



WORK PROGRAMME 2025/26

IMPROVING LIVES THROUGH DATA ECOSYSTEMS



stats sa

Department:
Statistics South Africa
REPUBLIC OF SOUTH AFRICA



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Work Programme 2025/26



Statistics South Africa, 2025

Risenga Maluleke, Statistician-General

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Work Programme – Statistics South Africa

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Contents

Part 1. Strategic overview	1
Part 2. Annual Performance Plan	35
Part 3. Stakeholders and the environment	137

Annexures

1. Fundamental Principles of Official Statistics	147
2. African Charter on Statistics	148
3. Strategy map	151
4. Summary of publications	152
5. List of abbreviations and acronyms	154



Tables – Chief Directorates

1. Executive and Project Management Support	41
2. Strategy, Operations and Organisational Development	42
3. Risk, Anti-corruption and Integrity Management	43
4. Human Resources Management and Development	44
5. Facilities, Transport and Security Management	46
6. Financial Management	47
7. Internal Audit	49
8. Business Cycle Indicators	54
9. Structural Industry Statistics	57
10. Price Statistics	59
11. Private Sector Financial Statistics	62
12. Government Financial Statistics	64
13. National Accounts	67
14. Demographic and Population Statistics	73
15. Health and Vital Statistics	77
16. Social Statistics	80
17. Labour Statistics	84
18. Poverty and Inequality Statistics	86
19. Statistical Methods	94
20. Statistical Standards	95
21. Business Register	96
22. Geography	97
23. Survey Monitoring and Evaluation	98
24. Advocacy and Dissemination	103
25. Business Modernisation	105
26. Publication Services	106
27. Information and Communication Technology	107
28. Analytical Studies	108
29. Provinces	114
30. Data Operations	115
31. Household Surveys and Censuses	117
32. Economic Subsystem	123
33. Social Subsystem	125
34. Independent Quality Assessment	127
35. Statistical Reporting	128
36. Data and Information Management	130

Foreword by the Minister



South Africans want a state that treats all people with dignity, humility and respect. We want a nation with a thriving economy, prosperity and opportunities that benefit all and remain positive in this endeavour. For 30 years, since the dawn of democracy, we have worked together to reduce poverty, inequality and unemployment, but have to do much more to ensure we reach our targets as set out in the NDP. While government invests heavily to support poor and unemployed people, these programmes are fragmented and sometimes difficult to access. We are therefore building an integrated system of support for poor and unemployed people. We are strengthening existing programmes from job search support to public employment and making sure that together they provide people with pathways out of poverty (SONA 2025). It is therefore critical to know and understand how far we have come, where are the gaps, and how far we must still travel to achieve a better life for all.

The Government of National Unity (GNU) has brought together various parties and groups to collaborate. By leveraging statistics, which offer the empirical evidence necessary for policy formulation, implementation, and evaluation, the GNU has a valuable opportunity to coordinate strategies and policies to achieve better outcomes.

The loadstar of Stats SA is to lead a robust data ecosystem that delivers accurate and timely data. This data will empower policymakers, businesses, and individuals to make well-informed decisions, ultimately improving the lives of South Africans.

The new 5-year strategic plan builds on the strategy developed in 2020. Central to this 5-year plan is the goal of driving statistical reform within the country. To this end, the President signed into law the amendments to the Statistics Act, 1999 (Act No. 6 of 1999) in December 2024. The Statistics Act, 1999 (Act No. 6 of 1999), as amended (Act No. 29 of 2024) aims to strengthen the statistical system in South Africa to address the data, quality and skills gaps. Over the next five years, Stats SA will be implementing the amendments.

Proper planning, policy-making, and progress monitoring based on factual evidence are essential for decision-makers in both government and private institutions. Stats SA plays a crucial role in this process by ensuring that official statistics are produced and disseminated to all citizens speedily, efficiently, and accessibly. To this end, the strategy emphasizes expanding the body of knowledge through partnerships and collaborations among various stakeholders. These efforts aim to innovate new tools and approaches for producing and coordinating official statistics.

Let's use the rich data that Stats SA offers to create the necessary knowledge and insights so that we can make better decisions and take appropriate action.

The organisation continues to face challenges due to fiscal constraints. However, Stats SA is progressing with its modernization efforts and innovating its business operating model to ensure that operations are lean and cost-effective.

I would like to express my gratitude for the guidance and support provided by the Deputy Minister in the Presidency, Ms Nonceba Mhlauli, to Stats SA. I also want to take this opportunity to thank the staff and leadership of Stats SA, led by the Statistician-General, Risenga Maluleke. Additionally, I extend my appreciation to the South African Statistics Council, chaired by Dr Nompumelelo Mbele, for their invaluable support and advice in serving the citizens of our country. Together, let us pave the way towards a more equitable and prosperous South Africa, driven by data-informed decisions and collective efforts.



Khumbudzo Ntshavheni
Minister in the Presidency

Foreword by the Chairperson of the Statistics Council



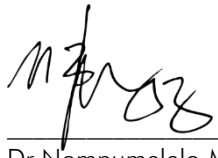
The South African Statistics Council, established by the Statistics Act, 1999 (Act No. 6 of 1999) as amended (Act No. 29 of 2024), is an independent advisory body that advises the Minister, the Statistician-General, and other organs of state on statistical matters, promoting and safeguarding official statistics, coordinating statistical activities, and ensuring the effective collection, production, and dissemination of data. The Stats Council will fulfil its role in supporting the implementation of the 2025/2026 Work Programme.

This is year one of the implementation of the new strategy. During this period, Stats SA will focus on the following strategic priorities:

- Roll-out of Statistics Amendment Act of 2024.
- Sustaining the quality of national indicators.
- Implementing the Continuous Population Survey.
- Driving a transformation and change agenda.

As indicated in the Work Programme, Stats SA aims to achieve this through modernizing and innovating its business processes to continue reducing business costs, increasing its investment in reskilling our staff, establishing new capabilities, and embracing digital transformation. While the Stats Council supports this approach, we are concerned about the ability to deliver on this under current financial constraints. The current vacancy rate of 19% suggests that the organization has lower available human resources to produce at the high levels it is accustomed to. While the nation's economic climate is generally constrained, it is critical to note that Stats SA is a vital source of information for governments, businesses, and the public, enabling evidence-based decision-making and informed policy-making across various sectors and spheres of government. An under-resourced Stats SA compromises the nation's ability to understand its current demographic, economic, and social conditions, identify achievements and gaps, and monitor the effectiveness of its policy.

The Council welcomes the Statistics Amendment Act of 2024, which will strengthen Stat SA's role in exploring partnerships to enhance the sources towards a more inclusive data ecosystem in the production of official statistics. This, coupled with digital innovation, should further strengthen the production of quality data in all spheres of society.

A handwritten signature in black ink, appearing to read 'N Mbele', positioned above a horizontal line.

Dr Nompumelelo Mbele
Chairperson of the South African Statistics Council

Introduction by the Statistician-General



As South Africa enters its fourth decade of freedom, the nation continues to experience significant transformations in various aspects of life. The recent elections in the country, which gave birth to the government of national unity, remain a watershed moment for South Africans and all those who live in it. Official and other statistics offer factual evidence on development trends, which should aid the GNU and decision-makers in shaping policies and strategies for a more inclusive and sustainable economy and society. The insights provided by comprehensive statistical information are invaluable for informed decision-making, driving growth, and creating a prosperous future for all South Africans.

Stats SA has recently developed a new five-year strategy, building upon the foundation of the previous strategy. Our mission is about transforming the production, coordination and use of statistics through optimisation, innovation and partnerships.

The 2025/26 Work Programme is the first performance plan to deliver on the new 5-year Strategic Plan. In this Work Programme, Stats SA will be focusing on:

Driving statistical reform: The Statistics Act, 1999 (Act No. 6 of 1999) has been signed into law by the President as Amendment Act (No. 29 of 2024). The organisation will commence with the implementation of the new directives in the Act.

Sustaining and protecting the quality of statistics: The organisation commits to publish key national indicators, albeit under financial constraints. Innovations in the statistical business process are being researched to optimise statistical operations.

Bringing new insights to users: The conceptualisation and design of a new Continuous Population Survey is underway as a key transformation project that will drive change in the household survey programme. Stats SA will also be researching the use of alternative data sources as potential future official statistics.

Driving an interconnected statistical system: The demand for statistical information is increasing. Stats SA continues to play a pivotal role in the data ecosystem where collaboration and partnerships are fundamental to maintaining an interconnected and interoperable statistical system.

Driving a transformation and change agenda: Due to major fiscal constraints, our business operations are unsustainable. The organisation will be reviewing its operating model and structure to become leaner and more cost-effective, leveraging on innovative technologies and methodologies. Additionally, a comprehensive skills development programme will be implemented to prepare our staff for the future work environment.

I would like to extend a heartfelt thank you to all the staff who tirelessly work under challenging conditions to produce high-quality statistics for our country. Our gratitude goes to our Minister, Honourable Khumbudzo Ntshaveni, and the Deputy Minister, Honourable Nonceba Mhlauli, for their steadfast guidance and support in ensuring that Stats SA continues to fulfil its mandate and serve the citizens of our country. By the same token, I would like to acknowledge the crucial role of the South African Statistics Council, under the leadership of Dr Nompumelelo Mbele, in safeguarding official statistics.

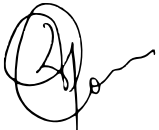
A handwritten signature in black ink, appearing to read 'R. Maluleke', with a horizontal line extending to the right.

Risenga Maluleke
Statistician-General of South Africa

Official Sign-Off

It is hereby certified that this Work Programme:

- Was developed by the management of Statistics South Africa under the guidance of the Minister in the Presidency, Honourable Khumbudzo Ntshavheni.
- Takes into account all the relevant policies, legislation and other mandates for which Statistics South Africa is responsible.
- Accurately reflects the impact, outcomes and outputs which Statistics South Africa will endeavour to achieve over the period 2025/2026.



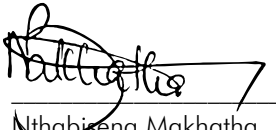
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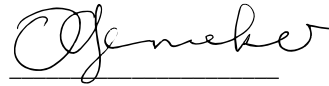
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Chief Financial Officer

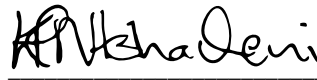


Celia de Klerk
Chief Director: Strategy, Operations
& Organisational Development



Risenga Maluleke
Statistician-General of South Africa

Approved by:



Hon. Khumbudzo Ntshavheni
Minister in the Presidency



Strategic overview

1. Strategic overview

1.1 Introduction

South Africa is experiencing significant changes in various aspects, including politics, economy and climate change, and so is the world. After 30 years in the current dispensation, the general elections in May 2024 culminated in the formation of the Government of National Unity (GNU). This GNU became history in the making, where different parties collaborated to take the country forward in the seventh administration. Key to this important era is the three priorities outlined over the next five years: driving inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable and ethical developmental state.

Statistics South Africa's (Stats SA) vision statement of improving lives through data ecosystems and its mission of transforming the production and coordination of official statistics remain central in the new strategic direction. Statistics are vital for planning and monitoring government programmes. Moreover, Stats SA is the only department that provides official statistics within the country as outlined in the Statistics Act, 1999 (Act No. 6 of 1999) as amended (Act No. 29 of 2024). Thus, the organisation plays a pivotal role in providing relevant indicators and evidence to support various government programmes. When these programmes are implemented accordingly, they will assist the government in achieving these three priorities, ensuring proper service delivery and a better life for all citizens in the country.

The world is evolving, and digitalisation is at the centre of many programmes in various organisations to be on par technologically with their peers, especially statistical agencies. Similar to issues of climate change, South Africa has to ensure that policies are in place and relevant information is accessible in line with the Sustainable Development Goals, where Stats SA continues to work with other government departments to compile the country's report. Despite the declining fiscus and not being able to recruit, Stats SA also advocates for innovation and the use of the latest technology in various projects, demonstrating agility in the digital space and data ecosystem.

Over the past four years, and indeed in this Work Programme, Stats SA has set out to protect the quality of key national indicators, albeit in a declining financial environment. Opportunities to harness alternative data sources in the data ecosystem will be a strategic focus area going forward in order to augment and expand the statistical information base.

The vision statement "Improving lives through data ecosystems" remains our north star and directs the future we want. The transformation in Stats SA to lead in the data ecosystem is multifaceted and will require a significant strategic shift and investment in resources and capabilities. Stats SA is looking into redesigning the business and operating model to be more responsive to users in an uncertain and volatile environment.

Amendments to the Statistics Act were signed into law by the President in 2024. The organisation will now in earnest start with the implementation of the amendments, which aim primarily to strengthen statistical coordination in the national statistics system.

In this Work Programme, Stats SA continues to optimise and improve its efforts to produce and disseminate official statistics. Modernising and innovating our business processes will continue to reduce the cost of doing business. We will increase our investment in reskilling our staff and establishing new capabilities. The digital era continues to disrupt and reshape the working environment, which calls for change and transformation. This provides the organisation with opportunities to explore and benchmark with other statistical agencies on improved ways of conducting business-as-usual activities, dealing with change and transformation, and embracing the culture that comes with innovation and agility.

1.2 The strategic direction

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

1.2.1 Vision

Improving lives through data ecosystems.

