;
- d) To lead the development and coordination of statistical production within the South African National Statistics System;
- e) To invest in the learning and growth of the organisation; and
- f) To promote international cooperation and participation in statistics.

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The following is a detailed performance report against the strategic plan and annual performance targets as outlined in the Strategic Plan and Work Programme respectively.



2.1 Strategic objective: Expand the statistical information base by increasing its depth, breadth and geographic spread

The key strategic thrust is to expand and improve the measurement of statistical information in the following ten areas:

- Economic growth and transformation
- Prices
- Employment, job creation and decent work
- Life circumstances, service delivery and poverty
- Population dynamics
- Sustainable resource management
- Health
- Education
- Safety and security
- Rural development, food security and land reform

These activities are executed through the Economic Statistics, and Population and Social Statistics programmes. The following was achieved in these areas:

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2.1.1 Economic growth and transformation

Policy context: The global economy is slowing down, and recovery after deep recessions takes several years. Economic growth in developed countries will probably remain below 1,5 per cent until the end of 2013, while developing countries will grow between 5 and 6 per cent. Economic growth in South Africa has slowed down to just 2,5 per cent in 2012, held back by both global uncertainty and disruption to domestic production.

Economic activity in the euro area, which is South Africa's most important export destination, is expected to contract by 0,4 per cent in 2012 and grow just 0,2 per cent in 2013. Growth has slowed down in China and India. This has affected the South African economy through lower commodity prices and slower growth in trade. Debt will peak at 39 per cent of GDP in 2015/16 (Medium Term Budget Policy Statement: 2012).

Stats SA measures economic growth in the following ten sectors:

- Agriculture, hunting, forestry and fishing
- Mining and quarrying
- Manufacturing
- Electricity, gas and water supply
- Construction
- Wholesale and retail trade, repair of motor vehicles, motor cycles and personal and household goods, hotels and restaurants
- Transport, storage and communication
- Financial intermediation, insurance, real estate and business services
- Community, social and personal services
- Government services

The following table outlines the achievements against set targets for measuring economic growth in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: National Accounts)					
<i>Gross Domestic Product</i>					
Provide information about the level of economic activity	Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled	Publish quarterly and annual GDP ¹	Published quarterly and annual GDP estimates as scheduled		
	Monitored progress through regular meetings with survey areas to discuss the feedback on data received from industries on the additional questions in the surveys	Review impact of changes on quarterly and annual GDP	The changes to the GDP were published in the third quarterly release (P0411)		
	Published supply and use tables as scheduled	Publish supply and use tables	Published supply and use tables as scheduled		
Programme 2: Economic Statistics (Subprogramme: Short-term Indicators and Large Sample Surveys)					
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods, hotels and restaurants; Transport, storage and communication; Real estate and business services; Community, social and personal services</i>					
Provide statistical information on the primary, secondary, tertiary and transport sectors of the economy	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Publish monthly, quarterly and annual statistical releases on 8 economic industries	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled		
	Compiled research reports on transport, communication and real estate	Enhance surveys on: <ul style="list-style-type: none"> • Forestry and fishing • Business services 	Finalised the report on the fisheries sector feasibility study in March 2014	Business services and personal services were not covered by the LSS	The information is no longer required by National Accounts and Prices
	The introduction of financial and product details in the LSS on 5-digit level was not done due to funding constraints	Maintain and improve LSS programme	A new structure for LSS, now Structural Industry Surveys (SIS) is to be implemented from April 2014		

¹ The annual GDP and GDR estimates are included in the 3rd quarter release.

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
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Programme 2: Economic Statistics (Subprogramme: Financial Statistics)

Financial statistics: Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services; Government services

Provide information on private sector businesses and government	Published quarterly and annual statistical releases as scheduled	Publish quarterly and annual statistics of private sector enterprises	Published quarterly and annual statistical releases as scheduled		
	Introduced collection of all sectors in the AFS on 4-digit level	Introduce annual release of business demographics	The introduction of business demographics was not done	It is dependent on the geo-coding of the Business Register	As per footnote in the 2013/14 Work Programme
	Published quarterly and annual statistical releases as scheduled	Publish quarterly and annual statistics of government	Published quarterly and annual statistical releases as scheduled		
	Further research into the issues of defining the public sector, for purposes of measuring government spending, will only begin once funding is made available for this purpose	Research sources for public financial corporations and public non-financial corporations	Research was not conducted	Research activities did not commence in 2013/14 due to funding constraints	As per footnote in the 2013/14 Work Programme
		Research the separate inclusion of trading services of municipalities	Research has commenced and is ongoing		

Programme 2: Economic Statistics (Subprogramme: National Accounts)

Social Accounting Matrix; Satellite Accounts; Environmental Economic Accounts

Provide information on sustainable resource management and use, and about the level of economic activity	Published discussion documents on minerals, fisheries and environmental economic accounts	Produce more detailed accounts	Released EEA compendium (and Excel sheets) as scheduled		
	Released research document on input-output tables as scheduled	Overview of 2011 SAM report	Commenced work on the income and expenditure as well as imports and exports datasets. The integrated economic accounts, flow of funds and the supply and use data have also been included	Census occupation data classification has only been 18% completed and this impacted negatively on the compilation of the SAM report	Due to funding constraints

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: National Accounts)					
<i>Social Accounting Matrix; Satellite Accounts; Environmental Economic Accounts</i>					
Provide information on sustainable resource management and use, and about the level of economic activity	Released report on TSA for South Africa as scheduled	Compile discussion document on input-output tables Compile report on TSA for South Africa	Compiled report on input-output tables as scheduled Released report on TSA for South Africa as scheduled		
<i>Sustainable Resource Management and Use: Social Accounting Matrix; Satellite Accounts; Environmental Economic Accounts</i>					
Provide information on sustainable resource management and use, and about the level of economic activity	Released discussion documents on ICT and non-profit institutions	Compile discussion documents on: • Information Communication Technology • Non-profit organisations (NPOs)	Compiled report on ICT and a discussion document on NPOs as scheduled		
Programme 2: Economic Statistics (Subprogramme: Economic Analysis and Research)					
<i>National Accounts and Research; Socio-economic Integration</i>					
Conduct research on factors affecting the economy	A capacity building programme was initiated in 2012 to develop knowledge in estimating, interpreting, evaluating and publishing the complete quarterly national accounts of South Africa Completed research reports on calculation of GDP estimates on income approach as scheduled	Build National Accounts capability and data sources Develop methodology and plans to compile independent expenditure approach annually	Produced four GDP expenditure simulated estimates for all quarters of 2013 Compiled 3 research papers covering the government sector, estimates of owner-occupied dwellings, and domestic workers		
				The development of methodology and plans has been replaced by proposals for the compilation of selected industries on the calculation of independent GDP estimates from the production side. Findings are incorporated in research reports	As per footnote in the 2013/14 Work Programme

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Economic Analysis and Research)					
<i>National Accounts and Research; Socio-economic Integration</i>					
Conduct research on factors affecting the economy	<p>A report on regional statistics was completed as part of the integrative research report on regional estimates of key national accounts statistics from SARS and Stats SA data</p> <p>Completed research reports on quality assessment of Stats SA's flash GDP, the impact of innovation on South Africa's economic development, the state of South Africa's economy, development of regional economic indicators, and quarterly flash estimates on GDP</p>	<p>Expand regional reports based on availability and quality of data sources²</p> <p>Compile integrative research report</p>	<p>Compiled a report on the state of South Africa's economy</p> <p>Compiled 3 research reports on integrated economic indicators</p> <p>Compiled quarterly flash estimates on GDP</p>	<p>The report on the state of South Africa's economy replaced the report on regional indicators</p>	<p>As per footnote in the 2013/14 Work Programme</p>

² The annual report on regional statistics based on VAT data which was supposed to have commenced in 2012/13 and to be expanded in 2013/14 is dependent on the quality of information in the Business Register.

The following table outlines the achievements against set targets for measuring economic growth in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: National Accounts)					
<i>Gross Domestic Product</i>					
Number of quarterly releases on GDP estimates on 10 sectors of the economy	4	4	4		
Number and timeliness of supply and use tables	2	2	2		
Programme 2: Economic Statistics (Subprogramme: Short-term Indicators and Large Sample Surveys)					
<i>Agriculture, hunting, forestry and fishing</i>					
Number and timeliness of releases on agriculture (annual survey) with a response rate of 75% (LSS)	1	1	1		
<i>Mining and quarrying</i>					
Number of monthly releases on mining: production and sales, 6 weeks after the reference month based on administrative sources	12	12	12		
<i>Manufacturing</i>					
Number of monthly releases on manufacturing: production and sales with a collection rate of at least 80% (75% in special months), 6 weeks after the reference month	12	12	12		
Number of quarterly releases on manufacturing: utilisation of production capacity by large enterprises with a collection rate of at least 80% (75% in special months), 10 weeks after the reference month	4	4	4		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Short-term Indicators and Large Sample Surveys)					
<i>Manufacturing</i>					
Number and timeliness of releases/reports on manufacturing (LSS)	2	2	2	The report on the 2011 survey on manufacturing (financial) was published later than scheduled	Due to a management decision to release the financial and product reports simultaneously
<i>Electricity, gas and water supply</i>					
Number of monthly releases on generation and consumption of electricity with a collection rate of at least 95%, 5 weeks after the reference month	12	12	12		
<i>Construction</i>					
Number of monthly releases on building plans passed and completed with a collection rate of at least 80%, 7 weeks after the reference month	12	12	12		
Number of annual releases on selected building plans passed and completed, including municipal information, with a collection rate of at least 90%, 6 months after year-end	1	1	1		
Number of annual reports on buildings completed, with a response rate of at least 95%, 20 months after year-end	1	1	1		
Number and timeliness of releases on construction (LSS)		1	1		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Short-term Indicators and Large Sample Surveys)					
<i>Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods, hotels and restaurants</i>					
Number of monthly releases on retail trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	12	12	12		
Number and timeliness of releases on retail trade (LSS)		1	1		
Number of monthly releases on motor trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	12	12	12		
Number of reports and releases on motor trade sales (LSS)	1	1	1		
Number of monthly releases on wholesale trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	12	12	12		
Number and timeliness of releases on wholesale trade sales (LSS)	1	1	1		
<i>Transport, storage and communication</i>					
Number of monthly releases on land transport with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	12	12	12		
<i>Financial intermediation, insurance, real estate and business services</i>					
Number of monthly releases on liquidations and insolvencies, 8 weeks after the reference month	12	12	12		
Number of monthly releases on civil cases for debt with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	12	12	12		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Short-term Indicators and Large Sample Surveys)					
<i>Hotels and restaurants</i>					
Number of monthly releases on food and beverages with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	12	12	12		
Number and timeliness of reports and releases on food and beverages (LSS)	1	1	1		
Number of monthly releases on tourist accommodation with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	12	12	12		
Number and timeliness of reports and releases on tourist accommodation (LSS)		1	1		
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)					
Number of annual releases on domestic tourism	1	1	0	1	The release on domestic tourism was published later than scheduled in April 2014 due to systems development (imputation) delays
Programme 2: Economic Statistics (Subprogramme: Financial Statistics)					
<i>Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services</i>					
Number and timeliness of annual releases on financial statistics of private sector enterprises	1	1	1	The release was published later than scheduled	Due to the publishing of additional information and a management decision for the release to coincide with Economic Statistics Day
Number and timeliness of quarterly releases on financial statistics of private sector enterprises published with a quarterly lag	4	4	4		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Financial Statistics)					
<i>Government services</i>					
Number and timeliness of annual releases on financial statistics of national government with audited data	1	1	1		
Number and timeliness of annual releases on financial statistics of extra-budgetary accounts and funds with audited data	1	1	1		
Number and timeliness of annual releases on financial statistics of provincial government with audited data	1	1	1		
Number and timeliness of annual releases on financial statistics of higher education institutions with audited data	1	1	1		
Number and timeliness of annual releases on financial statistics of consolidated general government for with audited data	1	1	1		
Number and timeliness of annual releases on capital expenditure of the public sector with a response rate of 95%	1	1	1		
Number and timeliness of annual releases on the financial census of municipalities with a response rate of 95%	1	1	1		
Number and timeliness of quarterly releases on financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag	4	4	4		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: National Accounts)					
<i>Environmental Economic Accounts</i>					
Number and timeliness of research reports on the environmental economic accounts	3	1	1		
<i>Social Accounting Matrix (SAM)/input-output tables</i>					
Number and timeliness of reports/research documents on SAM/input-output tables	1	2	1	1	The report on SAM was not completed. Census occupation data classification has only been 18% completed and this impacted negatively on the compilation of the SAM report due to funding constraints
<i>Satellite Accounts</i>					
Number and timeliness of discussion documents on ICT	1	1	1		
Number and timeliness of discussion documents on non-profit institutions	1	1	1		
Number and timeliness of reports on updated TSAs	1	1	1		
Programme 2: Economic Statistics (Subprogramme: Economic Analysis and Research)					
<i>National Accounts Research</i>					
Number and timeliness of research reports on GDP through the income approach	1	1	1		
Number and timeliness of research reports on GDP through the production approach	1	3	3		
Number and timeliness of report on national accounts benchmark		1	1		

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Economic Analysis and Research)					
<i>Socio-economic Integration</i>					
Number and timeliness of report on integrated economic indicators (<i>Methodological review of total factor productivity measurement</i>)		1	1		
Number and timeliness of report on integrated economic indicators (<i>State of competitiveness of the SA manufacturing sector</i>)		1	1		
Number and timeliness of report on regional indicators (<i>Estimating total employment and its gross income from annual SARS income tax records</i>)		1	1		
Number and timeliness of report on integrated economic indicators ³ (<i>State of SA's economy</i>)		1	1		
Number of quarterly flash estimates on GDP	4	4	4		

³ A report on integrated economic indicators (*State of South Africa's economy*) will replace the report on regional indicators due to reprioritisation.

2.1.2 Price stability

Policy context: Monetary policy plays an important role in supporting sustainable growth and employment, and in protecting real incomes. Policy targets a low and stable rate of inflation to reduce the long-term cost of borrowing, and provide confidence about the future. This in turn stimulates investment, employment and competitiveness – particularly among exporters and import-competing industries. Low inflation is especially important to protect the living standards of workers and the poor.

Equally important is a comprehensive consumer price index as it assists in determining appropriate interest rates. Timely and accurate information on price changes is an important prerequisite for determining monetary policy. Headline inflation is expected to stay within the 3 and 6 per cent inflation target band over the forecast period (Medium Term Budget Policy Statement: 2012).

The following table outlines the achievements against set targets for measuring price stability:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Consumer Price Index)					
<i>Consumer Price Index</i>					
Expand statistical information on price changes	Published 12 statistical releases as scheduled with an average imputation rate of 0,8%	Publish monthly CPI	Published 12 statistical releases as scheduled with an average imputation rate of 0,16%		
	Published rebased CPI in March 2013	Rebase CPI	Rebased and reweighted the CPI in 2012/13		
Programme 2: Economic Statistics (Subprogramme: Producer Price Index and Employment Statistics)					
<i>Producer Price Index</i>					
Expand statistical information on price changes	Published 12 statistical releases as scheduled with an average response rate of 94,4% including re-engineered PPI in February 2013	Publish monthly PPI	Published 12 statistical releases as scheduled		
		Develop a larger set of industry-based PPI <ul style="list-style-type: none"> • Exports and imports • Machinery and equipment 	Published Export and Import in March 2014, and Machinery and Equipment Indices were incorporated in the PPI published in February 2013		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)					
<i>Income and Expenditure Survey</i>					
Expand statistical information on household consumption expenditure patterns	Published IES statistical release in November 2012	Introduce a rolling sample collection methodology	Tested proposed methodology for the CPS, conducted national debriefing and reviewed the CPS instruments	The implementation of a rolling sample collection methodology is dependent on additional funding	As per footnote in the 2013/14 Work Programme

The following table outlines the achievements against set targets for price stability in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Consumer Price Index)					
<i>Consumer Price Index</i>					
Number of CPI releases published on the second last Wednesday of every month with an imputation rate of less than 2%	12	12	12		
Programme 2: Economic Statistics (Subprogramme: Producer Price Index and Employment Statistics)					
<i>Producer Price Index</i>					
Number of PPI releases published on the last Thursday of every month	12	12	12		

2.1.3 Employment, job creation and decent work

Policy context: The macro-economic and fiscal stability we have achieved since 1994 is a strong foundation on which to build. We need to focus clearly on intensified implementation of the plans and programmes signalled in the New Growth Path and associated sector development strategies. South Africa needs much faster growth, sustained over a decade or more, to reduce poverty and unemployment in line with the objectives set out in the New Growth Path. Growth must not only be rapid – it also needs to be inclusive, leading to broadening economic participation and a decline in inequality. Unemployment has grown since the 2009 recession and job creation is a core focus over the medium term. Government will continue to promote an environment conducive to private-sector growth and investment to generate employment (Medium Term Budget Policy Statement: 2012).

The following table outlines the achievements against set targets for measuring employment, job creation and decent work in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Producer Price Index and Employment Statistics)					
<i>Employment and Earnings</i>					
Expand statistical information on labour market trends	Published 4 statistical releases as scheduled, on a quarterly basis with a response rate of 86,5%	Publish quarterly statistical releases on employment and earnings, and average monthly earnings	Published quarterly statistical releases on employment and earnings, and average monthly earnings with an average response rate of 85,9%		
	The research on an independent survey for average monthly earnings (AME) was not completed. From internal discussions it was decided that this would not be feasible	Introduce new AME Survey	The new AME Survey was not introduced	A decision was taken in 2012/13 that the organisation will not continue with the AME	
	Improving the integration of labour market statistics with production statistics was not done. From internal discussions it was decided that this would not be feasible	Improve industry detail in QES	Drew parallel samples to improve industry detail in QES		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Labour Statistics)					
<i>Quarterly Labour Force Survey</i>					
Expand statistical information on labour market trends	<p>Published 4 statistical releases as scheduled, on a quarterly basis with a response rate of 92,6%</p> <p>Completed a longitudinal analysis of QLFS data. This will be included in the annual report on labour market dynamics in South Africa due in September 2013</p>	<p>Publish quarterly statistical releases on the labour market</p> <p>Introduce seasonal adjustment of QLFS estimates</p>	<p>Published 4 statistical releases as scheduled, on a quarterly basis with a response rate of 93%</p> <p>The introduction of seasonal adjustment of QLFS estimates was not done</p>	<p>Seasonal adjustment of QLFS estimates was not introduced</p>	<p>Due to capacity constraints</p>
<i>Quarterly Labour Force Survey</i>					
Expand statistical information on labour market trends	<ul style="list-style-type: none"> Implemented the Expanded Public Works Programme module Reviewed the questionnaire for the Survey of Employers and the Self-employed module through user consultation Released the Time Use report in June 2012 	<p>Supplementary modules in:</p> <ul style="list-style-type: none"> Expanded Public Works Programme Time Use Survey Decent work 	<ul style="list-style-type: none"> Published Time Use report in August 2013 Published EPWP and Decent work chapters as part of the Labour Market Dynamics in South Africa, 2012 in November 2013 		

The following table outlines the achievements against set targets for employment, job creation and decent work in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 2: Economic Statistics (Subprogramme: Producer Price Index and Employment Statistics)					
<i>Employment and earnings</i>					
Number and timeliness of quarterly releases on employment and earnings and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	4	4	4		
Programme 3: Population and Social Statistics (Subprogramme: Labour Statistics)					
<i>Quarterly Labour Force Survey</i>					
Number and timeliness of quarterly releases on labour market dynamics	4	4	4		
Number and timeliness of annual reports on labour market dynamics in SA	1	1	1	Labour Market Dynamics in South Africa, 2012 report was published later than scheduled	Due to deployment of resources to census for data validation
Number and timeliness of reports on panel data discussions		1	1	The Panel data chapter was published later than scheduled as part of the Labour Market Dynamics in South Africa, 2012 report	Due to deployment of resources to census for data validation
Number and timeliness of reports on administrative data		1	0	1	4 diagnostic reports and a scoping document were completed due to the late receipt of IRP data from SARS. The report will be completed in July 2014
Number and timeliness of reports on migrant work		1	1	The Migrant work chapter was published as part of the Labour Market Dynamics in South Africa, 2012 report, later than scheduled	Due to deployment of resources to census for data validation
Number and timeliness of reports on re-benchmarked QLFS series		1	1		

2.1.4 Living circumstances, service delivery and poverty

Policy context: Despite the size of the fiscal stimulus, reinforced by accommodative monetary policy, South Africa's economic recovery has been tepid. Investment, trade and employment growth have remained hesitant. Part of the explanation is the weakness of the global recovery. Over the past decade, government has made substantial inroads in the provision of general public services. Expanded access to services has improved living conditions in poor communities across the country. Yet, the broadening of access has not always been accompanied by commensurate improvements in quality, and a focus over the medium term is to improve the quality and pace of service delivery (Medium Term Budget Policy Statement: 2012).

The following table outlines the achievements against set targets for measuring living circumstances, service delivery and poverty in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)					
<i>General Household Survey</i>					
Expand statistical information on living conditions	Published thematic reports on food, security and agriculture, and the social profile of South Africans	Conduct feasibility study for including the GHS in the integrated household survey programme	Researched and tested a continuous household survey methodology as part of an integrated household survey programme that included the GHS		
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)					
<i>Living Conditions Survey</i>					
Expand statistical information on living conditions	Developed and tested new content and methodologies. New sections on health and subjective poverty, as well as improvements to the coding of expenditure items in the diary were tested	Conduct LCS as part of a continuous household survey programme to collect information on: <ul style="list-style-type: none"> Detailed consumption expenditure data at metro and other urban area levels by province Living conditions indicators at national, provincial and municipal levels 	The Living Conditions Survey (LCS) was not conducted in 2013/14	Due to insufficient funds	As per footnote in the 2013/14 Work Programme
Programme 2: Economic Statistics (Subprogramme: Financial Statistics)					
<i>Non-financial census of municipalities</i>					
Expand statistical information on living conditions	Published municipal survey on non-financial statistics as scheduled	Publish municipal survey on non-financial statistics	Published municipal survey on non-financial statistics as scheduled		

The following table outlines the achievements against set targets for measuring living circumstances, service delivery and poverty in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)					
<i>General Household Survey</i>					
Number and timeliness of reports on in-depth analysis of the energy module of the GHS		1	1	The release was published later than scheduled	Due to additional analysis
Number and timeliness of reports on the social profile of South Africa		1	1		
<i>National Household Travel Survey</i>					
Number and timeliness of reports on national household travel patterns		1	1	The report was released later than scheduled	Due to systems development (editing and imputation) delays
<i>Monograph on housing and household services</i>					
Number and timeliness of monograph on housing and household services		1	0	1	Due to human resource constraints
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)					
<i>Poverty and Inequality products</i>					
Number of LCS releases published	3	3	0	3	The poverty trends report was released later than scheduled in April 2014 due to data challenges
Programme 2: Economic Statistics (Subprogramme: Financial Statistics)					
<i>Non-financial census of municipalities</i>					
Number of annual releases on the non-financial census of municipalities with a response rate of at least 95%	1	1	1		

2.1.5 Population dynamics

Policy context: National, provincial and local governments are working together to improve the quality of service delivery. The main beneficiaries of those initiatives will include orphans and vulnerable children, older persons, people with disabilities and other vulnerable groups. Notable outputs benefiting the poorest members of society include increased enrolment ratios for both primary and secondary schooling, and greater access to health care.

The demographic profile and population dynamics of a country are used for a variety of purposes across national priorities and programmes, including resource allocation; to monitor social and demographic changes; to underpin policy development and monitoring; to support the statistical infrastructure of the country; and to aid investment decisions. The changing patterns of migration, mortality and fertility are key datasets where policy responses would seek understanding for informed and appropriate interventions.

The Census 2011 results released in October 2012 comprise the most detailed dataset, providing information to the lowest administrative hierarchy. The results have shown progress made, or the lack of progress in terms of service delivery, as well as the migration and population count of each province and municipality. This information is indispensable for planning, monitoring and evaluation to inform decision-making at all levels of the state.

The following table outlines the achievements against set targets for measuring population dynamics in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 7: Survey Operations (Subprogramme: Population Census)					
<i>Population Census 2011</i>					
Provide comprehensive demographic information on the population dynamics at all levels of society	Processed and analysed data collected from households and published Census 2011 results in October 2012	Publish and disseminate information on the population profile of South Africa at national, provincial and local levels	Released and published Census 2011 results at all levels		
Programme 3: Population and Social Statistics (Subprogramme: Demographic Analysis)					
<i>Population Census research, demographic profile, population projections and estimates</i>					
Provide comprehensive demographic information on the population dynamics at all levels of society	Mid-year population estimates were not compiled as scheduled. The publication was postponed to May 2013, due to the incorporation of Census 2011 findings	Compile mid-year population estimates	Released the report in May 2013		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Demographic Analysis)					
<i>Population Census research, demographic profile, population projections and estimates</i>					
Provide comprehensive demographic information on the population dynamics at all levels of society		Compile thematic analysis reports based on Census 2011	The 4 thematic reports were not completed	Commenced with the literature review, analysis and report writing. The reports are expected to be completed in July 2014	Due to data validation and verification
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)					
<i>Health and Vital Statistics</i>					
Provide statistical information that reflects changes in the profile of the South African population in relation to health and vital events	Published statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration as scheduled. The annual release on mortality and causes of death was published later than scheduled in April 2013 due to delays in data processing	Publish statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration Publish mortality and causes of death information at sub-provincial level	Published statistical releases on mortality and causes of death Published the annual release on recorded live births The annual release on marriages and divorces was not published as scheduled Published 10 releases on tourism and migration as scheduled Published in March 2014 as scheduled		
				The release was published later than scheduled	Due to supplementary analysis with the GHS
				The annual release on marriages and divorces was delayed	Due to additional work on the supplementary report
				2 releases were published later than scheduled in April 2014	Due to incomplete data received from the Department of Home Affairs (DHA)