1.2.2 Mission

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

1.2.3 Our culture and values

Our culture embraces innovation and accountability, empowering individuals with an 'It starts with me' mindset. This encourages ownership, creative problem-solving, and a commitment to excellence. By aligning our culture with strategy, we drive efficiency and foster a positive work environment through four core pillars: embracing change, fostering meaningful engagement, leading with integrity and decisiveness, and championing a people-first approach.

Our culture is shaped by the core values of the organisation, guiding behaviour and decision-making. These values create a cohesive culture that aligns everyone towards a common goal, influencing our policies, practices, and overall identity, including how we interact with both internal and external stakeholders. Our values are:

- *Integrity*: Integrity is at the heart of our organisation. We hold ourselves accountable for our actions and decisions, maintaining honesty, ethics, trustworthiness, and transparency in everything we do. Our professional conduct forms a strong foundation for all interactions and behaviours. We are committed to prompt and consistent consequence management.
- *Empower & Partner*: We foster partnerships to enhance coordination and collaboration, ensuring meaningful engagement with our stakeholders. We cultivate a culture of continuous learning and knowledge sharing to drive both organisational and individual growth. By maintaining openness and transparency, we advance teamwork and create an environment where everyone feels valued.
- *Caring & Respect*: Mutual respect is fundamental to our organisation. We place great value on our staff, who are at the heart of our organisation. Our culture prioritizes helpfulness and kindness, fostering a supportive environment. We embrace diversity and mutual respect, guided by compassion and empathy, and celebrate each individual's unique contributions.
- *Serve & Innovate*: We are dedicated to serving our stakeholders by delivering products and services that meet their needs and expectations, in line with Batho Pele principles. We drive innovation to respond to disruptions, remaining adaptive and flexible. We are committed to deliver high-quality products and services that align with international best practices.

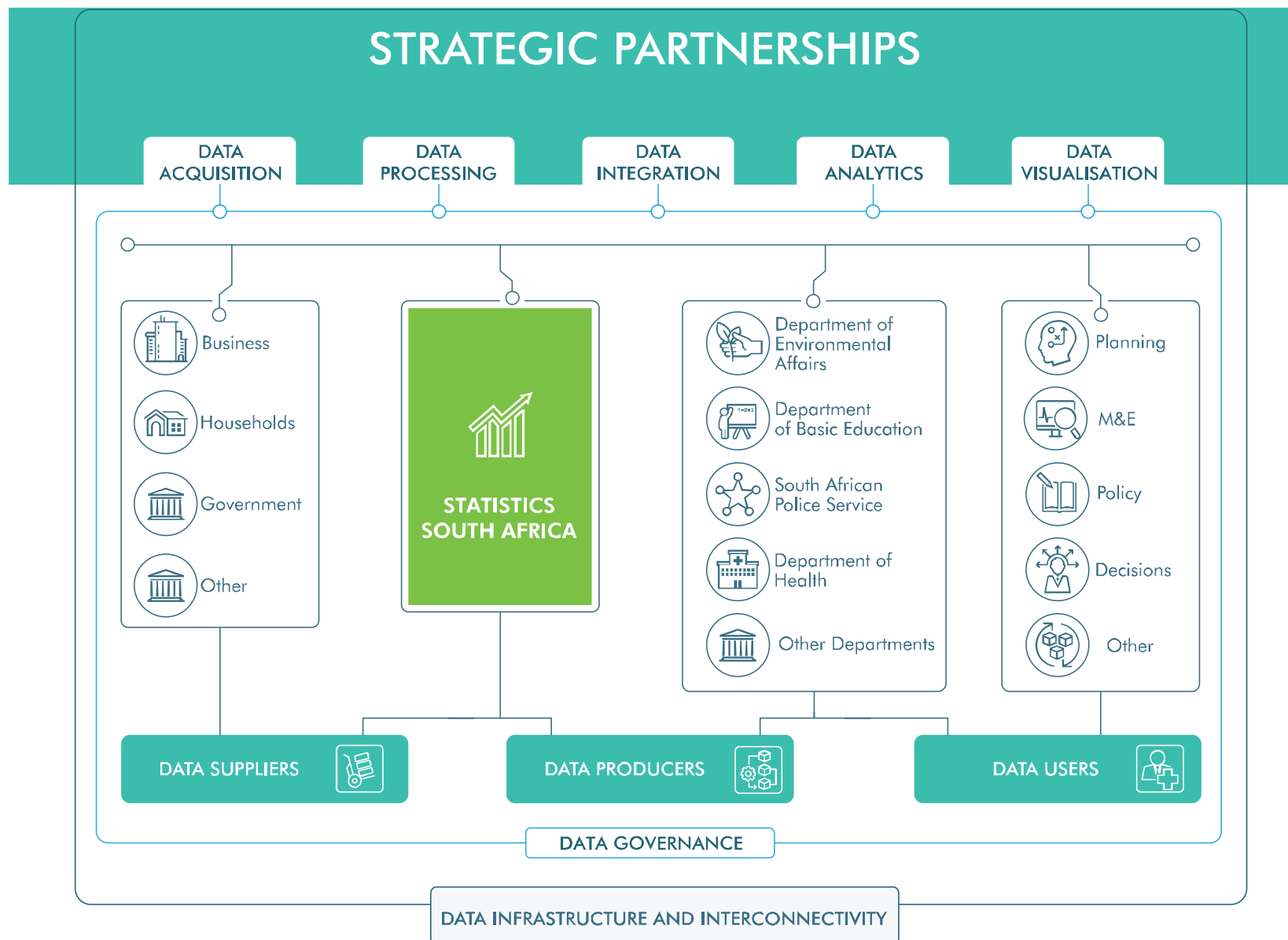
Data ecosystem



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

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

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



1.2.4 Strategic impact

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

1.2.5 Outcomes, indicators and targets

Stats SA is continuing with the four strategic outcomes outlined in the previous strategy, which the organisation aims to achieve to transform the statistical landscape in the country.



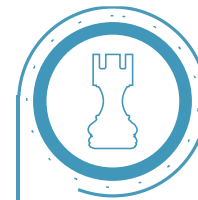
Insightful
data



Agile
operating
model



Interconnected
statistical
systems



Transformed
capability

Insightful data – Data and information are responsive to user demands and bring deeper, more profound understanding and insight into informed decisions.

Agile operating model – The business operations are efficient and flexible, underpinned by robust methods and standards.

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

Transformed capability – The capability of the organisation's people, systems and technology and National Statistical System is transformed and fit for the future.

The next section outlines the:

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

Strategic outcome 1: Insightful data

Insightful data provides user-centric information for informed decision-making that promotes growth, stability, and sustainability.

The demand for data covers many aspects of the economy, society, environment, and governance. The statistical system's ability to meet the growing demand for insightful data and information remains challenging in the current environment. However, the availability of alternative data sources is increasing. Stats SA, therefore, aims to adopt a new data culture that is more responsive, flexible and proactive by integrating various data sources to address the data gap.

Outcome statement: **By 2030**, we have narrowed the data gap through partnerships and creating value in the data ecosystem.

The Integrated Indicator Framework (IIF) defines the data gap. Stats SA, in collaboration with other data producers, will address both the data and quality gap. Creating value in the data ecosystem involves statistical development and strengthening partnerships within the national statistical system. The IIF will facilitate the rationalisation of statistical production to avoid duplication and maximise resource utilisation within the data ecosystem.

Outcome statement: **By 2035**, user needs are met through innovative solutions and platforms hosting integrated data sets in the data ecosystem.

The long-term goal is to integrate data in line with international best practices. Data will be accessible through self-service and interactive platforms that deliver value to users. Innovative solutions and platforms will enhance data sharing and data linkages as well as streamline the dissemination of statistical products and services, thereby, making data more accessible and informative.

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

Insightful data



- Sustain the quality of national indicators and broaden the statistical information base
- Enhance the experience of stakeholders

Key indicators and targets for success:

Outcome indicator	Indicator baseline	Five-year target
Production of key statistical indicators to inform decision-making sustained	270 official statistical releases and reports published	280 official statistical releases and reports retained
Statistical products assessed against SASQAF in the NSS (protect the quality of key statistical series)	22 statistical products quality assessed through independent assessment	20 additional statistical products quality assessed through independent assessment
Percentage statistics responding to the IIF	50% of indicators reported on the IIF (IIF 2024/25 – SDGs, Agenda 2063 and NDP)	65% of indicators reported on the IIF
Use of statistics to inform evidence-based decisions	444 718 downloads (as at 31 March 2025)	10% increase in publications downloaded over 5 years
Social media presence	Number of users reached via social media: <ul style="list-style-type: none"> • Facebook: 96 200 • Twitter: 86 900 	10% increase over 5 years
User satisfaction levels	77,6% user satisfaction levels (USS 2023)	80% user satisfaction levels

Strategic outcome 2: Agile operating model

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

An Agile operating model enables flexibility and responsiveness in delivering quality statistical products and services using innovative and efficient practices.


Outcome statement: By 2030, efficiencies in the business operating model are underpinned by innovative and robust methodologies and technologies.

The organisation reduced the cost of doing business by refining its operating model. We have optimised and innovated our business operations by adopting emerging methodologies and technologies, leveraging the statistical infrastructure within the data ecosystem. This strategic approach enabled us to streamline processes, enhance efficiency, and deliver quality, data-driven solutions. By continuously evolving and embracing new technologies, our operations remain aligned with international standards and best practices.

Outcome statement: By 2035, statistical operations and methodologies are agile in response to opportunities and disruptions in the data ecosystem.

Stats SA transformed its business operating model. The organisation is now agile and responsive to external opportunities, proactively anticipating disruptions.

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



Agile operating model

- Modernise and innovate the business operating model to optimise efficiency and integration of systems and processes

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Business operating model optimised	Digital data collection implemented for CPI, QLFS, GHS, GPSJS and DTS	<ul style="list-style-type: none">• GSBPM modernised in household and business surveys• District offices rationalised• Red tape reduced in governance processes
Digital business transformation programme implemented	No strategy or programme in place	Digital transformation roadmap implemented

Strategic outcome 3: Interconnected statistical systems

An Interconnected statistical system is a network of various data systems, institutions, technologies, human resources and partnerships. Based on shared principles, these are interoperable and interconnected, working together to produce, share and utilize statistical data efficiently.

Outcome statement: By 2030, the national statistical system is implemented through the National Strategy for the Development of Statistics (NSDS).

The national statistics system is the ensemble of statistical organisations and units within the Republic of South Africa that jointly collect, process and disseminate official and other statistics. The NSDS is a planning approach aimed at developing the capacity to produce, disseminate and use statistics effectively. It focuses on building statistical systems that can support national development goals. Strengthening partnerships with all actors is essential to realise implementation of the Statistics Act, 1999 (Act No 6. of 1999), as amended (Act No. 29 of 2024).

Statistical coordination aims to promote global and continental statistical principles (such as the United Nations Fundamental Principles on Official Statistics (UNFPOS) and the African Charter on Statistics), which facilitate participation in the statistical system of the country. Building blocks for quality statistics must be based on statistical principles and frameworks. In addition, the SG is mandated by the Statistics Act to declare statistics as official in line with the South African Statistical Quality Assessment Framework (SASQAF).

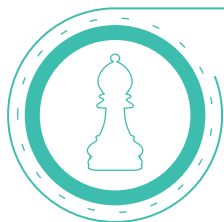
Outcome statement: By 2035, the creation of interconnected statistical systems is coordinated through data governance frameworks and principles facilitated by interconnected platforms in the data ecosystem.

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

The data ecosystem brings together new partners, data sources, capabilities and methodologies to adhere to statistical principles, standards and frameworks in the creation, sharing and use of data.

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

Interconnected statistical systems



- Drive statistical reform by rolling out the Statistics Act, 1999 (Act No. 6 of 1999), as amended (Act No. 29 of 2024)
- Lead and direct the data ecosystem

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
National statistics system reformed	<ul style="list-style-type: none">• The Statistics Act (No. 6 of 1999), as amended (No. 29 of 2024)• Statistical standards approved• SANSS branch established• Governance structures established	<ul style="list-style-type: none">• NSDS strategy developed and adopted• Sectoral plans developed• Data strategy developed and adopted for South Africa• Data governance framework developed and adopted• Statistical Clearing House established
Cooperation and collaboration in the data ecosystem enhanced	38 MoUs are in place	20 additional strategic partnerships in the data ecosystem

Strategic outcome 4: Transformed capability

Transformed capability refers to a major shift in the organisation’s strategic capabilities in terms of its human, technological and organisational capital so that it can drive business transformation and change.

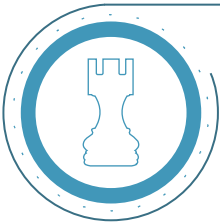
Outcome statement: **By 2030**, Stats SA has adopted agile practices and emerging technologies to build a professional, ethical, and versatile workforce that is flexible and capable of delivering innovative solutions.

For Stats SA to remain relevant and be a meaningful player in the environment in which it operates, it must adopt emerging technologies and methodologies by investing in the learning and growth of the workforce to foster modernisation and innovation in the business operating model.

Outcome statement: **By 2035**, Stats SA is leading a highly skilled, ethical and versatile workforce that is adaptive and capable of using interconnected systems and processes underpinned by seamless technologies to drive value in the data ecosystem.