The following table outlines the achievements against set targets for measuring population dynamics in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 7: Survey Operations (Subprogramme: Population Census)					
<i>Population Census</i>					
Number of planning documents developed and reviewed: Sampling methodology		1	1		
Number of planning documents developed and reviewed: Data processing methodology		1	0	1	Pending finalisation of project plan for CS 2016
Number of planning documents developed and reviewed: Mini-test (pilot) plan		1	0	1	A decision was made by senior management not to pursue the mini-test. The target was discontinued
Number of planning documents developed and reviewed: Recruitment strategy		1	0	1	Planning will start after the CS 2016 strategy has been finalised
Number of planning documents developed and reviewed: Payment strategy		1	1		
Number of planning documents developed and reviewed: ICT methodology		1	1		
Number of planning documents developed and reviewed: Field operations methodology		1	1		
Number of planning documents developed and reviewed: Logistical plan		1	1		
Number of planning documents developed and reviewed: Risk management plan		1	1		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 7: Survey Operations (Subprogramme: Population Census)					
<i>Population Census</i>					
Number of planning documents developed and reviewed: CSAS plan		1	0	1	The CSAS plan was developed and will be finalised once the methodology is approved. Methodological approaches are currently being discussed at senior management level
Programme 3: Population and Social Statistics (Subprogramme: Population Statistics)					
<i>Population Census research, demographic profile, population projections and estimates</i>					
Number of research and thematic reports on emerging issues from censuses and other household surveys: Thematic report on education		1	0	1	The report was not compiled as scheduled due to stakeholder consultation. It will be completed in 2014/15
Number of research and thematic reports on emerging issues from censuses and other household surveys: Thematic report on disability		1	0	1	The report was not compiled as scheduled due to stakeholder consultation. It will be completed in 2014/15
Number of research and thematic reports on emerging issues from censuses and other household surveys: Thematic report on ageing		1	0	1	The report was not compiled as scheduled due to stakeholder consultation. It will be completed in 2014/15
Number of research and thematic reports on emerging issues from censuses and other household surveys: Thematic report on the youth		1	0	1	The report was not compiled as scheduled due to the delay of data coding for occupation, industry and migration. It is expected to be completed in 2014/15

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Demographic Analysis)					
<i>Population Census research, demographic profile, population projections and estimates</i>					
Number and timeliness of thematic reports on the demographic profile: Thematic report on fertility	1	1	0	1	The compilation of the report is in progress. Due to data challenges. It is expected to be completed in 2014/15
Number and timeliness of thematic reports on the demographic profile: Thematic report on age and structure		1	0	1	The compilation of the report is in progress. Due to data verification. It is expected to be completed in 2014/15
Number and timeliness of thematic reports on the demographic profile: Thematic report on mortality		1	0	1	The compilation of the report is in progress. Due to data verification. It is expected to be completed in 2014/15
Number and timeliness of thematic reports on the demographic profile: Thematic report on migration		1	0	1	The compilation of the report is in progress. Due to data verification. It is expected to be completed in 2014/15
Number and timeliness of annual reports on projected population estimates (national, provincial and sub-provincial levels)	1	1	1		
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)					
<i>Health and Vital Statistics</i>					
Number and timeliness of annual releases on mortality and causes of death	1	1	1		
Number and timeliness of annual releases on recorded live births	1	1	1	The release was published later than scheduled	Due to supplementary analysis with the GHS

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)					
<i>Health and Vital Statistics</i>					
Number and timeliness of annual releases on marriages and divorces, including customary marriages and civil unions	1	1	0	1	The release was delayed due to additional work on the supplementary report. It will be published in May 2014
Number and timeliness of monthly releases on tourism and migration, 3 months after the reference period	12	12	10	2	Two releases on tourism and migration were published later than scheduled due to incomplete data received from the Department of Home Affairs (DHA)
Number of annual reports on tourism	1	1	1		
Number and timeliness of annual reports on documented immigrants	1	1	0	1	The report was not published as scheduled due to the receipt of incomplete data from the DHA. It will be published in 2014/15
Number and timeliness of thematic health reports		1	0	1	The report was not compiled as scheduled due to a decision to combine it with the census monographs. It will be completed in 2014/15

2.1.6 Safety and security

Policy context: A safe and secure environment is a necessary condition for the well-being of citizens. The policy focus for policing and justice over the medium term is to reduce the high level of serious crimes, improve investigative capacity and increase access to justice services in underserved areas. Fighting crime remains a budget priority and will account for R152 billion in 2013/14 together with defence, justice and prisons. Over the medium term, funds will be reprioritised within the Police Service to support expanded detective and forensic capacity (Medium Term Policy Budget Statement: 2012).

The rule of law is the foundation of a fair and just society. The National Crime Prevention Strategy advocates a dual approach to safety and security: effective and efficient law enforcement, and the provision of crime prevention programmes to reduce the occurrence of crime.

Crime statistics are indispensable tools of knowledge for any society that aims to reduce its crime rate and improve its administration of the justice system. There are a number of organs of state that produce statistical information on 'safety and security'. These are primarily based on administrative records and include institutions such as the South African Police Service (SAPS), the Department of Justice and Constitutional Development (DoJCD), and the Department of Correctional Services (DCS).

The following table outlines the achievements against set targets for measuring safety and security in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)					
<i>Victims of Crime Survey</i>					
Provide statistical information on safety and security	Published annual report on the crime situation in South Africa as scheduled	Conceptualise business victimisation survey	Conceptualised survey as scheduled		
		Compile thematic report on crime and victimisation	Compiled thematic report on crime and victimisation		
		Develop improved systems and measurement quality	Developed systems as scheduled		
	Provided technical support to SAPS through the NSSD team	Implement recommendations to improve administrative records to become sustainable source of statistics	Recommendations were not implemented	A self-assessment was not conducted by SAPS that outlines recommendations	A strategy document was developed in collaboration with SAPS and adopted to improve crime statistics

The following table outlines the achievements against set targets for measuring safety and security in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)					
<i>Victims of Crime Survey</i>					
Number and timeliness of reports on the crime situation in South Africa: Report on crime against business survey feasibility study		1	1		
Number and timeliness of reports on the crime situation in South Africa: Thematic report on crime and victimisation		1	1	The report was published later than scheduled	Due to unplanned additional GHS analysis
Number and timeliness of reports on the crime situation in South Africa: Concept document on small-area estimation for VOCS		1	0	1	The report was completed later than scheduled due to technical difficulties experienced with the statistical models used to do small-area estimations



2.2 Strategic objective: Enhance public confidence and trust in official statistics

The credibility of official statistics rests on the ability to produce quality statistics that can withstand public scrutiny and are widely used to inform debate, research and decision-making. To meet this objective, statistics must be reliable, relevant and easily accessible. In line with the fundamental principles of official statistics, Stats SA engenders trust by making statistics available on an impartial basis to all stakeholders at the same time.

Stats SA has adopted eight quality principles to guide the production of statistical information in the national statistics system. The first steps towards improving the quality and relevance of statistical information include the following:

- Developing standards, protocols and policies for the statistical system;
- Certifying statistics as official by establishing an independent quality assessment unit that will use SASQAF to assess the quality of statistics produced;
- Improving the accuracy and completeness of frames as the building blocks for economic and social surveys;
- Creating innovative ways of communicating information; and
- Ensuring timely and equitable access to the latest statistics.

2.2.1 Quality management system

Stats SA has developed and gazetted the South African Statistical Quality Assessment Framework (SASQAF) as part of a quality management system. An independent quality assessment programme has been initiated to ensure compliance of statistical series, both inside and outside Stats SA. This unit makes recommendations to the Statistician-General on declaring statistics as official.

The following table outlines the achievements against set targets for implementing a quality management system in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Methodology and Evaluation)					
<i>Quality management system</i>					
Establish a quality management system in Stats SA	Compiled a concept paper on quality management	Roll out phase 1 of quality management system – train staff and training material	Compiled an Evaluation Framework and discussed this with key stakeholders	Stats SA has initially set out to implement a comprehensive quality management system by 2014/15. Research into international best practice has commenced on establishing a quality management approach. Targets as set out in the Strategic Plan will not be achieved. Stats SA will conceptualise and develop a quality management framework and system over the medium term	As per footnote in the 2013/14 Work Programme
<i>Methodological support and systems solutions</i>					
Provide methodology and systems support to producers of statistics	Provided methodology, standards development and systems solutions support to Economic and Social Statistics and SANSS partners Expanded methodology support to the SANSS	Provide and sustain systems solution support, methodology support and standards development support Sustain methodology support to the SANSS	Provided methodology support as per user requests and standards development and systems solutions support to various areas within the Survey Operations, Economic Statistics and Population and Social Statistics clusters Provided methodology support to the SANSS, as requested	75,5% instead of 90% systems solutions support was provided	Due to scope changes in various projects
Programme 3: Population and Social Statistics (Subprogramme: Survey Coordination, Monitoring and Evaluation)					
<i>Survey monitoring and evaluation</i>					
Provide surveys monitoring and evaluation support to household surveys	Compiled 6 quality assurance reports for household surveys, namely the LCS Pilot, GHS, QLFS (3), and DTS	Publish quality assurance reports on survey operations	Published 8 quality assurance reports on QLFS (4), DTS, GHS, VOCS and NHTS		

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Survey Standards)					
<i>Standard setting</i>					
Coordinate the development of statistical standards	Established 4 working groups, namely Editing, Sampling methodology, Sample maintenance and SASCO	Develop standards according to user needs	Approved 5 statistical standards		
	Reviewed and updated the following standards: economic statistics questions database, household statistics classification database, concepts and definitions, data editing, standards variables database, standard sampling methodology, economic statistics sample maintenance, and NQAF	Build standards development capability	Standards developers attended training at the SABS		
	Trained SAPS officials in 2011/12. 9 other training sessions were conducted in 2012/13	Conduct annual review of SASQAF	Completed SASQAF annual review. Amendments were made to SASQAF and will be workshopped during 2014 in order to have the changes gazetted		
	Provided technical support to SAPS in the development of data quality and policy standards	Provide support to other sectors in standards development	Defined the standard approval process for the SANSS		
	Provided support to health sector in standards development		3 standards were developed for SAPS on crime statistics		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Declaring statistics as official</i>					
Promote statistical quality in the SANSS	<p>Conducted 9 SASQAF train-the-trainer sessions in provincial and district offices</p> <p>The assessment of 6 statistical series was not completed. CPI independent quality assessment against SASQAF was completed. The assessment of 6 statistical series will continue in 2013/14. Due to delays in coordinating the required labour statistics metadata and the unavailability of key members of the Data Quality Assurance Team (DQAT) to finalise the quality improvement plan</p>	<p>Build assessment capability</p> <p>Assess 8 statistical series against SASQAF and designate as official</p>	<p>Built assessment capability through SASQAF training sessions in Free State, Mpumalanga and Northern Cape</p> <p>Conducted assessments for the departments of Education, Environmental Affairs, QLFS and the Financial Census of Municipalities</p>	<p>4 statistical series were assessed. Only two of the anticipated 8 assessments were completed</p> <p>Assessment targets for 2012/13 – 2014/15 will not be achieved as Stats SA has not yet established a formal independent quality assessment unit as it is dependent on additional funding</p>	<p>As per footnote in the 2013/14 Work Programme</p>

The following table outlines the achievements against set targets for implementing a quality management system in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Methodology and Evaluation; Survey Standards)					
<i>Quality management system</i>					
Number of documents on implementing a quality management system	1	1	1		
<i>Methodological support, systems solutions and standard development</i>					
Percentage methodological support provided on time	90%	90%	100%	10%	Methodological support was provided as requested including ad hoc requests
Percentage technical solutions developed on time	100%	90%	75,5%	14,5%	Due to scope changes in various projects
Number and timeliness of technical and/or research reports to improve methodological practice and systems: Concept plan and roll-out of process mapping within Economic Statistics by March 2014		1	1		
Number and timeliness of technical and/or research reports to improve methodological practice and systems: Research document on agriculture and manufacturing small-area estimates by March 2014		1	1		
Number and timeliness of technical and/or research reports to improve methodological practice and systems: Research document on the generic design for household-based surveys and Economic Statistics by March 2014		1	1		

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Methodology and Evaluation; Survey Standards)					
<i>Methodological support, systems solutions and standard development</i>					
Number and timeliness of technical and/or research reports to improve methodological practice and systems: Research proposal on geo-referenced statistics by March 2014		1	1		
Number and timeliness of technical and/or research reports to improve methodological practice and systems: Research document on the sampling of kind-of-activity units by March 2014		1	1		
Number and timeliness of technical and/or research reports to improve methodological practice and systems: Discussion document on the proposed design frame for continuous population survey by March 2014		1	1		
Number of evaluation reports on statistical series: Evaluation report on QES by September 2014		1	1		
Number of evaluation reports on statistical series: Evaluation report on monthly retail trade by March 2014		1	1		

Programme 3: Population and Social Statistics (Subprogramme: Survey Monitoring and Evaluation)

<i>Survey monitoring and evaluation</i>					
Number and timeliness of survey monitoring and evaluation reports: Report on monitoring and evaluation of DTS	1	1	1		
Number and timeliness of survey monitoring and evaluation reports: Report on monitoring and evaluation of NHTS		1	1	The report was completed later than scheduled	Due to the internal signing process