Stats SA is recognised as one of the leading statistics agencies that have embraced digital transformation. We lead interconnected statistical systems that are agile and capable to deliver value to stakeholders. Stats SA adopts innovative capabilities such as technology, AI, big data, data analytics, data science, and geospatial analytics to promote collaboration and enhance value within the data ecosystem.

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



Transformed capability

- Invest in capacity building in the data ecosystem by building a versatile and multi-skilled workforce
- Realign the structure, resources and culture to strategy
- Invest in innovative technologies and ICT infrastructure whilst leveraging on statistical infrastructure

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Percentage spent on skills development	0,2% spent of CoE	1% of CoE annually
Skills are fit for the future work environment: Employer-initiated skills development programmes implemented	CRUISE programme SAS programme	<ul style="list-style-type: none">• Data science programme• Business process management programme• Leading change and transformation programme• Data management and engineering programme• Emerging technologies programme
Employment equity achieved	Women in SMS: 45% Staff with disability: 1,2% Youth: 7,1%	Women in SMS: 50% Staff with disability: 2% Youth: 30%

Performance indicator	Indicator baseline	Five-year target
	(Quarter 3 report 2024/25)	*The CoE allocation is currently inadequate to address the national targets
Staff satisfaction levels improved	Staff Satisfaction Index: 64% (SOS 2023)	Staff Satisfaction Index improved to 70%
Flexible and adaptive ICT infrastructure and environment	Current ICT infrastructure and platforms are outdated and not conducive to the future work environment	<ul style="list-style-type: none"> • Adoption of cloud services • Email migration to MS Exchange • Adoption of Open-Source software • Adoption of AI technologies • Enhanced data security controls

1.2.6 Key strategic risks

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

Outcome	Strategic risk	Mitigation strategy
Insightful data	Coverage and quality gaps might inhibit the organisation from responding to emerging data needs, impacting on the relevance of Stats SA	<p>Develop the NSDS to guide statistical development and practice to address the data, quality and skills gap in the NSS</p> <p>Invest in alternative data sources</p> <p>Envision a data ecosystem that capitalises on new entrants, methodologies and technology to respond to user demand</p>
Agile operating model	External disruptions impacting negatively on the business operations and sustainability of the organisation	<p>Establish strategic partnerships to capitalise on capabilities in the international statistics community and private sector</p> <p>Invest in innovation and research to advance new and innovative methodologies and technologies</p> <p>Invest in new emerging digital capabilities such as AI and ML</p>

Outcome	Strategic risk	Mitigation strategy
Interconnected statistical system	Slow pace of implementation of the Amendment Act and minimal cooperation by entities in the NSS will lead to fragmentation of the statistical system resulting in a growing data gap	Fast track the implementation of the amended Statistics Act, strengthening statistical coordination and cooperation Invest in establishing strategic partnerships with various role players in the data ecosystem to promote cooperation and collaboration on various aspects in the value chain
Transformed capability	Financial sustainability of Stats SA	Explore an alternative business and funding model for Stats SA
	The transformation and change agenda will introduce new technologies, practices and skills that may lead to redundancy and resistance to change impacting on the implementation of the strategy	Communication of change initiatives Empower management and supervisors to communicate and manage change Redeploy and reskill staff in relevant fields
	The morale and well-being of staff are at risk due to the decline in the resource base, resulting in an increase in workload, and limiting career developments and other opportunities which impacts on the quality of work	Invest in non-monetary incentives to boost staff morale Provide opportunities to staff to expose to other
	Lack of adequate skills and capability within the statistical system to respond and capitalise on the digital economy	Implementation of the skills development strategy

1.2.7 Linking the MTEF budget to strategic outcomes

	2025/26	2026/27	2027/28
Strategic outcome	(R million)	(R million)	(R million)
Insightful data	776 743	813 893	850 709
Agile operating model	984 559	1 031 451	1 078 110
Interconnected statistical systems	48 433	50 770	53 066
Transformed capability	961 571	1 009 508	1 055 160
Total	2 771 305	2 905 622	3 037 045

1.3 Environmental analysis

“Analysis is the critical starting point of all strategic thinking.” – Brian Tracy

The situational analysis provides strategic insight that will inform the organisational strategic direction. It assisted the organisation to set realistic goals, allocate resources efficiently, and develop action plans that are aligned with both internal capabilities and external realities. It sets a strong foundation to ensure Stats SA remains relevant, effective, and capable of meeting the demands of stakeholders in a dynamic environment.

1.3.1 External environment

Stats SA, like many NSOs worldwide, is experiencing disruptions in the external environment that present opportunities as well as risks. The environmental analysis enables Stats SA to comprehend the competitive landscape, guiding the creation of robust strategies that are proactive, resilient, and aligned with the external realities in the environment.

Political environment

The national elections that were held in 2024 gave birth to the establishment of the Government of National Unity (GNU) in the 7th administration. This transformation has reshaped the structure and the influence of the political sphere.

A comprehensive 30-year review was conducted, reflecting on South Africa’s democracy from 1994 to 2024. This review highlighted key milestones, ongoing challenges, and our collective efforts to build an inclusive and equitable society. The Census 2022 revealed how much our country has changed, including an increase of approximately 21,4 million people since 1996. There have been major shifts due to migration patterns and immense potential in the youth population. Without official statistics, it would have been impossible to measure the development and progress the country has made.

Following numerous uncertainties that the country is facing, from economic fluctuations to natural disasters, government conducted scenario planning. Three future scenarios were developed to better understand potential risks and opportunities. Key Driving Forces (KDFs) as dynamic factors were identified, which sketched possibilities for numerous interconnected possible futures for the country. These KDFs formed a baseline towards the development of the 2024–2029 MTDP. The scenarios are defined as follows:

a) Hadedza Home defining the country as a recrimination nation. This scenario shows a South Africa where the state and society are in slow decline. No decisive action is taken to improve matters and, instead, blaming everyone for South Africa's ills has become common practice. Deep structural constraints in the economy and slow economic growth remain unresolved, and 70% of South Africans say they do not trust politicians.

b) Vulture Culture describing a nation in desperation. In this scenario, by 2030, and on to 2035, South Africa is governed by a populist coalition whose main objective is self-enrichment and patronage. Investor confidence has been eroded; the growth rate is low, unemployment is high (44% with youth unemployment at 63%), and poverty and inequality are extremely serious.

c) Weaver Culture referring to the country as a cooperation nation. This is a scenario where, after disruptions and protests, there is a coming together of the political parties, the state, private sector, and civil society in order to jointly identify priorities and, leveraging the strengths of each, change the forms of governance and reform the economy in a way that attracts greater investment and helps to reduce unemployment, inequality and poverty.

The GNU, to ensure focus on critical challenges and avoid dissipating effort across too many objectives, introduced a minimum programme prioritizing the most important and impactful actions through a programmatic approach. It adopted the revised MTDP, guided by the 5-year implementation and monitoring of the NDP, reducing strategic priorities from seven to three to foster a positive trajectory towards achieving the 2030 vision. The three priorities of the MTDP are:

- Strategic Priority 1: Inclusive growth and job creation
- Strategic Priority 2: Reduce poverty and tackle the high cost of living
- Strategic Priority 3: Build a capable, ethical and developmental state

Society expects that leaders from various political affiliations within the GNU will be held accountable, leading to a heightened interest in statistics for planning and monitoring, thereby increasing the relevance of Stats SA.

Stats SA's primary mandate is to generate and share statistical data that will inform evidence-based decision-making to improve the lives of SA citizens, irrespective of the state of the economy and society. This includes measuring inclusive growth and job creation, poverty levels and the cost of living. The organisation publishes more than 270 statistical releases annually, mostly up to a provincial level. Stats SA developed an integrated indicator framework (IIF) that aims to align stakeholder needs at national, continental and global level. Linking policy (the demand) and supply of statistics highlighted the data gap that exists, especially at lower geographic levels. External stakeholder engagements supported the need to produce data at lower geographic levels.

In response, the organisation aims to introduce new social, economic, and environmental statistics by investing in alternative data sources and leveraging on partnerships, emerging technologies and methodologies within the data ecosystem, thereby increasing the stock of data for better insights.

Economic reality

"Given our difficult past, and some of the inevitable challenges we have faced as a young democracy trying to find its place in a world marked by a number of new and overlapping crises, it would be easy to indulge in extremes, either of blind optimism or crippling pessimism. We should resist both these extremes." (Enoch Godongwana, Minister of Finance: Budget Speech, 2024)

South Africa has experienced over a decade of weak economic growth with GDP growth averaging 0,8% annually since 2012, entrenching high levels of unemployment and poverty. Energy and water disruptions, as well as operational constraints in freight rail and ports, continue to disrupt economic activity and the well-being of citizens. To reverse the trend and achieve sustainable economic growth, the government is focusing on energy and logistics reforms, as well as implementing measures to halt the decline in state capacity. These challenges imply that there is little scope for any significant fiscal stimulus in the national statistics system. Citizens and government sectors, including Stats SA, are therefore negatively affected as a result of continued budgetary cuts which is putting the quality of basic statistics at risk.

The need for accurate and reliable economic data has never been more critical, especially in today's economic climate. Stats SA is responsible to measure key national economic indicators such as the gross domestic product, various price indices such as the consumer price index (CPI) and producer price index (PPI), financial statistics of the private and public sectors, unemployment statistics, to mention a few. To sustain the quality of national indicators, Stats SA will need to re-assess the frequency, coverage and affordability of statistical series. Although emerging technologies and alternative data sources offer future opportunities to augment official statistics, it will require an investment in the short term to develop the necessary capability and capacity in the national statistics system.

Stats SA aims to sustain the production of official statistics that provide an evidence base for policy and decision-making, informing government's policy and planning response to the declining economy, albeit with a declining budget.

Societal changes

"Despite all the challenges, despite our differences, despite all the headwinds, as South Africans we are called upon to remain firmly committed to pursue the path of cooperation, growth and inclusion." SONA, 2024

South Africa introduced the National Development Plan (NDP) in 2012, aiming to tackle poverty and social inequality. Unfortunately, more than half of the population still lives below the national poverty line, with the black population being the most affected. The situation has worsened due to the impact of the COVID-19 pandemic and rising prices of raw materials, energy and food.

South Africa made significant progress in gender equality, particularly in political representation, with women holding nearly 45% and youth (younger than 30 years) nearly 2,8% of parliamentary seats as of 2024. Education access for girls improved over the years, though economic disparities persist, with higher unemployment rates for women (35,8%) and youth aged 25-34 (41,7%) as at the end of June 2024 (Stats SA, Labour Statistics).

Stats SA hosted the 9th United Nations Global Forum on Gender Statistics (9GFGS) during 2023/24, which shone the spotlight on gender equality, the care economy, and the mainstreaming of gender data. "The world is not on track to achieve gender equality by 2030," said the Director of the United Nations Statistics Division (UNSD), Mr Stefan Schweinfest, who described the slow progress as a 'distressing reality'. Stats SA publishes a special statistical report on gender statistics annually as part of the Quarterly Labour Force Survey (QLFS). The organisation also chairs the South African discourse on gender statistics in the country.

Stats SA plays a crucial role in providing accurate data on social issues, which is essential for developing effective social policies. Given South Africa's diverse population with its various ethnic groups, languages, and cultures, Stats SA must ensure that its statistical methods are inclusive and representative.

Stats SA is re-engineering its household survey programme. This programme will introduce a modular theme approach in its survey programme to respond to emerging social measurement needs.

Technology changes

“Technology is the engine that drives innovation.” – Bill Gates

The advent of the fourth industrial revolution (4IR) has caused organisations to operate in a volatile, unpredictable, complex, and ambiguous (VUCA) world. The African Union developed a digital transformation strategy for Africa (2020–2030) with the objective of harnessing digital technologies and innovation to transform African societies and economies. This will promote Africa's integration, generate inclusive economic growth, stimulate job creation, break the digital divide, and eradicate poverty for the continent's socio-economic development and ensure Africa's ownership of modern tools of digital management.

South Africa published a National Digital and Future Skills Strategy, which aims to build digital awareness through funding, research, and coordination. The strategy focuses on several key areas, including digital infrastructure development; digital skills development; digital innovation and entrepreneurship; digital governance and cybersecurity. The strategy emphasises the importance of collaboration between government, private sector, and civil society to drive digital transformation in South Africa.

Stats SA's current technology and infrastructure are dated, inadequate, and obsolete. Technological advancements have significantly impacted cybersecurity and societal accessibility, posing a threat to the organisation. Additionally, reliance on other state entities presents challenges in progressing towards digital growth.

Digital transformation is no longer a choice, it has become a necessity. Stats SA will be developing a digital business transformation strategy that will guide digitalisation, automation and innovation. The digital transformation journey will require an investment in a flexible and robust ICT infrastructure to create a secure, agile, interoperable and interconnected statistical system and platform that will enable business growth. In addition, harnessing new emerging technologies such as artificial intelligence (AI) and machine learning (ML) will require investment in research capability, training, and a willingness to adapt to new methodologies. At present, Stats SA does not have the required resources to fully implement the required digital transformation programme.

Environmental changes

Around the world, statistics agencies and various organisations have been keeping a close eye on the effects of environmental changes. These are associated with the industrial revolution, driven by humanity, which has led to severe climate change and continuous natural disasters. The impact is severe, encompassing loss of human lives, biodiversity impacts, and destroyed infrastructure. This results in significant economic losses and damage to vital ecosystems, ultimately hindering progress towards sustainable development. These changes are also jeopardizing food security and migration patterns, requiring relevant data that, when analysed, can offer better insights for policymakers.

National economic accounts measure the gross domestic product (GDP) and track the performance of the economy, whilst the population census and household surveys track social outcomes. The country needs a measurement system to track the natural environment. Natural Capital Accounting (NCA) allows key stakeholders to monitor how the natural environment is changing and what that means for people and the economy. NCA is a systematic approach to understanding the intricate relationship between natural resources, ecosystems, and society. It provides a lens through which society can recognise, understand, and integrate the value of nature into policy, planning, and decision-making processes.

Drawing from the internationally recognised System of Environmental-Economic Accounting (SEEA), NCA provides a robust measurement framework for assessing our natural capital. In South Africa, where the importance of ecosystems and ecological infrastructure is increasingly acknowledged, NCA adds to the rich evidence base available to decision-makers.

Stats SA aims to expand its NCA series as captured in the national strategy for NCA, through partnerships and collaborations. Combined with other information, NCA and other natural capital approaches have the potential to disrupt conventional thinking and help to forge new pathways towards sustainable futures.

Industry changes

Data is often regarded as currency because of its value and versatility in the digital age. Various businesses use data strategically to gain more insights into market trends, to optimise their operations and enhance customer experiences. It therefore remains a crucial resource for organisations, especially government, as it helps them make better decisions and spark innovations that can drive positive change in countries. With the rapid advancements in the data revolution, NSOs worldwide are seeking

innovative methods to adapt and stay current with these developments. These advancements require that organisations enhance data privacy regulations and implement robust data governance and compliance measures.

The following captures some of the trends in the statistics sector globally:

- Data acquisition & processing: NSOs are investigating the use of alternative data sources, including those from the private sector and adoption of multimode approaches to data acquisition, by partnering with new players in the data ecosystem.
- Data integration: The integration of various data sources to obtain new insights is an emerging need. Geospatial capability offers countries opportunities to enhance statistical products by integrating information to geo-location.
- Data analytics: Exploring alternative methodologies and technologies to analyse big data and seeking data-driven analytical capabilities to give insight to data.
- Data visualisation: Innovating dissemination platforms to enhance user experience to allow users to explore data in more detail, enabling a deeper understanding of the underlying information.
- Data governance: The focus is on creating frameworks to manage and protect data across borders. This emphasises the need for robust legal frameworks, ethical guidelines, and international cooperation to balance innovation with privacy and security.

Stats SA will invest in researching and adopting emerging technologies such as Artificial Intelligence (AI), Machine Learning (ML), and Large Language Models (LLMs) to enhance its business processes and capabilities. Quality will be embedded into all business processes to ensure that every aspect of our operations meets high standards and delivers value.

Legislative changes

Global legislations for statistical offices are designed to ensure the integrity, independence, and accountability of official statistics. Fit-for-purpose legal and regulatory frameworks are essential for the effective functioning of NSOs and NSS. These frameworks empower NSOs to steward the data ecosystem and ensure the delivery of quality data for informed policymaking.

The United Nations Economic Commission for Europe (UNECE) has released helpful guidance aimed at assisting countries in updating their statistical legislation. This guidance emphasizes the importance of maintaining the independence and integrity of statistical systems. It also tackles current challenges like open data, data sharing and collaboration with other agencies. Additionally, it provides a legal framework that encourages the modernization of statistical systems, ensuring they remain relevant and effective in today's data-driven world.

PARIS21 developed the Statistical Capacity Monitor (SCM), which includes the Statistics Law Navigator. This tool is designed to improve access to and knowledge of statistical legislation, facilitating enhancements to statistical legal frameworks and contributing to the global discussion on modernizing national statistical systems.

The Protection of Personal Information Act (POPIA) is South Africa's key legislation for safeguarding personal information and ensuring privacy. It represents a pivotal development in data protection in South Africa, particularly in the digital era where personal data collection and processing are integral to business activities. Stats SA is in compliance with POPIA.

Stats SA drafted an amendment bill to the statistics legislation, which was signed into law in December 2024. The Amendment Act will be rolled out over the next five years, impacting on Stats SA and other organs of state that are responsible for the production of official and other statistics. The Act makes provision for the development of regulations, which will enhance its implementation. To strengthen statistical coordination, the Act provides for establishing various coordination structures that will allow the organisation to partner with other data providers to ensure privacy and use of emerging technology to gather information that is fit for purpose.

What external stakeholders are saying

Understanding the needs and expectations of stakeholders, including government institutions, non-government organisations (NGOs), businesses, and the public, helps in tailoring statistical products, services and improving the overall impact of Stats SA's work. Following the pandemic, exaggerated weather conditions and increasing crime, the response rates have generally dropped across all surveys, including for the population census which was conducted in 2022.

Stats SA collects user needs for the statistical products and services through an annual User Satisfaction Survey (USS), media perceptions monitored quarterly and focused product stakeholder consultations. The recent USS, conducted in 2023, revealed that only 53% of respondents felt Stats SA actively listens and provides feedback to stakeholders. However, it is encouraging that over 80% of them continue to trust Stats SA and consider its statistical products credible.

In response to the USS findings, Stats SA organised stakeholder consultation sessions that brought together various groups in the data ecosystem, ranging from academia, corporates such as banks, NGOs, government sectors and enterprises, etc. These sessions highlighted a strong and increasing demand for statistical information in South Africa. Through polls conducted during these sessions, it was revealed that most participants rely on statistics for research, planning, decision-making and monitoring. When official statistics are unavailable, they often turn to alternative sources like their own administrative data or big data. Participants also pointed out key challenges with the current statistical system, highlighting the need for data at lower geographic levels, its timeliness, accessibility, and quality that responds to varying emerging needs.

Stats SA has introduced a multi-modal data collection approach to improve the coverage and response rate, providing alternative options for respondents to provide data and information to Stats SA. This approach will be piloted through a Continuous Population Survey, integrating most of the household surveys operations. Business survey areas are planning the use of Computer-assisted Web Interviewing (CAWI) as an alternative mode of collection.

During stakeholder consultations, most of them indicated that Stats SA should take the lead in providing data stewardship and governance within the data ecosystem. They expect Stats SA to explore innovative methodologies and platforms in partnership with other participants in the data ecosystem. This will enhance statistical capability and data interoperability of various sources, in response to emerging service needs.

Stats SA on its own cannot respond to the data and/or statistical demands, and the plans to formulate partnerships in the data ecosystem will assist the country to better collate necessary data or statistics to close existing gaps. Stats SA has commenced with the use of alternative data sources from NSS partners, and this will be expanded to other participants in the data ecosystem. Development of a data strategy for South Africa will sharpen the role of Stats SA in the data ecosystem, including data governance.

1.3.2 Internal environment

“There is no question that the cultural environment within which we work has a profound impact on our energy and the way we choose to behave” – Kate Gately.

The internal environmental analysis involved evaluating the organisation’s internal resources, capabilities, and core competencies to identify strengths and weaknesses.

1.3.2.1 Inputs

Information and Technology Capital: Cutting-edge technologies and robust IT infrastructure while harnessing the power of data analytics are crucial for organisations to remain competitive. These innovations open new possibilities for the organisation, enabling smarter decision-making, automation, and predictive insights. It brings sophisticated cyber threats, including ransomware attacks and data breaches, which require organisations to invest heavily in advanced cybersecurity measures and threat detection systems.

Stats SA systems and processes are characterised by inefficiencies, fragmentation and duplications, leading to poor integration and security vulnerability. Some of the systems and technologies are considered obsolete while the technical debt on ICT infrastructure keeps growing. The changes in the organisational business model have not been afforded the modern technological support they require to thrive.

ICT human resources capacity – The ICT area experienced a significant exodus of skilled personnel due to the job market competition. This led to a high vacancy rate averaging 30% over the past three (3) financial years. The ICT current staff complement barely sustains the needed workforce to maintain the ICT services of the organisation. The government-wide austerity measures have exacerbated the decline in ICT funding. This curb in spending led to delayed upgrades and stabilisation of ICT infrastructure and discontinuation of use of certain software services, amongst others.

ICT governance, cybersecurity and risk management – The organisation's ICT governance and risk management landscape improved over time due to previous efforts and investments. However, these gains are at risk due to challenges like human resource shortages and inadequate funding. We are taking measures to update our ICT policies in line with the latest legislation and directives.

Our ICT landscape is lagging behind our international counterparts, particularly in leveraging artificial intelligence (AI), networking infrastructure, and cloud computing technologies. Resource constraints are the primary factors contributing to this lag.

To address these challenges and harness the full potential of our information and technology capital, the organisation commenced with the establishment of an Enterprise Architecture (EA). The EA will facilitate the development of a robust and interconnected ICT platform designed to streamline data acquisition, integration, analytics, and visualization across the data ecosystem. The organisation prioritised the development of a digital transformation strategy which will outline a digital roadmap to guide investment in the ICT infrastructure, emerging technologies, security and an agile work environment. The strategy will be implemented over the medium term.

Human Capital

Staff profile: Stats SA has 2 599 filled posts out of 3 301 funded posts, resulting in a vacancy rate of 21,3% as of 31 December 2024. This vacancy rate continues to increase due to a declining fiscus. A comprehensive reprioritisation process will continue to identify critical posts.

Employment equity: As at the end of December 2024, females represent more than 55,4% of the total staff complement, whilst at SMS level, women represent 45,0% of filled SMS positions. The inability to fill vacancies over the last few years continues to impact negatively on achieving employment equity targets. The number of youths employed in Stats SA is 184, which translates to 7,1% of the total staff complement, much less than the set government target of 30%. However, the organisation uses periodic surveys to appoint young people in contract positions as fieldworkers. Stats SA developed an Employment Equity Plan to address these gaps.

Skills and capability: Organisational capability to deliver on its mandate remains a challenge due to budget constraints. This has impacted the delivery of training programmes aimed at enhancing staff skills for future needs. Stats SA completed a skills development strategy aimed at preparing staff for the future digital landscape. This strategy, prioritised by Executive Management, is seen as a crucial element in driving organisational transformation and addressing the skills gap. Key initiatives over the /next five years include developing employer-initiated training programmes and implementing online training programmes for the NSS.

Organisational capital

Strategy and performance: Stats SA is a high-performing organisation. During the 6th administration, the organisation consistently achieved more than 90% of its targets as set out in the annual performance plans despite a declining fiscus. The organisation also received unqualified audit opinions over the years, indicating effective administration and robust governance and accountability practices. We are mindful of matters of non-compliance raised by the Auditor-General and remain committed as an organisation to address these issues. 51 strategic initiatives were identified in the 2020/21 to 2024/25 strategy. Of these, 18% have been completed, 47% are in progress, and 35% remain unachieved, primarily due to the impact of COVID-19 and resource limitations. These initiatives are revised in response to the current resource constraints.

Organisational design: The modernisation of the statistical value chain initiated the redesign of organisational processes and systems with a major impact on the roles and responsibilities across branches, which in part led to the review of the organisational structure. The review found that the structure is plagued by duplications, inconsistencies, and is bloated with an uneven distribution of workload. Additionally, it highlighted inefficiencies in district boundaries that are hindering effective data collection. The organisation commenced with phase 2 of the structure review, aiming to develop a structure that is fit-for-purpose and aligned to the new 5-year strategic plan.

Culture & Leadership style: The 2023 Staff Opinion Survey (SOS) findings show that the organisational culture hinders innovation and obstructs the implementation of the strategic direction. This issue is compounded by perceptions of the leadership style, which is seen as invisible, non-interactive and autocratic. Additionally, staff engagement highlighted very low morale and noted that inconsistencies in consequence management aggravate the problem. Leadership endorsed a culture-shift programme that embraces accountability and promotes an attitude of 'IT STARTS WITH ME', creating a conducive future working environment. The culture-shift programme will be rolled out over the medium term.

1.3.2.2 Service delivery and business operating model

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

Stats SA's operating model is outdated, consisting of fragmented systems that are difficult to integrate, leading to inefficiencies and high operational costs. Additionally, our reliance on outdated ICT infrastructure is putting the organisation at risk of cyber-attacks. These issues collectively hinder the ability of the organisation to operate efficiently, adapt quickly, and innovate. Plans to research and adopt emerging technologies such as artificial intelligence (AI), machine learning (ML), and large language models (LLMs) will enhance organisational business processes and decision-making capabilities. Quality will be embedded into all business processes to ensure that every aspect of our operations meets high standards and delivers value.

The modernisation of the statistical value chain (SVC) and the introduction of the EA will allow the organisation to operate more efficiently.

Governance processes: Governance processes are crucial for organisations as they enhance efficiency and productivity and ensure optimal use of resources. They foster accountability and transparency, building trust among stakeholders. Additionally, governance ensures compliance with legal and ethical standards, safeguarding the institution's reputation.