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 3: Population and Social Statistics (Subprogramme: Survey Monitoring and Evaluation)					
<i>Survey monitoring and evaluation</i>					
Number and timeliness of survey monitoring and evaluation reports: Report on monitoring and evaluation of VOCS		1	1		
Number and timeliness of survey monitoring and evaluation reports: Report on monitoring and evaluation of GHS	1	1	1	The report was completed earlier than scheduled	The report was produced earlier as part of the Continuous Data Collection (CDC)
Number and timeliness of survey monitoring and evaluation reports: QLFS	3	4	4	One report was completed later than scheduled	Due to human resource constraints (staff participated in CDC)
Programme 4: Methodology and Standards (Subprogramme: Survey Standards)					
<i>Setting standards for the statistical system</i>					
Number and timeliness of standards developed/ reviewed within Stats SA: Standard on archiving		1	1	The standards requirements are included in the Archiving Policy	The Standards Advisory Committee approved the memo explaining the rationale for not developing the standard
Number and timeliness of standards developed/ reviewed within Stats SA: Tabulation standard by March 2014		1	1	The name of the standard has been changed to Tables and Charts Standard	
Number and timeliness of standards developed/ reviewed within Stats SA: Document versioning standard by March 2014		1	1		
Number and timeliness of standards developed/ reviewed within Stats SA: Weighting methodology by March 2014		1	1		
Number and timeliness of standards developed/ reviewed within Stats SA: Updated standard variables database by March 2014	1	1	0	1	The updating of the standard variables database was not completed due to human resource constraints

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Survey Standards)					
<i>Setting standards for the statistical system</i>					
Number and timeliness of standards developed/ reviewed within Stats SA: Updated standard economic statistics questions database by March 2014		1	1		
Number and timeliness of standards developed/ reviewed within Stats SA: Updated concepts and definitions database by March 2014	1	1	1		
Number and timeliness of standards developed/ reviewed within Stats SA: Updated classifications database by March 2014		1	0	1	The updating of the classifications database was not completed due to human resource constraints
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Setting standards for the statistical system</i>					
Percentage sector standards developed and reviewed within the SANSS	50%	50%	100%	50%	Developed 3 standards on 'crime error' for the SAPS as requested. User demand was lower than expected
Percentage of SASQAF training requests completed	50%	50%	100%	50%	Conducted 6 SASQAF training sessions. Provided support to provinces in SASQAF training. User demand was lower than expected
<i>Declaring statistics as official</i>					
Number and timeliness of SASQAF quality statements produced	1 quality statement was done. 2 were not achieved due to delays in putting together the required labour statistics metadata and human resource constraints	4	2	2	4 independent quality assessments were conducted and 2 quality statements were produced. 2 assessments were not finalised due to unavailability of key stakeholders

2.2.2 Business sampling frame development and maintenance

The Business Register forms the pillar of the business sampling frame which is used as the sampling frame for the various series of economic statistics produced by Stats SA. The defining characteristics of a reliable Business Register are that it is comprehensive in coverage, accurate in classification, and has updated contact information. Such a register must be maintained so that new businesses are included and dead units are removed. The different components in the division each play a pivotal role in the day-to-day maintenance of the Business Register.

The Business Register is derived from the various tax registers of SARS. The maintenance source is the Value Added Tax register. A set of business rules has been developed to capture the changes in businesses such as economic activity (classification) and life cycle status, e.g. active, inactive and closed. These have to be maintained with minimum time lags to ensure that reliable and accurate information is reported. Turnover of businesses is used in conjunction with employment indicators as a sizing measure. The accuracy of a business sampling frame, as a foundation of economic statistics, allows results of surveys to mirror economic reality on the ground as much as possible. It should be noted that the quality of the information received via tax systems has a direct impact on the quality of the business sampling frame.

The following table outlines the achievements against set targets for business sampling frame development and maintenance in the Strategic Plan.

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Business Register)					
<i>Business frame</i>					
Provide and maintain an updated sampling frame for the collection of economic statistics	Designed and developed the integrated business sampling frame system (modules 2 and 3) (ADAPT)	Design and develop the integrated business sampling frame system (module 3) (ADAPT)	Developed module 3 in 2012/13		
	Completed 93% of large business surveys	Complete 90% of large business surveys	Completed 96% of large business surveys	6%	Due to increased productivity
	Completed preliminary common sampling frame	Complete preliminary common sampling frame	Completed preliminary common sampling frame		
	Completed final common sampling frame	Complete final common sampling frame	Completed final common sampling frame		
		Produce quarterly snapshots to economic statistics	Produced quarterly snapshots to economic statistics		
	125 250 businesses in the business sampling frame were georeferenced	Develop a proposal and plan to compile register-based statistics	Developed a proposal and plan to compile register-based statistics		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Business Register)					
<i>Innovation management</i>					
Establish a single integrated business registration system	The project was wrapped up in September 2012. Discussions regarding the re-scoped project are in progress	Phase 2: Implementation of a single business registration system	No progress during 2013/14	The project is in the process of being re-scoped. Targets as outlined in the Strategic Plan will not be achieved	As per footnote in the 2013/14 Work Programme

The following table outlines the achievements against set targets for business sampling frame development and maintenance in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 4: Methodology and Standards (Subprogramme: Business Register)					
<i>Business frame</i>					
Percentage large business surveys completed	93%	90%	96%	6%	Due to increased productivity
Number of reports on performance and quality indicators for the Business Register complex	4	4	4		
Number and timeliness of snapshots and common sampling frames	6	6	6		

2.2.3 Spatial information frame development and maintenance (dwelling frame)

The spatial information frame contextualises the collection, classification, analysis, and interpretation of data. The dwelling frame is a spatial entity within the spatial information frame and is a database of geographically referenced dwellings with physical addresses. In addition, from the quantitative perspective, the frame allows for the description and analysis of the various aspects of spatial data. The spatial information frame is the sampling frame for household surveys and the population census.

The following table outlines the achievements against set targets for spatial information frame development and maintenance in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 5: Statistical Support and Informatics (Subprogramme: Geographic Services, Frames and Support)					
<i>Dwelling frame development and maintenance</i>					
Provide and maintain an updated sample frame for the collection of social statistics, support to census and support to surveys and users	Completed 11,3 million points. Additional points were sourced from local authorities	Complete 11,4 million points	Completed 15,4 million points	4 million	Due to the inception of the listing capture project which captured all census 2011 listings digitally, hence updating the sample frame
	Maintained 1 000 000 points for the year	Maintain a standard geographical frame	Maintained the dwelling frame		
	Assigned geo-referenced addresses to dwellings (358 000 per annum – 1 258 000 cumulative). Additional addresses were identified to be assigned	Assign georeferenced addresses to dwellings (300 000 per annum – 1 500 000 cumulative)	Assigned 86 000 addresses to dwellings	214 000	Due to reprioritisation of the dwelling frame
	Published a Digital Atlas during the census release	Expand geographical services through improving the geographic information system	Improved functionality of Digital Atlas by expanding data comparisons for 1996, 2001, 2007 and 2011		

The following table outlines the achievements against set targets for spatial information frame development and maintenance in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 5: Statistical Support and Informatics (Subprogramme: Geographic Services, Frames and Support)					
<i>Geographic frames and support</i>					
Number of points created	11,3 million	500 000	4 126 637	3 626 637	Due to the inception of the listing capture project which captured all census 2011 listings digitally, hence updating the sample frame
		11,4 million (cumulative)	15,4 million (cumulative)	4 million (cumulative)	
Number of points maintained	1 000 000	500 000	9 501 279	9 011 279	Due to the inception of the listing capture project which captured all census 2011 listings digitally, hence updating the sample frame
Number of publications compiled, edited and designed (value added products for dwelling frame implemented)	1	1	1		
Number of addresses assigned	1,258 million (cumulative)	1,5 million (cumulative)	86 000	214 000	Due to reprioritisation of the dwelling frame
Percentage place names maintained	100%	100%	100%		
Percentage EA demarcation maintained	100%	100%	100%		

2.2.4 Integrated communications, marketing and stakeholder relations

Stats SA's stakeholders (respondents to questionnaires, suppliers of administrative data and users of statistical information) are crucial to the organisation's being perceived as 'Your leading partner in quality statistics'. Partnerships and effective communication are pivotal to obtaining quality data inputs in terms of completeness, accuracy and timeliness of responses, as well as high response rates. At the end of the statistical value chain, the outputs of surveys should be communicated in a manner that is well understood by different data users to the point where they are encouraged to use this information to inform decision-making. Over the medium term, Stats SA will position SANSS in the public domain to keep the public informed about progress in the establishment of a National Statistical System.

The following table outlines the achievements against set targets for integrated communications, marketing and stakeholder relations in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: Stakeholder Relations and Marketing)					
<i>Integrated communications, marketing and stakeholder relations</i>					
Improve integrated communications, marketing and stakeholder relations management	The roll-out of the new brand was not completed due to budget constraints	Maintain brand of Stats SA	Brand maintenance was not done	A new brand for Stats SA has not yet been finalised. Maintenance of the brand in subsequent years as outlined in the five-year plan will not be achieved	As per footnote in the 2013/14 Work Programme
Improve accessibility to official statistics	User education was done by conducting 9 provincial workshops with media houses and journalists on how to use census data; community meetings where communities were shown data relating to their communities; and advertisements informing users on how to access data	Disseminate census products and tools and train users	Dissemination of census products was done through the ISibalo workshops and lecture series and visits to embassies where SuperCross training was conducted		
	2 021 236 downloads per annum. The release of census data in October 2012 resulted in an increase in downloads	200 000 downloads per annum	Old site: 813 403 (April – Sep 2013) New site: 26 044 (Oct 2013 – March 2014) Total: 839 447	639 447	Stats SA revamped its website. The system on the new website for the calculation of downloads was changed. The target will be reviewed for the 2014/15 financial year

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: Stakeholder Relations and Marketing)					
<i>Integrated communications, marketing and stakeholder relations</i>					
Provide effective communication within and outside Stats SA	A communication and marketing campaign for Census 2011 was done	Improve posture of Stats SA in public domain	Through the press conferences, the revamped website, Stats SA's iPad applications and the <i>Fieldworker</i> magazine, Stats SA ensured that South Africans are aware of the work of the organisation. There has been an increase in requests for data from both the media and communities		

The following table outlines the achievements against set targets for integrated communications, marketing and stakeholder relations in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: Stakeholder Relations and Marketing)					
<i>Stakeholder management and marketing</i>					
Number of visitor sessions to StatsOnline	4 013 532	3 200 000	Old site: 707 242 (April – Sep 2013) New site: 423 943 (Oct 2013 – March 2014) Total: 1 131 185	2 068 815	Stats SA revamped its website. The old site calculated the number of hits and the new site calculates the number of visitor sessions. The target will be reviewed for the 2014/15 financial year
Number of publications downloaded from StatsOnline	1 280 739	200 000	Old site: 813 403 (April – Sep 2013) New site: 26 044 (Oct 2013 – March 2014) Total: 839 447	639 447	Stats SA revamped its website. The system on the new website for the calculation of downloads was changed. The target will be reviewed for the 2014/15 financial year
Percentage enquiries on simple requests handled within 15 minutes	0	85%	92%	7%	The target was only reported on in quarters 1 and 4 due to system constraints
Percentage enquiries on normal requests handled within 24 hours	86%	85%	91%	6%	The target was only reported on in quarters 1 and 4 due to system constraints
Percentage enquiries on special requests handled within 5 days	80,5%	75%	90%	15%	The target was only reported on in quarters 1 and 4 due to system constraints
Number of stakeholder satisfaction reports	1	1	0	1	The report was released in April 2014. The survey was rescheduled to March 2014 which impacted on the release date of the report

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 5: Statistical Support and Informatics (Subprogramme: Publication Services)					
<i>Compilation, editing, design, printing and electronic product development</i>					
Number of printed questionnaires, statistical releases and training manuals	268	314 823	299 975	14 848	The estimate was based on the Census target from 2012/13
Number of publications designed, edited and distributed	760 366	550 245	679 820	129 575	Due to organisational demand
Number and timeliness of publications compiled		16	16		
Number of time series updated on system (electronic and social surveys and administrative records)		196	200	4	Additional series were done as required
Programme 6: Corporate Relations (Subprogramme: Corporate Communications)					
<i>Internal and external communications, public and media relations</i>					
Number of newsletters and articles distributed (Stats Today, weekly <i>Pulse</i> and monthly external newsletter)	288	300	270	30	Due to closure of organisation during the state funeral and holidays
Number of general staff meetings	1	2	0	2	A management decision was taken to have only one staff meeting. An AGM was held in April 2014
Number of monthly press releases		56	66	10	More press releases were required than anticipated
Number of press conferences	13	12	20	8	Due to an increase in periodic releases, the number of press conferences increased
Number of products developed	4	4	4		

2.2.5 Policy research and analysis

A Policy Research and Analysis unit was established to enhance public confidence and trust in statistics by providing an integrative technical support and advisory service for policy planners and development practitioners. This is evident by the information needs of the public, private and civil society sectors. This unit will also be required to participate in knowledge research and innovation on key development themes through partnerships with local, national, and international scientific groups. In order to intensify efforts around policy research and analysis, Stats SA enrolled 12 senior managers at Stellenbosch University to specialise in spatial statistics in 2011/12, and six senior managers and four professionals in 2012/13. The intention is to continue with the programme for the next few years to capacitate staff, especially at provincial level, to enable them to expand and coordinate official statistics in their respective provinces.