The insufficient staff complement that currently exists in the governance section opened a gap, hindering the responsibilities of the division to be carried out effectively. The 2023 Staff Opinion Survey (SOS) indicated that there is inconsistent application of organisational policies and consequence management. It is, therefore, essential that the organisation capacitates the division with skilled human capital to ensure that there is regular monitoring of compliance with policies and accountability for any misconduct and non-performance. Consequence management needs to be activated to minimise the re-occurrences of irregularities and misconduct in the organisation. By promoting continuous improvement and innovation, governance processes support sustainable growth and adaptability, ultimately ensuring well-managed and trustworthy institutions. The governance positions are among the prioritised posts to be filled.

Management processes: The business environment is rapidly evolving. Organisations should have management processes that can help them navigate complexities, seize opportunities, and achieve their goals more effectively. Stats SA's strategic direction is well captured and was compiled in collaboration with the leadership of the organisation. Key challenges with our management processes are visible during the strategy execution, where existing planning and reporting processes are disjointed, the morale of staff is low (SOS 2023) and the leadership is not communicating the upcoming change and transformation, which results in resistance to change.

In the face of evolving organisational dynamics and technological advancements, Stats SA is committed to enhancing operational efficiency and adapting to contemporary business needs. To encourage the development of a versatile and multi-skilled workforce, the organisation is reviewing its policies and procedures to embed knowledge

management practices. An integrated planning and reporting system will be developed and implemented over the medium term, which will enhance strategic and operational monitoring and evaluation. To create a conducive working environment that is agile and responds to disruptions, the organisation will be looking at creating strategies to align with the evolving work landscape, including hybrid and remote working setups.

Statistical production process: Stats SA's operating model, as reflected in the statistical value chain (SVC), has been effective over the years, enabling the publication of over 250 statistical products annually. The adoption of Computer-assisted Personal Interviewing (CAPI) for most statistical products improved data collection efficiency. However, the statistical production processes still face challenges due to a lack of innovation and agility. The reliance on outdated methods and standards hampers the organisation's ability to adapt to new challenges. This led to a costly collection model, exacerbated by dependencies and the centralisation of critical processes, which create bottlenecks and further reduce flexibility.

A key strategic focus area of the strategy is to optimise the efficiency of the statistical production process through the modernisation and innovation of business processes. This will include the digitalisation of data collection processes of economic surveys. In addition, plans to research new and emerging technologies and applications to further enhance the statistical production process are underway.

Statistical support processes

Statistical frames: Stats SA has two statistical frames that form the basis for drawing samples to conduct surveys. Firstly, the Geospatial Information Frame (GIF) consists of layers of georeferenced structures such as dwellings, businesses, place names, enumeration areas and small areas, and forms the base reference for the planning, operations and dissemination of censuses and household surveys. The challenge is to ensure that the GIF is maintained and updated to accurately reflect geographic changes in the country. Secondly, the Statistical Business Register (SBR) is a database containing selected information of all formal businesses in South Africa, irrespective of size and economic activity performed, that have registered their business with at least one of the following government authorities: the Department of Trade and Industry and the South African Revenue Service (SARS). The SBR serves as a basis for all economic sample surveys conducted by Stats SA. The maintenance of the SBR remains a challenge in a declining financial environment. The organisation will research the use of alternative data sources from public and private entities to augment the SBR.

Statistical standards and methods: Global standardisation frameworks on statistical practice and classifications are continuously developed and updated to enhance harmonisation of statistical information at a global level. The organisation adapted and adopted various international statistical standards and practices over the past years. However, there are some key standards that the organisation could not implement, e.g. ISIC5, due to budget constraints. Stats SA, as part of innovations, will embed the latest standards, frameworks and classifications across the statistical value chain.

Stakeholder management processes: Any organisation needs an effective stakeholder management system to build trust and credibility with its stakeholders. When stakeholders feel heard and valued, they are more likely to support the organisation's goals and initiatives.

Stats SA's marketing activities are only visible during big projects such as the Population Census, which takes place every 10 years. This is not sufficient, and it causes conflict with the brand of the organisation. The only marketing activities conducted in between are done within survey projects, duplicating efforts. Various survey areas strive to maintain good relationships with their stakeholders, establishing new partnerships to bring fresh perspectives and ideas in their outputs. Although these collaborations are underway, they often lack cohesion and structure, resulting in the organisation not fully benefiting from them. The organisation drafted an integrated stakeholder management strategy to enhance the coordination and integration of stakeholder management activities under a unified approach, aiming to enhance the experience of stakeholders in the use of statistical products and services.

Statistical coordination: Section 14 of the Statistics Act outlines the responsibility for statistical coordination in the country. Stats SA's goal to lead the development and coordination of the national statistical system in South Africa has been hindered by the slow progress on the approval of the Amendment Bill as well as challenges around resource constraints experienced by the organisation. The revised Act makes provision for the participation of partners in the statistics system in the development of the NSDS. The implementation of the amended Act will cover data sharing, access, storage and privacy.

The organisation developed an Integrated Indicator Framework (IIF) to align statistical information needs from the global level to the municipal level, with the National Development Plan at its core. The integrated indicators captured in the IIF form the basis of statistical needs and will enable Stats SA and NSS partners to outline the country's data gap. According to the Sustainable Development Goals report, the supply of data represents 83,9% of the SDG indicators. Stats SA is in the process of updating the IIF with other frameworks, including the DDM, to align data needs at the district level.

Stats SA will be developing an NSDS, in collaboration with key stakeholders, to address the data, quality and skills gap in the national statistics system.

1.3.3 Making the case for transformation and change

Artificial intelligence (AI), the use of satellite imagery and the rise of data as a result of the digital revolution, made it possible to disrupt the way data is gathered, processed, and analysed. These, with new statistical techniques and the availability of big data, make it possible to create granular estimates.

We are living in an era of disruption, in which powerful global forces are changing how we live and work. Entire industries are disrupted as new approaches are replacing the old ways of doing business.

The 7th administration approved the Medium-Term Development Plan (MTDP) of South Africa (2024–2029) which outlines the country's development priorities, focusing on inclusive growth and job creation, reducing poverty and tackling the high cost of living, and improving the quality of life through better healthcare, education, and infrastructure. The MTDP supports the implementation of the National Development Plan (NDP). The need for statistical information to inform the policy agendas at national and global levels is a key driver for change.

Other drivers for change include increasing demand for statistical services, fiscal constraints, the digital and data revolution, evolving skills and technologies, and other internal disruptions such as a need to review the organisational culture among others, making a compelling case for transformation and change at Stats SA. By addressing these, Stats SA can enhance its capabilities, improve service delivery, and ensure its continued relevance in a rapidly changing environment. Embracing these changes will position Stats SA as a leader in the data ecosystem, ready to meet the evolving needs of its stakeholders efficiently.

A new strategic direction: The organisation is grappling with crucial strategic questions as it charts its new direction: "How will we respond to disruption?" and "How will we disrupt the industry?" To stay relevant amidst change, we must radically rethink the future and transform our business model, seizing opportunities and addressing disruptions in the environment, or risk becoming obsolete.

Adapting to change: Change and transformation may destabilise the organisation. Stats SA might struggle to adapt quickly due to entrenched business processes, legacy strategies and technologies. Adapting to the evolving external and internal environment will necessitate a mindset shift from both leadership and staff, fostering collaboration to create new experiences that yield more positive outcomes in the future.

1.3.4 Problem statement

The current statistical system is out of sync with current and future data needs at all levels of society. Moreover, the existing resources and capabilities are only partially adequate to meet the demands of the statistical system.

The consequence is that stakeholders lack adequate statistical information to make evidence-based decisions to inform policy development and planning, and to monitor progress. The future relevance of Stats SA in the data ecosystem will be compromised with potential adverse social and economic impact.

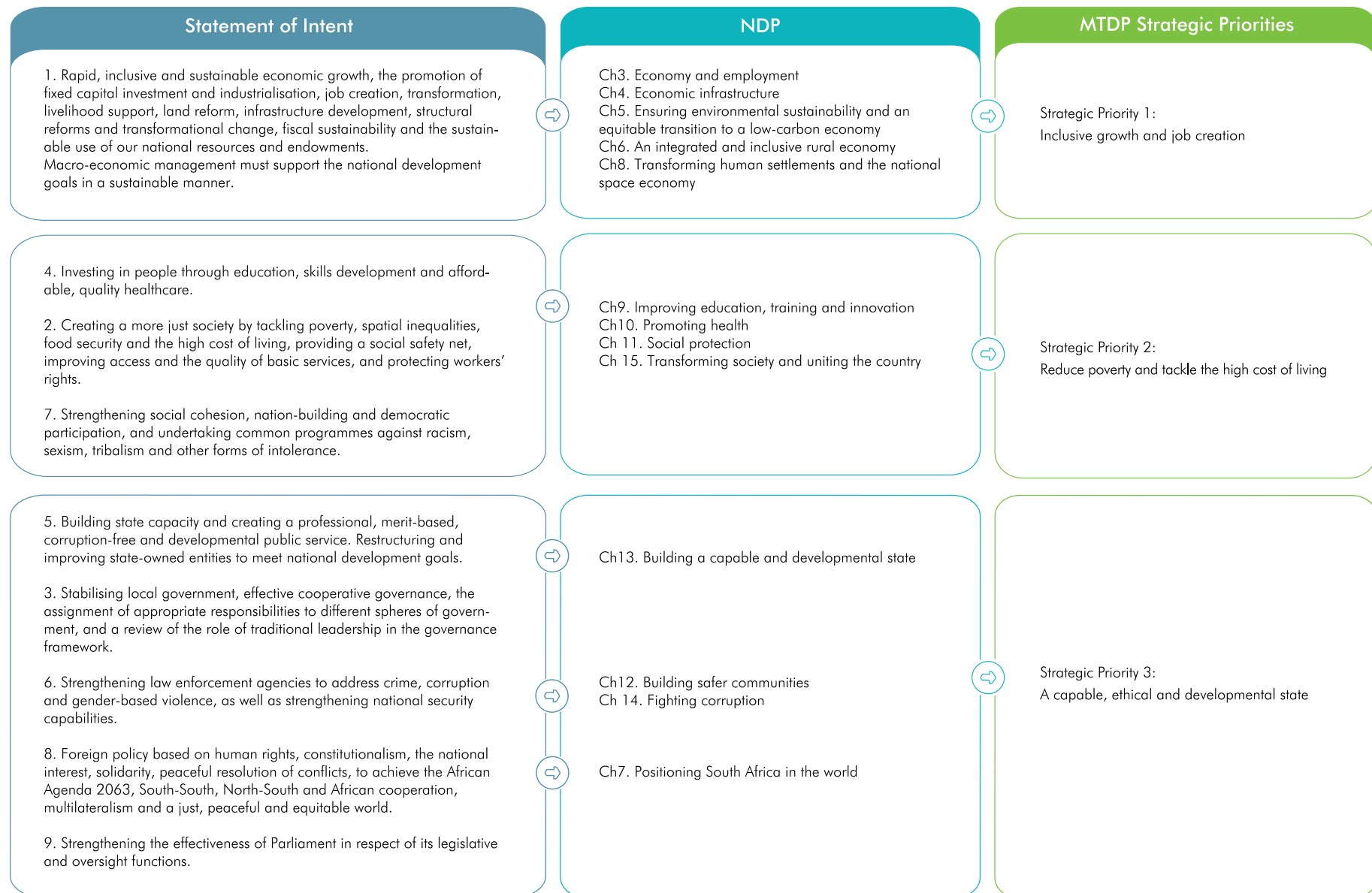
However, the National Statistics System, through the implementation of the National Strategy for Development of Statistics (NSDS), aims to address the information, quality and capacity gaps. It aims to leverage alternative data sources, forge partnerships, and adopt emerging methodologies and technologies to meet the country's information needs through significant intervention and investment in the data ecosystem.

1.4 Linking Stats SA deliverables to the NDP and MTDP

The key purpose of the National Development Plan (NDP) is to tackle the triple challenge of poverty, inequality and unemployment through higher rates of economic growth, the creation of more jobs and the provision of better services to the people of South Africa.

The NDP was adopted in 2012 to guide the country's quest for a better and prosperous South Africa. The NDP 2030 is the blueprint for tackling South Africa's challenges and serves as a long-term vision for the country. It aims to eliminate poverty and reduce inequality by 2030. This will be achieved by growing an inclusive economy, building capabilities, enhancing the capacity of the state and promoting leadership and partnership throughout society. The Medium-Term Development Plan adopted by the 7th Administration has identified the following three key strategic priorities in line with the NDP:

Aligning the SOI, NDP & MTDP Strategic Priorities



Stats SA’s primary purpose is to *inform evidence-based decision-making*. As such, it is the nation’s primary provider of science-based quantitative evidence on the economy, the population and the social conditions of South Africa. Over the past 30 years, Stats SA has made major strides in the provision of statistics on the economy and society. We have measured at a macro level the development and progress of the country. However, the economic reality and societal changes have evolved and, consequently, the demand for statistical information has expanded, both at a lower level and frequency. This growing demand for evidence to inform policy processes across various sectors and priorities requires a more focused approach on increasing the statistical information base. Expanding the statistical information base to measure the development and transformation of the economy and society is, however, not only the responsibility of Stats SA, but will require a national effort by organs of state in collaboration with Stats SA.

Stats SA developed an Integrated Indicator Framework (IIF) that serves as a comprehensive tool to measure and monitor progress toward specific goals, objectives, or sustainable development outcomes across various policy agendas and international frameworks. The primary purposes of the IIF are holistic monitoring and evaluating progress; interconnectedness of different sectors, themes, and outcomes; data-driven decision-making enabling policymakers, practitioners, and stakeholders to make informed choices and allocate resources effectively; and identifying data gaps and prioritising actions.

The table below demonstrates the alignment of statistical domains to the MTDP priorities and outcomes:

MTDP Priority	MTDP outcomes	Statistical domains
Strategic Priority 1: Drive inclusive growth and job creation	Increased employment and work opportunities Accelerated growth of strategic industrial and labour-intensive sectors Enabling environment for investment and improved competitiveness through structural reforms Increased infrastructure investment, access and efficiency Improved energy security and a just energy transition Increased trade and investment	Demographic and social statistics (Labour) Economic statistics (National Accounts) Economic statistics (Business cycle indicators (BCI), Structural Industry statistics (SIS), Private sector financial statistics (PSFS)) Economic statistics (National accounts, SIS, PSFS, Government financial statistics (GFS)) Economic statistics (National Accounts) Economic statistics (National Accounts)

MTDP Priority	MTDP outcomes	Statistical domains
	<p>A dynamic science, technology and innovation ecosystem for growth</p> <p>Supportive and sustainable economic policy environment</p> <p>Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society</p>	<p>Not measured by Stats SA</p> <p>Economic statistics (National Accounts)</p> <p>Economic statistics (SIS, Labour statistics)</p>
<p>Strategic Priority 2:</p> <p>Reduce poverty and tackle the high cost of living</p>	<p>Reduced poverty and improved livelihoods</p> <p>Improved coverage of social protection</p> <p>Improved access to affordable and quality healthcare</p> <p>Improved education outcomes and skills</p> <p>Skills for the economy</p> <p>Social cohesion and nation-building</p>	<p>Demographic and social statistics (Poverty and Inequality)</p> <p>Demographic and social statistics (Living conditions and social protection)</p> <p>Demographic and social statistics (Health and vital)</p> <p>Demographic and social statistics (Education)</p> <p>Demographic and social statistics (Education and Labour)</p> <p>Demographic and social statistics (Living conditions)</p>
<p>Strategic Priority 3:</p> <p>Build a capable, ethical and developmental state</p>	<p>Improved service delivery in the local government sphere</p> <p>Improved governance and performance of public entities;</p> <p>An ethical, capable and professional public service</p> <p>Digital transformation across the state</p> <p>Mainstreaming of gender, empowerment of youth and persons with disabilities</p> <p>A reformed, integrated and modernised Criminal Justice System</p> <p>Effective border security</p> <p>Secured cyber space</p> <p>Increased feelings of safety of women and children in communities</p> <p>Combat priority offences (economic, organised crime and corruption)</p> <p>Advance South African foreign policy for a better world</p> <p>Enhanced peace and security in Africa</p>	<p>Demographic and social statistics (Service delivery, GFS)</p> <p>Governance statistics</p> <p>Governance statistics</p> <p>Not measured</p> <p>Demographic and social statistics (Gender and marginalised groups)</p> <p>Governance statistics</p> <p>Not measured by Stats SA</p> <p>Not measured by Stats SA</p> <p>Demographic and social statistics (Crimes, violence and feelings of safety)</p> <p>Demographic and social statistics (Crimes and corruption)</p> <p>Not measured by Stats SA</p> <p>Not measured by Stats SA</p>

1.5 Key priorities for 2025/26

The key priorities for 2025/26 are outlined below:

- Driving statistical reform.
- Sustaining the quality of national indicators.
- Driving a transformation and change agenda.
- Re-engineering the household survey programme.

1.6 Revisions to legislative and other mandates

The President has signed the Statistics Amendment Bill into law in December 2024. The Statistics Act, 1999 (Act No. 6 of 1999), as amended by Statistics Amendment Act (No. 29 of 2024) aims to strengthen statistical coordination mechanisms, to define and broaden the scope and participation in the national statistics system, and to create a state-wide statistical service.

1.7 Overview of 2025/26 budget and MTEF estimates

Vote purpose

Lead and partner in the production of statistics, in line with internationally recognised principles and standards, to inform users about socioeconomic dynamics for evidence-based decisions.

Mandate

Statistics South Africa is a national department accountable to the Minister in the Presidency. The department's activities are regulated by the Statistics Act, 1999 (Act No. 6 of 1999), which mandates it to advance the production, dissemination, use and coordination of official and other statistics to help organs of state, businesses, other organisations and the public in planning, monitoring, policy development and decision-making. The Act also requires that the department coordinates statistical production among organs of state in line with the purpose of official statistics and statistical principles.

Budget summary

R million	2025/26				2026/27	2027/28
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
MTEF allocation						
Administration	406,7	–	336,0	742,7	779,1	814,3
Economic Statistics	310,5	–	–	310,5	325,0	339,7
Population and Social Statistics	307,6	–	0,1	307,7	322,8	337,4
Methodology and Statistical Infrastructure	166,1	–	–	166,1	174,0	181,8
Statistical Support and Informatics	301,7	0,0	5,0	306,7	322,3	336,9
Statistical Operations and Provincial Coordination	885,9	0,0	3,3	889,2	931,6	973,8
South African National Statistics System	48,4	–	–	48,4	50,8	53,1
Total expenditure estimates	2 426,9	0,0	344,4	2 771,3	2 905,6	3 037,0
Executive authority	Minister in the Presidency					
Accounting officer	Statistician-General of Statistics South Africa					
Website	www.statssa.gov.za					

The Estimates of National Expenditure are available at www.treasury.gov.za. Additional tables in Excel format can be found at www.treasury.gov.za and www.vulekamali.gov.za.

1.7.1 Selected performance indicators

Performance indicators by programme and related outcome

Indicator	Programme	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of GDP estimate releases per year	Economic Statistics	Outcome 18: A capable and professional public service	4	4	4	4	4	4	4
Number of releases on industry and trade statistics per year	Economic Statistics		150	150	150	150	150	150	150
Number of releases on financial statistics per year	Economic Statistics		18	16	16	16	16	16	16
Number of price index releases per year	Economic Statistics		48	48	48	48	60	60	60
Number of releases on labour market dynamics per year	Population and Social Statistics		8	8	8	8	8	8	8
Number of releases on living circumstances, service delivery and poverty per year	Population and Social Statistics		4	4	4	4	4	4	4
Number of releases on the changing profile of the population per year	Population and Social Statistics		16	15	16	16	16	16	16

1.7.2 Expenditure overview

Over the medium term, the department will focus on protecting and sustaining the quality of statistical information, implementing the continuous population survey, modernising its business operating model and strengthening statistical reform. To fund an average of 2 473 departmental posts over the next 3 years, spending on compensation of employees is estimated to constitute 65,7% (R5,7 billion) of its total budget of R8,7 billion. Total expenditure is set to increase at an average annual rate of 4,7%, from R2,6 billion in 2024/25 to R3 billion in 2027/28, mainly due to inflationary adjustments.

Protecting the quality of statistical information

The department publishes official statistics as a reliable evidence base for policy and decision-making in line with the National Development Plan, the medium-term development plan and other policy frameworks. To this end, it plans to release at least 250 publications per year over the period ahead related to socioeconomic statistics, including those on GDP, price indexes and labour markets. Costs related to this work are spread across the Economic Statistics and Population and Social Statistics programmes, which receive a combined R1,9 billion over the medium term.

Implementing the continuous population survey

The continuous population survey was reconceptualised and redesigned in 2024/25 to integrate existing household surveys within the department's survey programme, including the general household survey, the income and expenditure survey and the living conditions survey. The aim of this is to create a single, continuous data collection vehicle to produce frequent lower-level data. Whereas the existing surveys publish statistical information periodically at the provincial, not district, level, the continuous population survey uses a modular approach that allows new topics to enter the survey at different intervals, thereby better positioning the department to respond to emerging needs. The department will disseminate different types of statistics that emerge through the survey as and when data becomes available. Updating the frame and piloting methodologies for data collection are scheduled for 2025/26 and 2026/27, while data collection is planned for 2027/28. To fund activities related to the continuous population survey, R577,8 million over the medium term is allocated in the Poverty and Inequality Statistics subprogramme in the Population and Social Statistics programme.

Modernising the business operating model

The department is in the process of modernising its business operating model by integrating and automating the department's systems in the areas of statistical production and governance. The department began its modernisation drive by introducing digital data collection in household surveys, including the population census. Over the medium term, it plans to expand this functionality to economic surveys, the continuous population survey and the business register. In response to the increasing demand for data and statistics, the department is also in the process of establishing an interconnected statistical system that facilitates data acquisition, processing, integration, analysis and visualisation. This project will extend beyond the medium term. An estimated R198,9 million is allocated over the MTEF period to the Business Modernisation subprogramme in the Statistical Support and Informatics programme to carry out these activities.

Strengthening statistical reform

In an effort to drive statistical reform, amendments to the Statistics Act were approved by the President in 2024 and will be implemented over the medium term. Among other things, the amendments make provision for developing and implementing a national statistics system and strategy for the development of statistics, and enhancing coordination and collaboration among producers of statistics. In preparation for implementing these stipulations and to create awareness among organs of state on its implications, the department's communication and advocacy strategy is expected to be completed in 2025/26. These and other activities concerning statistical reform are funded through the South African National Statistics System programme, which is allocated R152,3 million over the medium term.

1.7.3 Expenditure trends and estimates

Vote expenditure trends by programme and economic classification¹

Programmes

1. Administration
2. Economic Statistics
3. Population and Social Statistics
4. Methodology and Statistical Infrastructure
5. Statistical Support and Informatics
6. Statistical Operations and Provincial Coordination
7. South African National Statistics System

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Programme 1	690,9	719,1	746,9	707,7	0,8%	20,7%	742,7	779,1	814,3	4,8%	26,8%
Programme 2	281,8	283,8	288,9	295,5	1,6%	8,3%	310,5	325,0	339,7	4,8%	11,2%
Programme 3	131,5	280,1	322,0	286,7	29,7%	7,4%	307,7	322,8	337,4	5,6%	11,0%
Programme 4	131,6	133,6	149,9	158,1	6,3%	4,1%	166,1	174,0	181,8	4,8%	6,0%
Programme 5	291,2	308,2	256,8	305,5	1,6%	8,4%	306,7	322,3	336,9	3,3%	11,2%
Programme 6	3 094,9	2 040,7	924,3	848,1	-35,0%	50,0%	889,2	931,6	973,8	4,7%	32,1%
Programme 7	26,5	32,1	35,0	44,6	19,0%	1,0%	48,4	50,8	53,1	5,9%	1,7%
Subtotal	4 648,3	3 797,6	2 723,9	2 646,2	-17,1%	100,0%	2 771,3	2 905,6	3 037,0	4,7%	100,0%
Total	4 648,3	3 797,6	2 723,9	2 646,2	-17,1%	100,0%	2 771,3	2 905,6	3 037,0	4,7%	100,0%
Change to 2024 budget estimate				-			16,8	18,0	18,8		

Programme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome						Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Economic classification											
Current payments	4 108,3	3 457,4	2 393,7	2 311,9	-17,4%	88,8%	2 426,9	2 546,0	2 661,1	4,8%	87,6%
Compensation of employees	1 670,3	1 702,8	1 738,1	1 733,0	1,2%	49,5%	1 826,0	1 910,1	1 996,5	4,8%	65,7%
Goods and services ¹	2 438,0	1 754,6	655,6	578,9	-38,1%	39,3%	601,0	635,9	664,7	4,7%	21,8%
of which:					0,0%	0,0%				0,0%	0,0%
Communication	68,4	51,1	29,2	27,4	-26,3%	1,3%	32,1	34,2	35,7	9,2%	1,1%
Computer services	431,3	230,6	108,8	156,2	-28,7%	6,7%	136,3	147,8	164,1	1,7%	5,3%
Fleet services (including government motor transport)	14,6	46,0	65,9	38,3	38,0%	1,2%	35,3	36,9	38,6	0,3%	1,3%
Operating leases	187,0	204,3	219,5	140,7	-9,0%	5,4%	145,4	154,9	161,6	4,7%	5,3%
Property payments	49,8	55,3	50,7	50,4	0,5%	1,5%	53,3	56,2	59,1	5,4%	1,9%
Travel and subsistence	234,9	543,1	103,3	82,0	-29,6%	7,0%	89,1	94,4	99,2	6,5%	3,2%
Interest and rent on land	0,0	0,0	–	0,1	139,6%	0,0%	–	–	–	-100,0%	0,0%
Transfers and subsidies ¹	7,5	21,1	13,6	2,7	-28,9%	0,3%	0,0	0,0	0,0	-88,6%	0,0%
Public corporations and private enterprises	0,0	0,0	0,0	0,0	65,1%	0,0%	0,0	0,0	0,0	-23,7%	0,0%
Households	7,5	21,0	13,6	2,7	-29,0%	0,3%	–	–	–	-100,0%	0,0%
Payments for capital assets	530,3	319,2	316,6	331,5	-14,5%	10,8%	344,4	359,6	375,9	4,3%	12,4%
Buildings and other fixed structures	274,8	289,2	309,8	321,5	5,4%	8,7%	335,9	351,3	367,2	4,5%	12,1%
Machinery and equipment	255,5	29,9	6,9	9,9	-66,2%	2,2%	7,9	7,8	8,3	-5,7%	0,3%
Software and other intangible assets	–	–	–	0,1	0,0%	0,0%	0,5	0,5	0,4	70,1%	0,0%
Payments for financial assets	2,2	–	–	–	-100,0%	0,0%	–	–	–	0,0%	0,0%
Total	4 648,3	3 797,6	2 723,9	2 646,2	-17,1%	100,0%	2 771,3	2 905,6	3 037,0	4,7%	100,0%

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at www.treasury.gov.za and www.vulekamali.gov.za.