The following table outlines the achievements against set targets for policy research and analysis in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: Policy Research and Analysis)					
<i>Integrative research and analysis</i>					
Inform users on economic, socio-economic trends and spatial dynamics in South Africa	The products were not developed, but 12 research papers were compiled. Staff were enrolled in the CRUISE course at Stellenbosch University to be equipped with the skills and knowledge	Participate in knowledge research and innovation on key development themes through partnerships with local, national and international scientific groups	Participated in the following: <ul style="list-style-type: none"> • Gauteng Infrastructure Indaba • National Spatial Data Repository workshop • South African Geo-information Management Strategy: Data Commission meeting • Committee for Spatial Information meeting • Stakeholder workshop on Simulating key estimates for local municipality socio-economic models 		
	Support was not provided. Staff were enrolled in the CRUISE course at Stellenbosch University to be equipped with the skills and knowledge	Review operational model for integrative research and analysis	Established an integrative research and analysis forum to drive the research agenda within the organisation		

The following table outlines the achievements against set targets for policy research and analysis in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: Policy Research and Analysis)					
<i>Economic, social and integrative spatial research and analysis</i>					
Number of research reports	12	10	5	5	Due to human resource constraints



2.3 Strategic objective: Improve productivity and service delivery

The global financial crises in the past five years have been significant in a number of ways, especially with regard to economic aspects, and forced both public and private entities to embark on stringent measures to revive their economies. Governments throughout the world continue to tighten their financial controls, and review monetary policies and interest rates to improve general conditions of life. The concept of 'doing more with the same' is likely to be in operation for a number of years to come, up until global recession has positively turned the wheel around. In order to address these challenges, but keep up the pace of delivering high-quality statistical information, the organisation adopted a number of strategies to ensure that it becomes more effective and efficient in conducting its business.

Improving productivity and service delivery will be implemented through an integrated approach to survey operations, effective management support and systems, and a corporate service that serves the needs of the department.

2.3.1 Improving survey operations

Initiatives and developments to improve integration of survey operations

Integrated fieldwork approach: Stats SA is implementing an integrated approach to fieldwork to ensure effective and efficient fieldwork operations, and will deliver better value for money through:

- Sharing of resources across projects;
- Decentralising survey operations to provincial and district offices;
- Streamlining and optimising logistical, publicity and administrative processes; and
- Improving the management and coordination of fieldwork operations at provincial and district levels.

Corporate data processing facility: In order to ensure improved productivity and service delivery to the core areas, the processing facility will focus on the following in the medium term:

- Developing a common data processing platform;
- Standardising and integrating data processing instruments, systems and methodologies; and
- Introducing integrated quality assurance systems and re-engineering processes.

The following table outlines the achievements against set targets for improving survey operations in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 7: Survey Operations (Subprogramme: Household Survey Operations)					
<i>Integrated fieldwork</i>					
Coordinate and integrate collection activities across household surveys	54 district offices have been established and are operational to provide an infrastructure across the country for data collection	Stabilise processes and systems of a national surveys programme	Developed a Survey Operations strategy that outlines the national surveys programme		
	The economic survey programme was not established	Stabilise integrated fieldwork force	Implemented a permanent fieldwork force to conduct household surveys		
Programme 7: Survey Operations (Subprogramme: Corporate Data Processing)					
<i>Data processing</i>					
Coordinate and integrate processing activities across household surveys and administrative data	Household survey instruments, systems and methodologies are standardised. All data processing systems are generic	Introduce integrated quality assurance (QA) systems and re-engineer processes	Introduced new QA and ICD-10 coding systems		
	Processed 801 516 questionnaires	Process and edit datasets for household-based surveys and administrative data	Processed data for the GHS, DTS, VOCS, NHTS and Causes of death surveys. 812 961 questionnaires		

The following table outlines the achievements against set targets for improving survey operations in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 7: Survey Operations (Subprogramme: Household Survey Operations)					
<i>Integrated fieldwork</i>					
Number and timeliness of questionnaires completed	127 708 (average response rate of 92,8%)	239 000	235 798	3 202	The survey area estimate for SESE was more than the questionnaires collected
Number and timeliness of PSUs maintained and updated on the master sample	3 080	3 080	3 080		
Programme 7: Survey Operations (Subprogramme: Corporate Data Processing)					
<i>Data processing</i>					
Number and timeliness of questionnaires processed and edited	224 500	286 000	288 561	2 561	Additional households were yielded from the dwelling units that were sampled
Number and timeliness of PSUs maintained and updated on the master sample	3 080	3 080	3 080		
<i>Mortality and causes of death</i>					
Number of death notification forms processed and edited for mortality and causes of death	568 400	600 000	524 000	76 000	600 000 forms is an estimated target. Only 524 000 forms were received from the Department of Home Affairs

2.3.2 Management support

Strategy and planning: The strategic direction for statistical production in the country was adopted by Stats SA during 2010 for a period of five years. The organisation initiated a Strategy-in-Action project to ensure that all employees are informed, and participate and engage in discussions relating to the organisational strategy. During 2013/14, the organisation will conduct a strategy review to assess progress made so far, to identify factors influencing the achievement of the strategy and to inform the new Strategic Plan scheduled for 2014/15.

Integrated operational planning, reporting and monitoring: The organisation has implemented an integrated planning, reporting and monitoring process. An integrated reporting system is in the process of being developed and will be rolled out over the medium term.

Project and operational management approach: Project and operational management will assist the organisation in achieving effectiveness, efficiency and quality. This approach implies focusing on identifying stakeholder needs; setting goals and objectives; planning inputs, processes, outputs and outcomes; and tracking and monitoring implementation of plans to identify deviations from plans timeously and take the necessary corrective measures.

Internal Audit: Internal Audit will assist management in improving internal controls, risk management and governance by providing independent risk-based assurance services, as well as advisory services as required by the Public Finance Management Act (Act No. 1 of 1999) (PFMA). An integrated audit approach placing emphasis on the identification of risks, the prioritising thereof and the testing of controls over key risk areas will be followed. Our findings and recommended areas for improvement will be included in all internal audit reports submitted to management and the Audit Committee.

The following table outlines the achievements against set targets for management support in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: Strategy)					
<i>Governance and accountability</i>					
Drive the strategic direction and monitor organisational performance	Improved management of organisational performance through better alignment and compilation of Minister's summary report	Improve management of organisational performance	Presented integrated performance report to Exco on strategic and organisational performance, including risk management		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: Strategy)					
<i>Governance and accountability</i>					
Drive the strategic direction and monitor organisational performance	Tabled Annual Report in Parliament and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee on the implementation of the strategic direction and Work Programme of Stats SA	Provide quarterly and annual progress reports on implementation of new strategic direction	Submitted quarterly and annual progress reports to Minister and National Treasury in line with the Work Programme on the implementation of the strategic direction		
Provide integrated management information to inform decision-making	Compiled and provided monthly integrated programme and project management information to Exco and SMS	Enhance monthly integrated programme and project management information	Successfully launched the enhanced Radikopantsha (management information repository) portal		
Build project and programme management capabilities and facilitate integrated operational planning and reporting	Trained 71 staff members in project management Provided project management support to the Census 2011 dissemination, the new building, collaborative mapping and the ISibalo Institute projects	Build capacity and provide project management support to a priority project of Stats SA; facilitate operational planning and reporting	Trained 46 staff in project management Completed the assessment process for the 5-day 'Fundamentals of Project Management' course for the National Certificate in Official Statistics Provided project management support to 8 priority projects Facilitated operational planning and reporting across 7 clusters		
Provide internal audit services to Stats SA	Conducted the following audits: <ul style="list-style-type: none"> Population and Social Stats: 2 Provincial and district offices: 4 Fin Management, SCM and FMLS: 6 HRM and HCD: 4 Governance relating to other core business areas: 3 	Conduct internal audits in line with the risk management register	Conducted 16 internal audits as scheduled, including reviews of financial statements	6 of the 22 audit reports were issued in April 2014	Due to delays in receiving management comments

The following table outlines the achievements against set targets for management support in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: Strategy)					
<i>Strategic planning and reporting</i>					
Number and timeliness of reports	6	6	6		
Programme 1: Office of the Statistician-General (Subprogramme: Programme Office)					
<i>Programme and project management</i>					
Number of staff members trained in project management	71	20	46	26	Due to Stats SA's strategic emphasis on investment in learning and growth, i.e. institution building and human resource investment
Number of projects empowered in accordance with Stats SA's project management framework	1	1	8	7	Due to an increased demand for project management support to achieve the 6 strategic objectives
Number of clusters empowered in operational planning and reporting	7	7	7		
Number of monthly integrated management information reports to Exco	12	12	12		
Programme 1: Office of the Statistician-General (Subprogramme: Internal Audit)					
<i>Internal Audit</i>					
Number of internal audits conducted and approved by the Audit Committee	19	22	16	6	6 reports were issued in April 2014 due to delays in receiving management comments

2.3.3 Governance and administration

Corporate Services, as a strategic partner, contributes to the implementation of the strategic direction adopted in 2010 by delivering the right services, at the right time and the right place. This will be achieved by promoting good governance, improving the turnaround time of service delivery, in line with the respective capacity of offices, and enhancing the financial and human resource management processes and systems. The budget process will have to take into account that everything cannot be implemented simultaneously as the economic outlook sets limits to what we can afford over the period ahead.

As we continue to bring plans and programmes to fruition, they will be reflected in the medium-term framework, which provides financial resources, gives authority to spend and links appropriations to projects and service delivery targets. Rigorous procurement reforms are being planned across the whole of government, especially in infrastructure project management to strengthen service delivery, eliminate waste and root out corruption (Medium Term Budget Policy Statement: 2012).

Corporate Services ensures that the organisation adheres to set governmental rules and regulations depicted in the country's Constitution, legislative acts, policies such as the PFMA, and procedures. When all of these legal documents are recognised and implemented effectively, they create an enabling and conducive working environment which will facilitate delivery of the Batho Pele Principles.

The following table outlines the achievements against set targets for governance and administration in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Resource Management)					
<i>Human resource management</i>					
Enhance human resource management practices	Recruitment was done in accordance with the requirements of the Census 2011 project and operational plans to assist in meeting the strategic objectives of Census 2011. Targeted recruitment was done to ensure that the required contract employees were provided for in the areas that are difficult to recruit	Deploy national footprint	Established a national field collection footprint through the appointment of a permanent fieldwork force across 9 provinces and 54 district offices. This fieldwork force has been deployed to collect information beyond Stats SA's regular series, including <i>Census of Schools</i> in 2 provinces		

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Resource Management)					
<i>Human resource management</i>					
Enhance human resource management practices	Staff with the necessary competencies and skills were deployed at different stages of Census 2011 for specified periods to areas where capacity was required to ensure the success of Census 2011	Deploy professional staff to SANSS to build statistical capacity	Deployed 2 staff members to work on the social statistics subsystem		
	Change management programme relating to the Strategy-in-Action project and other priority areas was implemented	Maintain a motivated workforce	Continued the Strategy-in-Action project in 2013/14 and created a communication platform where staff members and management can interact		
Programme 1: Corporate Services (Subprogramme: Facilities Management, Logistics and Security)					
<i>Security, logistical and transport services</i>					
Provide a reliable and cost-effective fleet and travel service	Census operations were closed down in district and satellite offices	Increase efficiency gains of a cost-effective fleet and travel service	Stats SA entered into a contract for the utilisation of G-fleet to maintain a cost-effective fleet service. The use of travel agency systems has increased efficiency of travel services		
Programme 1: Corporate Services (Subprogramme: Financial Administration)					
<i>Financial management and administration</i>					
Provide effective financial management in line with relevant legislation	Implemented the accounts payable approach from August 2012 to pay supplier accounts. At the close of the financial year, the department was 100% compliant with National Treasury Regulation 8.2.3	Review financial systems to ensure effective and efficient service delivery	Documented and mapped SCM processes to ensure effectiveness and efficiency. New follow-up interventions were introduced for the payroll certificate compliance which increased compliance by 21,75%		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
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Programme 1: Corporate Services (Subprogramme: Financial Administration)

Financial management and administration

Provide effective financial management in line with relevant legislation	Improved turnaround times in delivery and sourcing of quotations. Sourcing of quotations was done within 3 days (non-assets) and 7 days (assets) and delivery thereof was also within the set timelines. Provincial requests were attended to at provincial level which also led to improved turnaround times	Facilitate improvement of demand planning	Compiled a consolidated demand management plan		
		Costing of decentralised functions as per outcome of workstudy report	No further decentralisation took place	It was decided that a new full-fledged work study will be conducted	Due to a management decision
	Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements, monthly IYM and Minister's report as scheduled	Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements	Submitted MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements as scheduled		

Programme 1: Corporate Services (Subprogramme: Corporate Governance)

Corporate governance

Facilitate organisational risk management in line with PFMA requirements and best practice	Compiled and presented quarterly risk reports and top organisational risks to the Risk Management Steering Committee, Audit Committee and Exco	Ensure optimal governance processes and systems	Reviewed and aligned risk policies, framework and processes to best practice		
	Monitored top strategic risks monthly. The Risk Unit, Steering Committee and Exco closely monitored key strategic and operational risks relating to census	Monitor strategic risks	Strategic risks were monitored regularly by the Risk Management Steering Committee		