1.7.4 Transfers and subsidies expenditure trends and estimates

Vote transfers and subsidies trends and estimates

	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R thousand				2024/25	2021/22 - 2024/25					2024/25 - 2027/28	
Households											
Social benefits											
Current	6 604	20 669	13 396	2 702	-25,8%	96,5%	–	–	–	-100,0%	99,2%
Employee social benefits	6 266	20 669	13 396	2 702	-24,5%	95,8%	–	–	–	-100,0%	99,2%
South African Statistical Association	338	–	–	–	-100,0%	0,8%	–	–	–	–	–
Other transfers to households											
Current	936	379	206	–	-100,0%	3,4%	–	–	–	–	–
Employee social benefits	–	–	100	–	–	0,2%	–	–	–	–	–
Employee ex-gratia payment	905	–	49	–	-100,0%	2,1%	–	–	–	–	–
Claims against the state	31	379	57	–	-100,0%	1,0%	–	–	–	–	–
Public corporations and private enterprises											
Other transfers to public corporations											
Current	2	3	4	9	65,1%	–	4	4	4	-23,7%	0,8%
Communication	2	3	4	9	65,1%	–	4	4	4	-23,7%	0,8%
Other transfers to private enterprises											
Current	–	26	2	–	–	0,1%	–	–	–	–	–
Census 2021 claims	–	26	2	–	–	0,1%	–	–	–	–	–
Total	7 542	21 077	13 608	2 711	-28,9%	100,0%	4	4	4	-88,6%	100,0%

1.7.5 Personnel information

Vote personnel numbers and cost by salary level and programme¹

Programmes

1. Administration
2. Economic Statistics
3. Population and Social Statistics
4. Methodology and Statistical Infrastructure
5. Statistical Support and Informatics
6. Statistical Operations and Provincial Coordination
7. South African National Statistics System

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment														Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establish- ment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26		2026/27			2027/28			2024/25 - 2027/28			
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Statistics South Africa																			
Salary level	3 301	–	2 672	1 738,1	0,7	2 573	1 733,0	0,7	2 533	1 826,0	0,7	2 505	1 910,1	0,8	2 473	1 996,5	0,8	-1,3%	100,0%
1–6	1 023	–	811	292,5	0,4	805	302,4	0,4	782	317,6	0,4	769	329,2	0,4	754	341,2	0,5	-2,2%	30,8%
7–10	1 578	–	1 330	793,2	0,6	1 263	779,9	0,6	1 247	821,9	0,7	1 232	857,7	0,7	1 217	893,3	0,7	-1,2%	49,2%
11–12	457	–	352	389,1	1,1	323	364,6	1,1	323	384,7	1,2	322	404,8	1,3	321	426,0	1,3	-0,2%	12,8%
13–16	243	–	179	263,3	1,5	181	286,0	1,6	181	301,8	1,7	181	318,4	1,8	181	336,0	1,9	–	7,2%
Programme	3 301	–	2 672	1 738,1	0,7	2 573	1 733,0	0,7	2 533	1 826,0	0,7	2 505	1 910,1	0,8	2 473	1 996,5	0,8	-1,3%	100,0%
Programme 1	514	–	370	228,7	0,6	314	200,2	0,6	291	204,0	0,7	285	213,4	0,7	278	223,0	0,8	-4,0%	11,6%
Programme 2	568	–	479	272,8	0,6	478	273,2	0,6	473	287,5	0,6	469	300,7	0,6	465	314,3	0,7	-1,0%	18,7%
Programme 3	218	–	168	246,0	1,5	129	203,3	1,6	134	221,1	1,7	132	231,2	1,7	131	241,7	1,9	0,5%	5,2%
Programme 4	242	–	184	135,1	0,7	173	144,0	0,8	171	151,7	0,9	169	158,7	0,9	166	165,9	1,0	-1,4%	6,7%
Programme 5	245	–	180	138,8	0,8	187	155,5	0,8	186	163,8	0,9	184	171,3	0,9	181	179,1	1,0	-1,1%	7,3%
Programme 6	1 466	–	1 264	688,3	0,5	1 253	720,1	0,6	1 241	759,1	0,6	1 229	794,1	0,6	1 215	830,0	0,7	-1,0%	49,0%
Programme 7	48	–	27	28,3	1,0	39	36,8	1,0	38	38,8	1,0	38	40,6	1,1	38	42,4	1,1	-1,1%	1,5%

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

1.7.6 Departmental receipts

Departmental receipts by economic classification

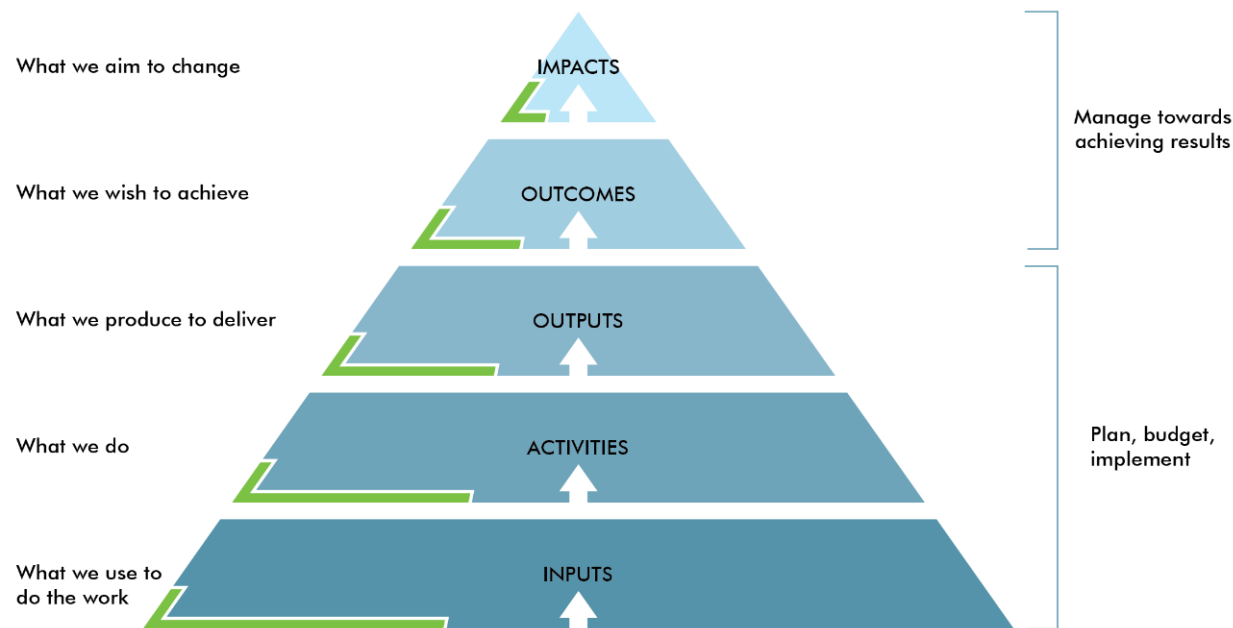
	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2021/22	2022/23	2023/24					2025/26	2026/27	2027/28		
R thousand												
Departmental receipts	9 384	2 696	1 818	1 106	1 108	-50,9%	100,0%	1 033	1 048	1 056	-1,6%	100,0%
Sales of goods and services produced by department	826	847	1 082	906	907	3,2%	24,4%	853	860	863	-1,6%	82,0%
Sales by market establishments	35	33	29	29	29	-6,1%	0,8%	30	32	33	4,4%	2,9%
of which:												
Parking	35	33	29	29	29	-6,1%	0,8%	30	32	33	4,4%	2,9%
Other sales	791	814	1 053	877	878	3,5%	23,6%	823	828	830	-1,9%	79,1%
of which:												
Replacement of security cards	—	—	5	5	5	—	0,1%	4	4	4	-7,2%	0,4%
Commission on insurance	791	814	1 047	872	873	3,3%	23,5%	819	824	826	-1,8%	78,7%
Sales of assets less than R5 000	—	—	1	—	—	—	—	—	—	—	—	—
Sales of scrap, waste, arms and other used current goods	1	—	—	20	20	171,4%	0,1%	2	2	2	-53,6%	0,6%
of which:												
Sale of wastepaper	1	—	—	20	20	171,4%	0,1%	2	2	2	-53,6%	0,6%
Interest, dividends and rent on land	112	88	70	61	61	-18,3%	2,2%	65	70	72	5,7%	6,3%
Interest	112	88	70	61	61	-18,3%	2,2%	65	70	72	5,7%	6,3%
Sales of capital assets	—	—	14	7	7	—	0,1%	—	—	—	-100,0%	0,2%
Transactions in financial assets and liabilities	8 445	1 761	652	112	113	-76,3%	73,1%	113	116	119	1,7%	10,9%
Total	9 384	2 696	1 818	1 106	1 108	-50,9%	100,0%	1 033	1 048	1 056	-1,6%	100,0%



Annual performance plan

2. Annual performance plan

Stats SA has developed its strategic direction within the context of the 'Theory of Change' in order to reach a commonly understood impact. The process aims to facilitate the identification of the type of changes to be achieved, which is within the organisational context, the vision and mission statements. The impact and outcomes are reflected in the strategic plan; the core and strategic outputs are reflected in the annual performance plan; business-as-usual in relation to statistical and corporate support outputs, activities and inputs are reflected in the operational plans.



Source: National Treasury – Framework for strategic plans and annual performance plans

The annual performance plan (APP) outlines the performance indicators, outputs and targets to achieve the mandate of the organisation as well as the strategic outcomes as set out in the Strategic Plan to ensure effective implementation. The APP outlines the indicators and targets for implementing the strategic outcomes.

Stats SA produces statistical products under two broad programmes, namely Economic Statistics, and Population and Social Statistics. These programmes are supported by five programmes, namely: (i) Methodology and Statistical Infrastructure; (ii) Statistical Support and Informatics; (iii) Statistical Operations and Provincial Coordination; (iv) South African National Statistics System; and (v) Administration. The official statistics produced by Stats SA are based on data collected through censuses, surveys and administrative data sources. All official statistics are characterised by common statistical principles and practices.

The statistical process involves a range of statistical operations, which are enabled by various support functions:

Impact: The social impact that the organisation aims to achieve has been defined as the development outcomes of the state in line with the National Development Plan (NDP) and Medium-Term Strategic Framework (MTSF), as well as achieving sustainable development for a better life for all through the data ecosystem within and beyond the confines of the borders of South Africa.

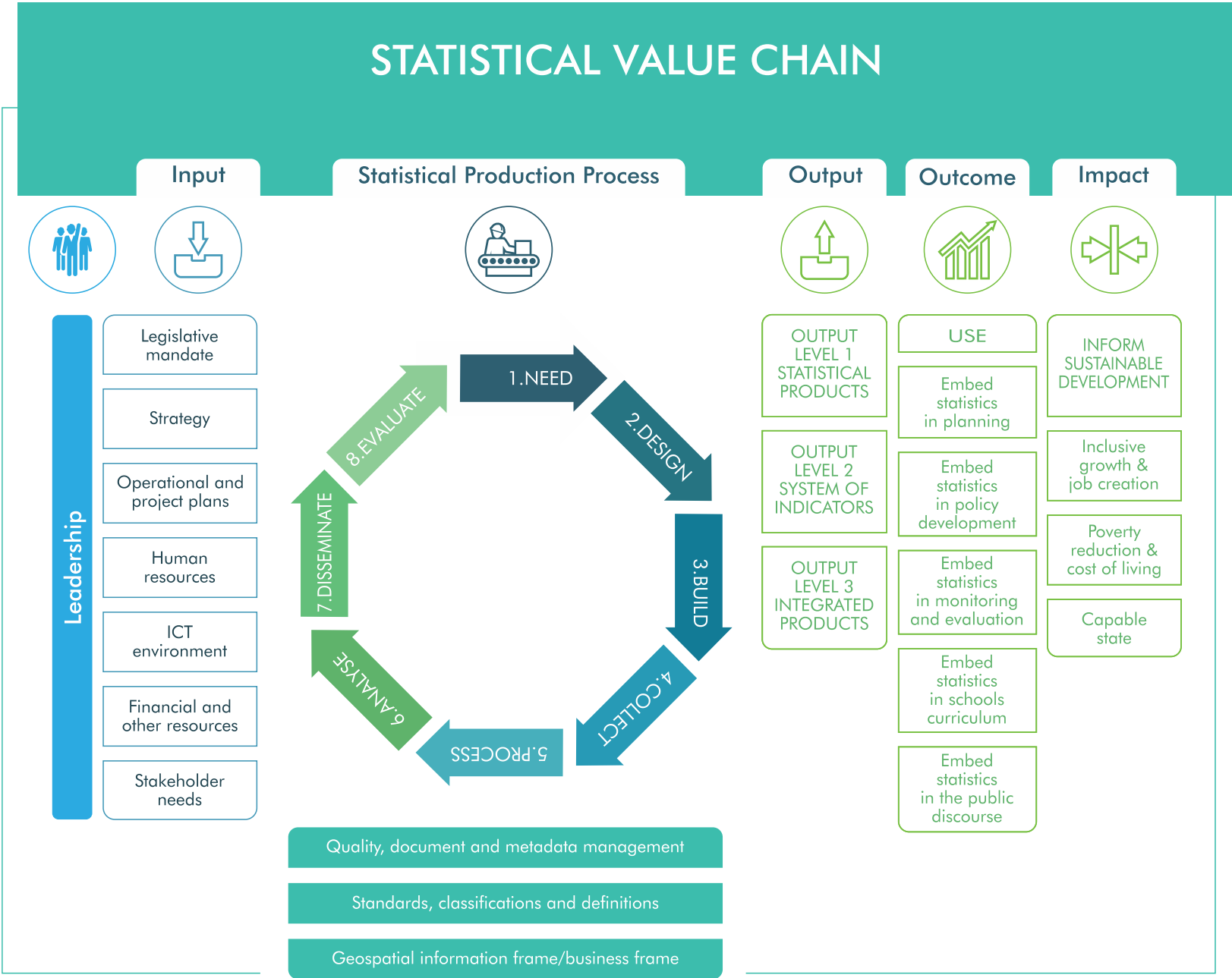
Outcomes: The outcomes we wish to achieve have been described in line with the purpose of official statistics in the Statistics Act, which is to assist organs of state, businesses, other organisations and the public by providing statistics to inform planning, decision-making or other actions, and monitoring or assessment of policies.