The following table outlines the achievements against set targets for governance and administration in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Resource Management)					
<i>Recruitment and retention; Support to surveys and projects; Human resource planning</i>					
Percentage contract staff recruited and appointed within project timelines	100%	100%	98,6%	1,4%	Delayed in Q1 due to late requests, difficulties with employing qualified nurses for the Causes of Death release and people declining as a result of night shift work
Percentage permanent staff appointed within 10 weeks of advertisement	0%	75%	33%	42%	Due to internal processes and dependencies on stakeholders
Vacancy rate	10%	10%	9,8%		
Number and timeliness of human resource management reports, policies and documents <ul style="list-style-type: none"> • HRM Strategic Plan • Annual report • EE report • Succession plan 	3	4	3	1	The succession plan is in the approval process
<i>Organisational development and change management</i>					
Percentage performance contracts signed	94%	100%	97,3%	2,7%	Due to non-compliance
Percentage performance evaluations signed	94%	100%	99,3%	0,7%	Due to non-compliance
Percentage change management (CM) intervention requests supported	100%	100%	100%		
<i>Labour relations and employee wellness</i>					
Percentage grievance cases addressed within 30 days	35%	100%	77,4%	22,6%	Due to dependencies on stakeholders and complexity of cases
Percentage disciplinary cases addressed within 60 days	82%	100%	61,6%	38,4%	Due to dependencies on stakeholders and complexity of cases

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Resource Management)					
<i>Labour relations and employee wellness</i>					
Number of employee wellness programmes coordinated: • Scholars' programme (2) • Retirement programme • Women's Day • Disability Indaba • World HIV/AIDS Day	5	6	6		
<i>Benefit administration</i>					
Percentage leave records processed within 30 days	100%	100%	100%		
Programme 1: Corporate Services (Subprogramme: Facilities Management, Logistics and Security)					
<i>Logistics management, security and facilities</i>					
Number and timeliness of monthly reports on monitoring and evaluation of fleet management services (specifically for leased vehicles for projects/surveys)	12	12	12		
Percentage travel and accommodation services provided within 3 days	100%	100%	100%		
Number and timeliness of monthly reports on reconciliation and monitoring of travel and accommodation expenditure against the BAS system	12	12	12		
Percentage pre-screening submitted to State Security Agency (SSA), results received within 30 days	44%	100%	44%	56%	Due to dependency on the State Security Agency (SSA)
Percentage employees screened	60%	70%	100% submitted 13% screened by SSA	57%	Due to dependency on SSA
Percentage internal investigations received and finalised	90%	90%	73%	17%	Due to changed methodology, complexity of cases and internal processes
Percentage third-party claims finalised	25%	85%	42%	43%	Due to external legal processes

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Facilities Management, Logistics and Security)					
<i>Logistics management, security and facilities</i>					
Number of security and compliance appraisals and/or audits conducted in Stats SA buildings	5	5	49	44	Due to additional appraisals being conducted in the provincial and district offices
Number and timeliness of OHSA audits conducted		4	4		
Programme 1: Corporate Services (Subprogramme: Financial Administration)					
<i>Financial management, financial accounting, financial advisory, supply chain management and asset management</i>					
Number and timeliness of financial management reports, documents and statements: Monthly IYM reports	12	12	12		
Number and timeliness of financial management reports, documents and statements: MTEF estimates by August 2013	1	1	1		
Number and timeliness of financial management reports, documents and statements: AENE by October 2013	1	1	1		
Number and timeliness of financial management reports, documents and statements: ENE by December 2013	1	1	1		
Number and timeliness of financial accounting reports, documents and statements: Biannual tax reconciliation to SARS in May and October 2013	2	2	2		
Number and timeliness of financial statements submitted to National Treasury		5	5		
Percentage payments within 30 days	90%	100%	99,8%	0,2%	Due to delays in supplier responses and system constraints

Table 2: Annual Performance Plan Targets (continued)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Financial Administration)					
<i>Financial management, financial accounting, financial advisory, supply chain management and asset management</i>					
Percentage payroll certificates signed within 10 days	74%	100%	97%	3%	Due to non-compliance
Number and timeliness of reports on provincial visits compiled	26	36	36		
Number of compliance reports compiled (internal controls)	4	4	4		
Number and timeliness of quarterly reports on management of cash flows in the provinces	4	4	4		
Number and timeliness of integrated demand management and asset acquisition plans compiled	1	1	1		
Percentage goods and services procured from black-owned institutions (promotion of BEE)	53%	60%	85%	25%	Due to improved processes and performance monitoring
Percentage contracts signed within 30 days of submission	70%	80%	91,5%	11,5%	Due to improved processes and performance monitoring
Percentage bids awarded within 8 weeks of advertisement	27%	60%	69,3%	9,3%	Due to improved processes and performance monitoring
Number and timeliness of reports on reconciliation, verification and disposal of assets	8	9	7	2	2 reports on asset verification were completed later than scheduled due to organisational priorities and delays in the commencement of the disposal process

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Corporate Governance)					
<i>Risk management, policies and legal services</i>					
Number of policies reviewed and approved	4	4	4		
Number and timeliness of organisational risk management and fraud prevention plans and reports	10	10	10		
Percentage (number) legal cases (litigation) reported and handled on time	100%	80%	100%	20%	The component was able to handle all cases
Percentage (number) contracts vetted and legal opinions rendered on time		100%	100%		



2.4 Strategic objective: Lead the development and coordination of statistical production within the South African National Statistics System (SANSS)

South Africa has a system of national statistics with an array of role players. Key policy issues are wider than the remit of any single government department and must be tackled on a government-wide basis. These cross-cutting issues clearly indicate a need for a set of national statistics within a coordination framework where statistical units, data items, classifications and standards are harmonised across government.

The legal mandate for statistical coordination by the Statistician-General (and thus Stats SA) is derived from the Statistics Act (Act No. 6 of 1999). A national strategy for the development of statistics (NSDS) is necessary in order to fully implement the Act, which is a prerequisite if the demand for statistics in the country is to be met. The NSDS will be compiled in collaboration with partners in the SANSS.

The following table outlines the achievements against set targets for leading the development and coordination of statistical production within the SANSS in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>An enabling regulatory environment</i>					
Create a regulatory environment to enhance the supply and use of statistics in the country	Compiled policy framework and submitted to the Minister	Review Statistics Act (Act No. 6 of 1999)	Reviewed the Statistics Act and Amendment Bill		
	Drafted a bill to amend the Statistics Act (Act No. 6 of 1999), to make further provision for the principles, processes and structures required to promote statistical coordination among organs of state				
<i>Statistical planning across all organs of state</i>					
Provide strategic direction for statistical development in the country	The NSDS document was not compiled. An NSDS framework was compiled. Consultation will continue in 2013/14	Develop reporting processes to monitor implementation of the NSDS and statistical programmes	The development of the NSDS has not been completed, as the policy document has not yet been adopted by the Minister. The compilation and approval of sector statistical plans for Health, Education, Crime and Science and Technology are dependent on the NSDS	Targets scheduled for 2013/14 and 2014/15 will therefore not be achieved	As per footnote in the 2013/14 Work Programme

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Statistical planning across all organs of state</i>					
Provide strategic direction for statistical development in the country	Developed a statistical planning tool which will be workshopped and completed by the DBE	Publish statistical programme for education sector	Statistical planning documents (tools) were developed, shared and reviewed with the DBE. The statistical programme for the education sector was not published	The compilation and approval of sector statistical plans for education is dependent on the NSDS	As per footnote in the 2013/14 Work Programme
	Developed a statistical planning tool which will be workshopped and completed by the national Department of Health	Publish statistical programme for health statistics	The statistical programme for health statistics was not published	The compilation and approval of sector statistical plans for health is dependent on the NSDS	As per footnote in the 2013/14 Work Programme
	Developed a statistical planning tool which will be workshopped and completed by SAPS	Include statistical programme for crime statistics in performance plans of relevant Ministries	The inclusion of a statistical programme for crime statistics in performance plans of relevant Ministries was not done	The inclusion of sector statistical plans for SAPS is dependent on the NSDS The signing of the MoU between Stats SA and SAPS has been delayed	As per footnote in the 2013/14 Work Programme
	Developed a statistical planning tool which will be workshopped and completed by DST	Publish statistical programme for science and technology surveys	The statistical programme for science and technology surveys was not done	The compilation and approval of sector statistical plans for Science and Technology is dependent on the NSDS	As per footnote in the 2013/14 Work Programme
<i>Coordination of statistical production</i>					
Coordinate statistical production in the country	Implemented data sharing tool with Stats SA IT using Connect-Direct software				
	The user-producer and producer-producer forums were not established due to structure constraints. These will be developed once the subsystems and the structure for the NSS to be a cluster are approved	Establish statistics units in other government departments	The establishment of statistics units in other government departments was not done	The establishment of statistics units will follow the approval of the policy document	As per footnote in the 2013/14 Work Programme

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Statistical support and advice</i>					
Coordinate statistical production in the country	The independent quality assessment against SASQAF was not conducted. Technical support for questionnaire design was prioritised	Monitor implementation and provide support	Conducted an independent quality assessment for the SNAP survey and compiled an improvement plan	Implementation cannot be monitored	Awaiting final plan from the DBE
	A draft plan was compiled for the DBE and will be finalised in May 2013				
	Technical support to health in self-assessment against SASQAF was not provided. Provided technical support to the Limpopo Department of Health Head Count Project with questionnaire revision. Technical support for questionnaire design was prioritised	Conduct an independent quality assessment against SASQAF (Health)	An independent quality assessment against SASQAF was not done	The department has embarked on the assessment of the district health information system in Limpopo, Mpumalanga and KwaZulu-Natal	As per footnote in the 2013/14 Work Programme
The quality improvement plan was not developed due to human resource constraints. The development of a quality improvement plan for some of the health datasets will be completed in June 2013	Compile quality improvement plan to be implemented by partner	The quality improvement plan was not done	The department has embarked on the assessment of the district health information system in Limpopo, Mpumalanga and KwaZulu-Natal	The compilation of an improvement plan is dependent on the completion of the quality assessment	

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Statistical support and advice</i>					
Coordinate statistical production in the country	Technical support to SAPS in self-assessment against SASQAF was not done. Provided technical support in the development of data quality policy and standards. The policy document on crime statistics was developed and will lead to a new crime statistics publication as of 2014. Technical support for development of data quality policy and standards was prioritised	Conduct an independent quality assessment against SASQAF (SAPS) ⁴	The independent quality assessment against SASQAF was not done	Four standards were developed	Scope change agreed with SAPS to improve their state of readiness for an independent assessment. Assessment and quality improvement plan moved to subsequent years
	Accessibility was not increased and data management was not provided due to the development of a new website. The master sample was made available to partners	Compile quality improvement plan to be implemented by partner (SAPS)	The quality improvement plan was not done	Four standards were developed as a key requirement for improving quality	The quality improvement plan will follow the independent quality assessment
	A feasibility study was not conducted. A concept paper on the transformation of the national population register into a statistical frame was drafted. Awaiting approval of the new structure and funding	Maintain and update MSSI	Obtained data from DHA for vital statistics, SARS (trade data) and development indicator data from MDG process. Developed indicators on welfare of children with DWCPD	A report will not be published in 2013/14	Ongoing discussions between Stats SA and Home Affairs on the quality and completeness of the population register will inform future actions and technical support

⁴ The progress report on crime statistics has outlined future improvements to the crime statistics system. The assessment will be conducted in subsequent years.

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Statistical reporting amongst organs of state</i>					
Coordinate statistical reporting in and by the country	The MDG report was not compiled. 5 authors were appointed and the report will be completed in June 2013. The procurement process took longer than anticipated for the appointment of authors	Update MDG indicators and identify data gaps	Updated and compiled MDG 2013 report		
	The MDG process was developed	Coordinate MDG process for 2014	Compiled an MDG process flow for 2014		
<i>Statistical support and advice</i>					
Coordinate statistical reporting in and by the country	MDG 2010 database was created and will be updated with 2013 data	Maintain and update an indicator database that meets South Africa's statistical reporting obligations	Updated the indicator database with 2013 MDG data		
<i>Raise the profile and status of statistics</i>					
Promote the use of statistical information in decision-making	The use of statistical information in policy development has been addressed in the policy document	Integrate statistics in policy formation processes to support development outcomes	The promotion of the use of statistical information in policy formulation is addressed in the policy document	The policy document was compiled but not formally adopted	Awaiting approval of the policy document

The following table outlines the achievements against set targets for leading the development and coordination of statistical production within the SANSS in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Office of the Statistician-General (Subprogramme: Strategy)					
<i>An enabling regulatory environment</i>					
Number of legal documents developed	1	1	1		
Programme 1: Office of the Statistician-General (Subprogramme: National Statistics System)					
<i>Statistical planning across all organs of state</i>					
Number of statistical planning documents compiled	3	4	0	4	Awaiting finalisation of the policy document and the NSDS
<i>Coordination of statistical production</i>					
Number of subsystems and governance structures established for the SANSS	1	2	0	2	Due to the delayed finalisation of the national strategy which has impacted on the development of the Social and Economic Statistics conceptual frameworks
<i>Statistical support and advice</i>					
Number of organs of state received technical support in statistical production	7	10	12	2	Due to stakeholder demand
<i>Statistical reporting amongst organs of state</i>					
Number of national and international statistical reports compiled	0	3	9	6	An MDG report and 8 goal reports were compiled



2.5 Strategic objective: Invest in learning and growth

2.5.1 Investing in human capital

Human capital: South Africa is faced with a severe skills shortage, especially in the areas of mathematics and statistics. A skills development programme has been put in place to strengthen Stats SA's capability and to support the department's role in leading the national statistics system. The programme entails a schools outreach programme to create awareness among children and educators, collaboration initiatives with higher education institutions, and an in-house programme to further develop individual and organisational capability.

The following table outlines the achievements against set targets for investing in human capital in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Capacity Development)					
<i>Human capital</i>					
Improve statistical literacy in schools	Conducted 118 Maths4Stats workshops in 8 provinces	Schools programme: • Maths4Stats	Conducted 126 Maths4Stats workshops		
Establish partnerships with tertiary institutions to strengthen statistical capacity in the country	• Enrolled 9 staff for the Masters Programme in Urban and Regional Statistics	Tertiary programme: • Enrol students for Masters Programme	Tertiary programme: • Enrolled 15 staff for the Masters Programme in Urban and Regional Statistics		
	The research report on space economy was not completed due to human resources constraints	Research report on space economy	Compiled the research report		
Improve statistical training, competency and skills for Stats SA employees	Inside Stats SA • Appointed 38 interns • Awarded 71 bursaries • 1 790 staff attended other courses • 55 staff completed E-learning	Inside Stats SA • 65 interns appointed	Appointed 88 interns	The Work Programme target for 2013/14 was adjusted to 30. 58 additional interns were appointed	Increased demand due to organisational needs
	Staff trained in foreign study programmes were deployed into district offices	• Merge internal training programme with statistics training institute	The merge was not done	It is dependent on establishment of the training institute	A management decision was taken to reformulate the statistics training institute

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Capacity Development)					
<i>Human capital</i>					
Improve statistical training, competency and skills for Stats SA employees	<ul style="list-style-type: none"> Enrolled 42 students in the Official Statistics course 2 modules for the postgraduate diploma were completed. The last module is in the finalisation process due to challenges with the service provider 	Expand scope of Statistics Training Institute: <ul style="list-style-type: none"> Training in 1-year Certificate in Official Statistics for 100 candidates Offer training to partners in the SANSS 	Expand scope of Statistics Training Institute ⁵ : <ul style="list-style-type: none"> Enrolled 35 students for the 1-year Certificate in Official Statistics Trained partners in SANSS, including the Department of Social Development, and municipalities 	5 students The target was revised to 30 in the 2013/14 Work Programme	Increased demand due to organisational needs

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The following table outlines the achievements against set targets for investing in human capital in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Capacity Development)					
<i>Statistical literacy at schools level</i>					
Number of training materials/reports for statistical literacy programmes	0	1	1		
<i>Statistical capacity building at tertiary level</i>					
Number of students enrolled for tertiary education	9	10	15	5	Increased demand due to organisational needs
<i>Building capacity inside Stats SA</i>					
Number of training plans and documents approved and submitted (this includes training plans, workplace skills and reports submitted to PSETA)	6	6	6		

⁵ The Statistics Training Institute project was rescoped. It is now a training programme.

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Capacity Development)					
<i>Building capacity inside Stats SA</i>					
Number of interns appointed	30	30	50	20	Increased demand due to organisational needs
Number of staff trained (internally and externally; inclusive of short courses)	1 790	2 185	1 972	213	Due to the unavailability of service providers
Number of bursaries awarded to employees	71	450	445	5	Due to applicants not qualifying
Number of foreign study bursaries awarded to Stats SA employees	0	5	0	5	Due to budget constraints
Number of study bursaries awarded to learners at local universities	0	20	12	8	Due to budget constraints
Number of accredited courses/modules	1	2	0	2	Consultation was done with ETQA. There was no need for accreditation as modules/courses were already unit standard based and recognised
Number of students enrolled in the <i>Official Statistics</i> course	42	30	35	5	Due to increased demand
<i>ISibalo Institute</i>					
Number of documents for the establishment of the ISibalo Institute	0	1	0	1	Due to scope change

2.5.2 Investing in information capital

Information capital: Over time, Stats SA has become a knowledge-based organisation. Its core business is about data and information within a highly technological environment. Technology is a strategic enabler in the statistical environment and plays a critical role in improving the efficiency and effectiveness of operations.

The ICT strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. A phased approach to ICT governance has been adopted. An ICT policy and charter have been developed in 2012/13. During 2013/14, the organisation will focus on an ICT governance and management framework, strategic plan and implementation plan.

The business modernisation strategy outlines our plans to modernise business systems, as well as the underlying enterprise-wide infrastructure required to execute such strategy.

The following table outlines the achievements against set targets for investing in information capital in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 5: Statistical Support and Informatics (Subprogramme: Data Management and Technology)					
<i>Information capital</i>					
Provide a stable, reliable and functional server and network infrastructure	Implemented 2 data protection systems	Expand network and server environment	Submitted a tender through SITA which was evaluated and recommendations were made	The tender process took long and submissions far exceeding budgeted amounts were received from bidders	Alternative solutions were investigated
Deliver user-focused ICT services	Implemented workflows for 2 corporate services processes	Expand ICT services	Developed 4 workflow application systems: <ul style="list-style-type: none"> • Security Clearance Management System • Strategy Application System • Invoice Tracking System • Supplier Database System 		
Ensure effective governance of IT operations	The ICT Continuity Plan or ICT Disaster Recovery Plan was approved by the SG. A functional ICT business continuity programme is in place	Maintain effective and efficient ICT operations	Developed and approved the Corporate Governance of ICT Framework and the Governance of ICT Charter		

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 5: Statistical Support and Informatics (Subprogramme: Data Management and Technology)					
<i>Information capital</i>					
Establish business modernisation in Stats SA	Compiled research papers for Wi-Fi and enterprise architecture	Continuous research and testing of evolving technological developments	Completed 4 research reports: <ul style="list-style-type: none"> • Application Architecture Roadmap • Application Development & Deployment Guidelines • ICT Portfolio Management Framework • Governance and Management of ICT Framework 		
	Systems development was not standardised across the organisation due to resource constraints	Implemented IT solution according to business modernisation principles	Developed 4 workflow application systems: <ul style="list-style-type: none"> • Security Clearance Management System • Strategy Application System • Invoice Tracking System • Supplier Database System 		
<i>Innovation management</i>					
Develop and implement a knowledge management system		Roll out phase 2: Implement knowledge management approach	Compiled a Knowledge Management Framework: Policy, Strategy and Implementation Approach	Implementation of the Knowledge Management Framework will follow	As per footnote in the 2013/14 Work Programme

The following table outlines the achievements against set targets for investing in information capital in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 5: Statistical Support and Informatics (Subprogramme: Data Management and Technology)					
<i>Network management</i>					
Number of data protection systems implemented	2	2	1	1	Due to funding constraints
Number of infrastructure initiatives implemented	2	2	2		
<i>ICT service delivery</i>					
Percentage ICT services delivered meeting service level standards	94%	90%	95,4%	5,4%	Due to improved Service Desk operational procedures
<i>ICT governance</i>					
Number of policies, standards and procedures approved	1	2	0	2	Due to internal processes and stakeholder consultation
Programme 5: Statistical Support and Informatics (Subprogramme: Business Modernisation)					
<i>Business modernisation</i>					
Number and timeliness of research reports	2	2	4	2	2 additional research reports were compiled. The DPSA issued an IT Governance Framework directive to all departments. The directives follow a 3-phased approach with the deadline for Phase 1 being the 2013/14 financial year
Number of systems developed	2	2	4	2	2 additional systems were developed due to business demands and requests
<i>Knowledge management</i>					
Number and timeliness of documents on knowledge management		1	1		

2.5.3 Investing in organisational capital

Organisational capital: The alignment and integration of intangible assets is an important building block to implement the strategy. Leadership will mobilise and drive the strategic change required by ensuring awareness and internalisation of a shared vision, mission and values.

The following table outlines the achievements against set targets for investing in organisational capital in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Resource Management)					
<i>Organisational structure</i>					
Align organisational structure to strategy	The organisational structure was not finalised due to stakeholder consultation	Review organisational structure for effectiveness	The organisational structure was approved by the Minister in June 2013		
Programme 1: Office of the Statistician-General (Subprogramme: Strategy)					
<i>Institution building</i>					
Align values to strategy	Compiled document on Strategy-in-Action including values	Measure and monitor behaviour in values system	Identified and aligned behaviour to new values adopted by EMF		
Programme 1: Corporate Services (Subprogramme: Corporate Relocation)					
<i>Create a conducive organisational environment</i>					
Relocate Stats SA to new premises	Construction did not commence. Due to the withdrawal of 2 of the pre-qualified bidders, the process was delayed	Construction of new building continues	Treasury Approval (TAIII) was issued to Stats SA in March 2014 and the Financial Close is scheduled for April 2014	Construction will commence in 2014	Dependent on sign-off of Financial Close documents
		Move to new premises	The move has been delayed	The move is dependent on finalisation of construction	The move is scheduled for 2016

The following table outlines the achievements against set targets for investing in organisational capital in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 1: Corporate Services (Subprogramme: Human Resource Management)					
<i>Organisational structure</i>					
Number and timeliness of documents and reports on approved organisational structure and establishment	1	2	2		
Programme 1: Office of the Statistician-General (Subprogramme: Strategy)					
<i>Institution building</i>					
Number and timeliness of documents and reports on implementation of the value system and institution building programme	1	1	1		
Programme 1: Corporate Services (Subprogramme: Corporate Relocation)					
<i>Create a conducive organisational environment</i>					
Number and timeliness of reports and documents on the new building	3	5	3	2	Awaiting approvals from National Treasury



2.6 Strategic objective: Promote international cooperation and participation in statistics

The Statistics Act (Act No. 6 of 1999) provides for the Statistician-General to participate in international statistical activities and build relations with international statistical role players. The Act further directs the Statistician-General to endeavour to fulfil the Republic's international statistical reporting obligations and liaise with other countries and their statistical agencies, as well as to represent Stats SA internationally on statistical matters.

Africa has made many attempts to address socio-economic, political and cultural integration. There have been several initiatives, and policy decisions have been adopted by African political leaders to accelerate the integration of the continent in a bid to position Africa irreversibly on the path to development.

The following table outlines the achievements against set targets for promoting international cooperation and participation in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: International Relations)					
<i>Promote statistical development in Africa</i>					
Promote Strategy for Harmonisation of Statistics in Africa	<p>Strategy and technical support provided to AUC, UNECA, AfDB and RECs</p> <p>Leading and chairing various African Committees (AGSHA, SHaSA, ASSD, NA technical committee)</p> <p>Co-hosted Ministerial Conference on Civil Registration and Vital Statistics</p> <p>Hosted seminars on: Labour Force Analysis, National Accounts, Population Projections, and Installation of Data Management and Dissemination Systems</p>	Intensify collaboration and partnerships with African statistical offices to implement the African Charter on Statistics	<p>Provided strategy and technical support to the AUC, UNECA, AfDB and RECs</p> <p>Led and chaired various African Committees (AGSHA, SHaSA, ASSD, NA technical committee)</p> <p>Hosted seminars on:</p> <ul style="list-style-type: none"> • Governance, peace and security • Economics of conducting surveys 		

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: International Relations)					
<i>Promote statistical development in Africa</i>					
Strengthen statistical capacity on the continent	<ul style="list-style-type: none"> An ISibalo chapter was launched officially in Rwanda for the ISibalo Young African Statisticians programme ISibalo Young African Statisticians participated in PASA conference as well as study tours and census observer missions in census-taking countries 	Improve capabilities and skills of African statisticians	<p>Trained African experts in developing strategic plans for CRVS</p> <p>Facilitated and coordinated the participation of Young African Statisticians in statistical initiatives on the continent</p>		
<i>Promote a culture of evidence-based policy formulation and decision-making</i>					
Promote international statistical best practice benchmarking and research	<p>Conducted research on African countries participating in the 2010 Round of Population and Housing Censuses; a report was presented to the 8th Africa Symposium on Statistical Development hosted by Côte d'Ivoire</p> <p>Statistical best practice benchmarking and research framework was not done</p>	<p>Promote use of census information in evidence-based policy formulation and decision-making</p> <p>Report on the implementation of the framework among African countries</p>	<p>Hosted seminars on: Promotion and use of census results (UN Regional Seminar)</p> <p>Coordinated inputs on use of census data across various countries for the Principles and Recommendations 2020 Round of Population and Housing Censuses document</p> <p>Use of census results for MDG reporting</p> <p>The report was not compiled</p>	<p>The report was not compiled</p>	<p>Due to human resource constraints</p>

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: International Relations)					
<i>Building international partnerships</i>					
Participate in international statistical activities	Compiled and continuously updated the international events calendar	Update international events calendar in line with the multi-year work programme of the United Nations Statistics Commission	Compiled events calendar updated with events as they became known		
	Participated and contributed in statistical development and international debates by attending Third Technical Meeting of the BRICS Joint Statistical Publication and Department of International Relations and Cooperation meetings, and producing BRICS publication	Contribute and participate in statistical development and international debates of the UNSC programme to build statistical capability	Participated in various international forums for statistical development: <ul style="list-style-type: none"> • UN Group on Census (Principles and Recommendations for the 2020 Round of Population and Housing Censuses); • UN Expert Groups 		
	Implemented resolutions of the UNSC to align to international best practice	Implement resolutions of the UNSC to align with international best practice	No UNSC resolutions were received for implementation for the year		

The following table outlines the achievements against set targets for promoting international cooperation and participation in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Programme 6: Corporate Relations (Subprogramme: International Relations)					
<i>Promote statistical development in Africa</i>					
Number of reports/documents on Stats SA's participation in the African Statistical System	3	3	2	1	Progress report on the implementation of the African Charter on Statistics was not compiled.
<i>Promote a culture of evidence-based policy formulation and decision-making</i>					
Number of reports on international best practice	0	1	0	1	The African Statistical Peer Support Framework was not compiled due to HR constraints
<i>Building international partnerships</i>					
Number of technical reports/papers on international programmes	3	4	3	1	There were no ICP activities to report on



3. Provincial and district offices

Stats SA is a diverse and multi-faceted organisation. In pursuing its vision and mission, it relies on various support functions. Provincial and district offices have an important role to play within the organisation, as well as within the SANSS. In terms of statistical production, provincial offices play a significant role in the implementation, monitoring and evaluation of surveys and censuses. They collect data in the field from households and businesses and disseminate statistical information to key users.

The following table outlines the achievements against set targets for provincial and district offices in the Strategic Plan:

Table 1: Strategic Plan Targets

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Strategic objective: Enhance public confidence and trust in statistics					
Programme 6: Corporate Relations (Subprogramme: Provincial Coordination)					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Conducted 9 SASQAF train-the-trainer sessions in provincial and district offices. Training of SANSS partners: 3 sessions in Northern Cape and 1 session in North West	SASQAF training to SANSS partners	Conducted 13 SASQAF training sessions and 1 SASQAF train-the-trainer session in the provinces		
<i>Frame development and maintenance</i>					
Develop and maintain geographic frame	Maintenance of master sample was done in 6 provinces. Maintenance was not done in 3 provinces as scheduled due to human resource and vehicle constraints	Master sample updates	Maintenance of the master sample was done in 7 provinces as scheduled	Maintenance in 2 provinces was not done as scheduled	Due to human resource constraints
<i>Integrated communications, marketing and stakeholder relations</i>					
Improve communication and stakeholder relations	Conducted Census launches in all provinces, MDG workshops in Gauteng, Northern Cape, North West and Western Cape and 21 stakeholder workshops/consultations	Conduct 9 stakeholder workshops in the provinces	Conducted 34 workshops (MDGs, ISibalo, Africa Stats Day, Census dissemination)	25 more than scheduled	Due to activities in the provinces, including ISibalo symposia and MDG consultation workshops

Table 1: Strategic Plan Targets (continued)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Strategic objective: Improve productivity and service delivery					
<i>Functionality of provincial and district offices: Integrated fieldwork</i>					
Integrate survey operations	IFWS was implemented in KwaZulu-Natal, Northern Cape and Western Cape. Implementation was not successful in other provinces due to placements of staff, structure constraints, and a pending review of the strategy	Roll out an integrated fieldwork strategy	Implemented the Continuous Data Collection methodology for all household surveys in all provinces		
	Closed 31 out of 58 satellite offices as at 31 March 2013	Census 2011: Dissemination and training on Census data	<ul style="list-style-type: none"> Conducted 2 Census 2011 dissemination place name workshops in the Eastern Cape Conducted SuperCross training in the Western Cape, Free State Mpumalanga, and the Northern Cape 		
	Corporate services functions were decentralised in 6 provinces. Decentralisation was not implemented in 3 provinces due to human resource and structure challenges	Decentralise corporate support services	Decentralisation of corporate support services has partially been implemented	The organisation is revisiting decentralisation of corporate support services	As per footnote in the 2013/14 Work Programme
Conducted 7 household surveys with an average response rate of 89%	Conduct 5 household surveys with an average response rate of 85%	Conducted 5 household surveys with an average response rate of 95%	10% higher average response rate	Due to improved field operations and the CDC	

Table 1: Strategic Plan Targets (concluded)

Strategic objectives	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Strategic objective: Lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen partnerships with SANSS partners	Provided statistical support to 27 SANSS partners	Provide statistical support to SANSS partners	Provided statistical support to 91 SANSS partners	64 additional partners were supported	Due to SuperCross training and increased demand for support
	Profiles were not compiled due to the release of Census 2011 results. Profiles will be compiled in 2013/14 based on Census 2011 results	Compile profiles for 7 provinces	Compiled 9 provincial profiles	2 additional profiles were compiled	All provinces compiled profiles
<i>Improving administrative records as a sustainable source of statistics</i>					
Improve administrative records as a sustainable source of official statistics	Assessment reports were compiled in Limpopo, Northern Cape and Western Cape provinces. A data inventory report was compiled in the Free State	Compile assessment reports	Compiled assessment reports for Eastern Cape, Free State, Gauteng and Northern Cape	Limpopo, North West and Western Cape provinces reports were delayed	Due to skills constraints
Strategic objective: Invest in the learning and growth of the organisation					
<i>Developing human capacity</i>					
Conduct teacher training workshops	Conducted 118 Maths4Stats workshops. No workshops were conducted in Limpopo due to lack of cooperation from the Department of Education	Conduct 108 Maths4Stats workshops	Conducted 126 Maths4Stats workshops	18 additional workshops were conducted in the Eastern Cape, Gauteng, KwaZulu-Natal, Mpumalanga and Western Cape The Free State, Northern Cape and Limpopo conducted fewer workshops than scheduled	Due to an increased demand for workshops Due to human resource constraints in the Free State, and dependencies on the Department of Education in the Northern Cape and Limpopo

The following table outlines the achievements against set targets for provincial and district offices in the Work Programme:

Table 2: Annual Performance Plan Targets

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Strategic objective: Enhance public confidence and trust in official statistics					
Programme 6: Corporate Relations (Subprogramme: Provincial Coordination)					
<i>Roll-out of a quality management framework</i>					
Number of SASQAF training sessions conducted	13	12	15	3	Due to additional workshops in KwaZulu-Natal and the North West provinces
<i>Frame development and maintenance</i>					
Number of PSUs updated	1 784	3 080	3 014	66	Due to human resource constraints
<i>Integrated communication, marketing and stakeholder relations</i>					
Number of stakeholder workshops/consultations	21	12	34	22	Due to MDG and ISibalo workshops that were conducted in all provinces
Strategic objective: Improve productivity and service delivery					
<i>Integrated fieldwork</i>					
Response rate of 85% for household surveys	90%	85%	95%	10%	Due to improved field operations and the CDC
<i>Governance and administration</i>					
Number and timeliness of governance and administration reports		4	4		
Percentage audit queries responded to within defined timelines		100%	100%		

Table 2: Annual Performance Plan Targets (concluded)

Performance indicator	Actual achievement 2012/13	Planned target 2013/14	Actual achievement 2013/14	Deviation from planned target to actual achievement for 2013/14	Comment on deviations
Strategic objective: Lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Number of SANSS partners supported in statistical production	28	30	30		
Number of provincial profiles compiled	0	7	9	2	Profiles were compiled for all provinces
<i>Improving administrative records as a sustainable source of statistics</i>					
Number of assessment reports compiled on the quality of statistics of other organs of state	4	9	4	5	Due to skills constraints
Strategic objective: Invest in the learning and growth of the organisation					
<i>Developing human capacity</i>					
Number of Maths4Stats workshops conducted	118	108	126	18	Additional workshops were conducted in the Eastern Cape, Gauteng, KwaZulu-Natal, Mpumalanga and Western Cape due to an increased demand for workshops The Free State, Northern Cape and Limpopo conducted fewer workshops than scheduled due to human resource constraints in the Free State, and dependencies on the Department of Education in the Northern Cape and Limpopo

List of abbreviations and acronyms

ADAPT	Application Development and Processing Techniques
AENE	Adjustment Estimates of National Expenditure
AfDB	African Development Bank
AFS	Annual Financial Statistics
AGM	Annual General Meeting
AGROST	African Group on Statistics Training
AGSA	Auditor-General South Africa
AGSHA	Africa Group on Statistical Harmonisation
AIDS	Acquired Immune Deficiency Syndrome
AME	Average monthly earnings
ANC	African National Congress
ASS	African Statistics System
ASSD	Africa Symposium on Statistical Development
AUC	African Union Commission
BAS	Basic Accounting System
BAUD	Bar-coded Asset Audit
BCM	Business Continuity Management
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
BRRP	Business Registration Reform Project
BSF	Business Sampling Frame
CCMA	Commission for Conciliation, Mediation and Arbitration
CDC	Continuous data collection
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Properties Commission
CIPRO	Companies and Intellectual Property Registration Office
CM	Change Management
Contralesa	Congress of Traditional Leaders of South Africa
COGTA	Cooperative Governance and Traditional Affairs
COGHSTA	Cooperative governance, human settlements and traditional affairs
CPI	Consumer price index
CPS	Continuous Population Survey
CRM	Customer Relationship Management
CRUISE	Centre for Regional and Urban Innovation and Statistical Exploration
CS	Community Survey
CSAS	Census and Survey Administration System
CRVS	Civil Registration and Vital Statistics
DAFF	Department of Agriculture, Forestry and Fisheries
DBE	Department of Basic Education
DC	Data collection
DCMS	Data Collection Management System
DCS	Department of Correctional Services
DDG	Deputy Director-General
DEDET	Department of Economic Development, Environment and Tourism
DHA	Department of Home Affairs
DHIS	District Health Information System
DMT	Data Management and Technology
DoE	Department of Education
DoH	Department of Health
DoJCD	Department of Justice and Constitutional Development
DPC	Data Processing Centre
DPSA	Department of Public Service and Administration
DPW	Department of Public Works

DQAT	Data Quality Assurance Team
DST	Department of Science and Technology
DTI	Department of Trade and Industry
DTS	Domestic Tourism Survey
DWCPD	Department of Women, Children and People with Disabilities
EA	Enumeration area
EAP	Employee Assistance Programme
EASTC	Eastern Africa Statistical Training Centre
ECD	Early childhood development
EE	Employment Equity
EEAs	Environmental Economic Accounts
EM	Executive Manager
EMF	Executive Management Forum
ENE	Estimates of National Expenditure
ENSEA	École Nationale Supérieure de Statistique et d'Economie Appliquée
EPWP	Expanded Public Works Programme
ETQA	Education and Training Quality Assurance
EWS	Early Warning System
Exco	Executive Committee
FMLS	Facilities Management, Logistics and Security
GDP	Gross domestic product
GHS	General Household Survey
GIS	Geographic Information System
HCD	Human Capacity Development
HDI	Historically Disadvantaged Individual
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
HRM	Human Resources Management
ICD-10	International Statistical Classification of Diseases and Related Health Problems (10 th Revision)
ICP	International Comparisons Programme
ICT	Information Communication Technology
IDP	Integrated Development Plan
IES	Income and Expenditure Survey
IFWS	Integrated fieldwork strategy
ISI	International Statistical Institute
ISRDP	Integrated Sustainable Rural Development Programme
ISS	Institute of Security Studies
IT	Information Technology
IYM	In-year monitoring
KZN	KwaZulu-Natal
LCS	Living Conditions Survey
LM/DC	Local municipality/district council
LOGIS	Logistical Information System
LSS	Large Sample Survey
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MoU	Memorandum of Understanding
MP	Minister in The Presidency
MSSI	Management system for statistical information
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NA	National Accounts

NCC	National Coordination Committee
NCOS	National Certificate in Official Statistics
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NHTS	National Household Travel Survey
NPA	National Prosecuting Authority
NPO	Non-profit organisation
NQAF	National Quality Assurance Framework
NSDS	National Statistical Development Strategy
NSS	National Statistics System
NSSD	National Strategy for Sustainable Development
NTS	National Transport Survey
NZASM	Nederlandsche-Zuid-Afrikaansche Spoorwegmaatschappij
OHSA	Occupational Health and Safety Act
OLA	Operating Level Agreement
OPSC	Office of the Public Service Commission
PASA	Population Association of South Africa
Persal	Personnel Salary System
PES	Post-enumeration Survey
PFMA	Public Finance Management Act
PPI	Producer price index
PPP	Public Private Partnership
PSETA	Public Service Sector Education and Training Authority
PSR	Public Service Regulations
PSU	Primary sampling unit
QA	Quality assurance
QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QLFS	Quarterly Labour Force Survey
R&D	Research and development
RDP	Reconstruction and Development Programme
RECs	Regional Economic Communities
RFP	Request for Proposal
RRSF	Reference Referral Strategic Framework
SA	South Africa
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SALDRU	South African Labour and Development Research Unit
SALGA	South African Local Government Association
SAM	Social Accounting Matrix
SANEF	South African National Editors Forum
SANSS	South African National Statistics System
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SARB	South African Reserve Bank
SARS	South African Revenue Service
SAS	Statistical Analysis System
SASA	South African Statistics Association
SASCO	South African Standard Classification of Occupations
SASQAF	South African Statistical Quality Assessment Framework
SAYP	Survey of Activities of Young People
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SDLC	Systems Development Life Cycle
SESE	Survey of Employers and the Self-employed

SG	Statistician-General
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SHE	Safety, health and environment
SIC	Standard Industrial Classification
SIS	Structural Industry Statistics
SLA	Service Level Agreement
SMS	Senior Management Staff
SMS	Stakeholder Management System
SNA	System of National Accounts
SNAP	Schools Network Access Program
SRM	Stakeholder Relationship Management
SSA	State Security Agency
StatCom-Africa	Statistics Commission for Africa
Stats SA	Statistics South Africa
SWTS	School to Work Transition Survey
TA	Treasury Approval
TSA	Tourism Satellite Account
UNECA	United Nations Economic Commission for Africa
UNICEF	United Nations Children's Fund
UNPFA	United Nations Population Fund
UNSC	United Nations Statistics Commission
VAS	Volunteer Activities Survey
VAT	Value added tax
VCT	Voluntary Counselling and Testing
VOCS	Victims of Crime Survey
WHO	World Health Organisation
YAS	Young African Statisticians