Outputs: The outputs have been defined at three levels, namely: i) Level 1: The provision of basic statistics on various topics; ii) Level 2: Transforming basic statistics into indicators, as part of an indicator system in order to be responsive to national and international policy agendas; and iii) Level 3: The provision of integrated statistical information (products) using spatial analysis, integrative analysis and statistical tools to be responsive to sectoral and cross-sectoral demands.

Process: In order to achieve these outputs, outcomes and impact, Stats SA has introduced 'integration by design' in the value chain. This approach starts with the conceptual design of a survey with integration with the end in mind. It implies an information hierarchy that will deliver all three levels of outputs. It implies the design of an integrated analytical database that will be available and accessible for any analysis and dissemination of basic statistics, integrated indicators and integrated products.

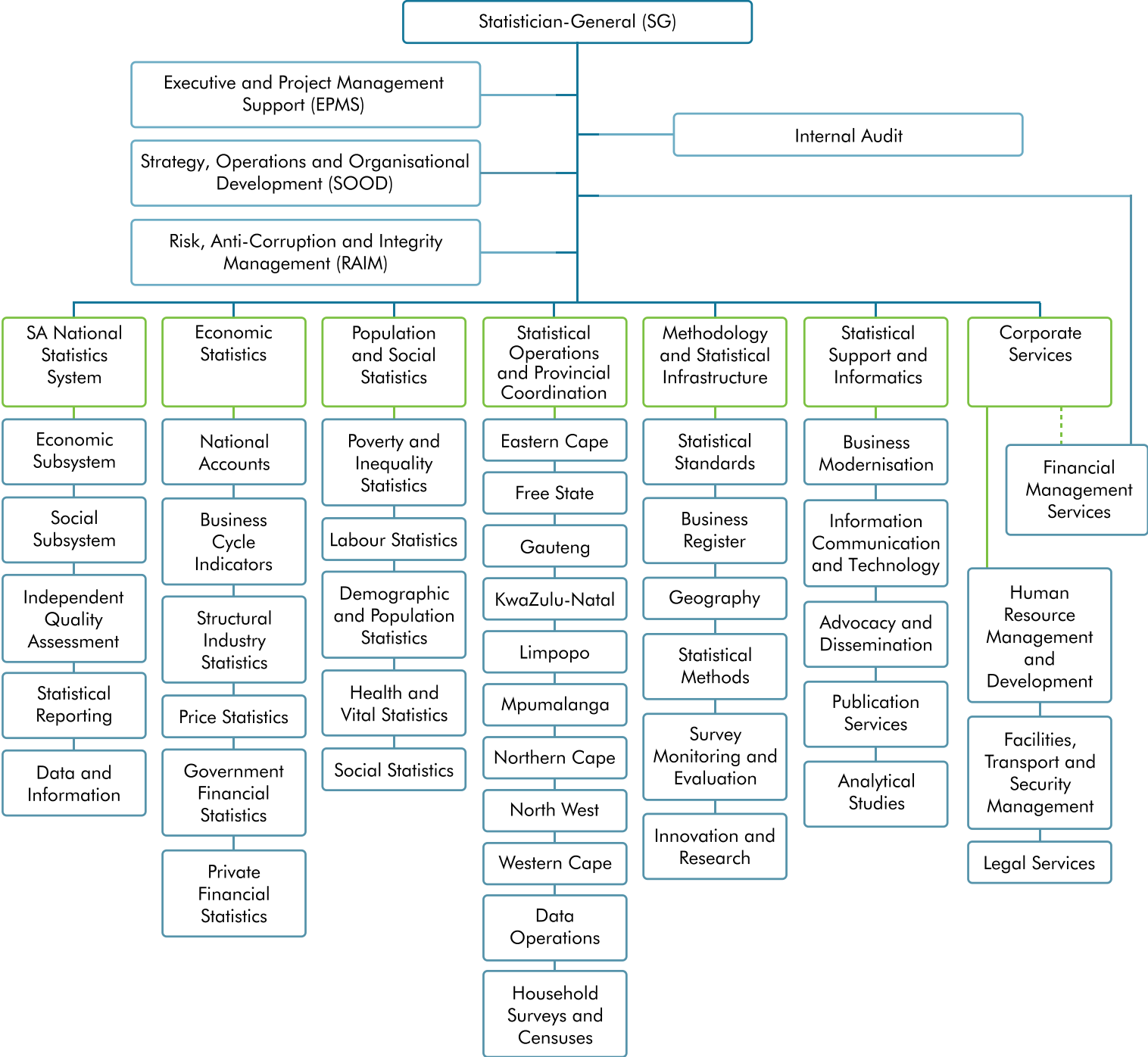
Input: The inputs enable the statistical value chain. The legislative mandate has been added as the critical input that will guide the statistical operations of the statistical system.

The Stats SA statistical value chain below illustrates the functioning of the organisation:



Organisational structure

Stats SA's approved organisational structure with effect from April 2020:



2.1 Programme: Administration

2.1.1 Programme purpose

Provide strategic leadership, management and support services to the department.

2.1.2 Subprogrammes

Departmental Management provides strategic leadership and management services to the department, including executive and project support services, strategic management and organisational development services, and risk, anti-corruption and integrity management services.

Corporate Services is responsible for providing a legal advisory service to the department and efficient facilities, security and logistical services. Provides human resource management and development support services and promotes sound human management principles in line with the Public Service Act and other applicable labour legislation.

Financial Management Services provides financial, asset and procurement support services to the department; it promotes financial practices for good governance and administration in line with the Public Finance Management Act (PFMA).

Internal Audit provides an independent audit service to the department; it assists 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.

Office Accommodation provides a secure and healthy working environment for employees and stakeholders.

2.1.3 Programme 1 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
Audited/actual performance										
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Executive and Project Management Support)										
1.	Agile operating model	Reports on priority projects	Number of reports on project management support provided to CPS approved	Not achieved Compiled report on project support provided to Census 2022 and PES 2022	Compiled report on support provided to Census 2022 and PES	Compiled report on support provided to the IES 2022/23	● 1 report on support provided to CPS 2024/25 compiled	● 1 report on project management support provided to CPS 2025/26 approved	● 1 report on project management support provided to CPS 2026/27 approved	● 1 report on project management support provided to CPS 2027/28 approved
	Transformed capability	Management information repository (MIR)	Number of interfaces developed	Compiled feasibility study report	Developed 25% of prioritised MIR functionalities	Developed 25% (Phase 2) of prioritised MIR functionalities	● 25% (Phase 3) of prioritised MIR functionalities developed	● 2 interfaces developed	● 2 interfaces developed	● 2 interfaces developed

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Executive and Project Management Support)						
1.1	Number of reports on project management support provided to CPS approved	1 report on project management support provided to CPS 2025/26 approved by March 2026				
1.2	Number of interfaces developed	2 interfaces developed by March 2026				

Table 1: Outcomes, outputs, performance indicators and targets

Audited/actual performance							Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Strategy, Operations and Organisational Development)										
2.	Agile operating model	Business process management institutionalised	Number of business processes mapped	Not achieved. Developed business process management policy	Compiled business processes management strategy	Mapped 6 business processes	• 1 business process mapped	• 2 business processes mapped	• 3 business processes mapped	• 4 business processes mapped
	Transformed capability	Organisational structure	Number of organisational structures reviewed					• 1 organisational structure reviewed	• 1 organisational structure implemented (Phase 1)	
	Transformed capability	Culture-shift programme	Number of culture-shift programmes implemented					• 1 culture-shift programme implemented (Phase 1)	• 1 culture-shift programme implemented (Phase 2)	• 1 culture-shift programme implemented (Phase 3)

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Strategy, Operations and Organisational Development)						
2.1	Number of business processes mapped	2 business processes mapped by March 2026	2			
2.2	Number of organisational structures reviewed	1 organisational structure reviewed by March 2026	1			
2.3	Number of culture-shift programmes Implemented	1 culture-shift programme implemented (Phase 1) by March 2026	1			

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Risk, Anti-corruption and Integrity Management)										
3.	Transformed capability	Disaster risk reduction institutionalised	Number of disaster risk reduction plans implemented		Compiled report on COVID-19 measures and controls implemented	A Business Impact Analysis was not conducted	● 1 disaster risk reduction plan compiled	● 1 disaster risk reduction plan implemented	● 1 disaster risk reduction plan reviewed	● 1 disaster risk reduction plan evaluated

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Risk, Anti-corruption and Integrity Management)						
3.1	Number of disaster risk reduction plans implemented	1 disaster risk reduction plan implemented by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
Audited/actual performance										
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Human Resource Management and Development)										
4.	Transformed capability	Talent management institutionalised	Number of concept notes on succession planning approved	Not achieved. Commenced with stakeholder consultation and re-skilling of staff	Not achieved. A skills development strategy and plan were not developed	Completed alignment of skills development plan to the strategy		• 1 concept note on succession planning approved	• 1 retention plan and succession plan approved	• 1 retention plan and succession plan implemented
		Report on skills audit conducted	Number of skills audits conducted	Compiled report on the implementation of the realigned structure	A report on talent management was not compiled		• 1 skills audit conducted	• 1 skills audit conducted (Phase 1)	• 1 skills audit conducted (Phase 2)	• 1 skills audit conducted (Phase 3)
		Reports on employment equity	Percentage increase in women on SMS level	Not achieved. Increased women on SMS level by 1,5%	Not achieved. Women in SMS increased from 41,5% to 43,3%	Women in SMS increased by 4 percentage points from 41,3% to 45,3%		• 2% points increase in women on SMS level	• 2% points increase in women on SMS level	• 2% points increase in women on SMS level
		Reports on employment equity	Percentage increase in staff with disabilities	Not achieved. Staff with disabilities decreased by 0,2%	Not achieved. Staff with disabilities decreased from 1,3% to 1,2%	Staff with disabilities reduced from 1,3% to 1,2%		• 0,2% point increase in staff with disabilities	• 0,2% point increase in staff with disabilities	• 0,2% point increase in staff with disabilities
		Reports on employment equity	Percentage increase in youth employment	Appointed 84% youth contract staff for Census 2022	Not achieved. Youth employment decreased from 8,3% to 8,0%	Youth employment increased from 7,0% to 8,6%		• 2% points increase in youth employment	• 2% points increase in youth employment	• 2% points increase in youth employment

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Human Resource Management and Development)										
4.	Transformed capability	Gender-based violence programme	Number of gender-based violence programmes implemented	Not achieved. The programme was not implemented	Conducted gender-based violence programmes in July and November 2022	Implemented gender-based violence programme	• 1 gender-based violence programme implemented	• 1 gender-based violence programme implemented	• 1 gender-based violence programme implemented	• 1 gender-based violence programme implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Human Resource Management and Development)						
4.1	Number of concept notes on succession planning approved	1 concept note on succession planning approved by March 2026				1
4.2	Number of skills audits conducted	1 skills audit conducted (Phase 1) by March 2026				1
4.3	Percentage increase in women on SMS level	2% points increase in women on SMS level by March 2026 (Baseline: 45,0%)				2%
4.4	Percentage increase in staff with disabilities	0,2% points increase in staff with disabilities by March 2026 (Baseline: 1,2%)				0,2%
4.5	Percentage increase in youth employment	2% points increase in youth employment by March 2026 (Baseline: 7,1%)				2%
4.6	Number of gender-based violence programmes implemented	1 gender-based violence programme implemented by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Facilities, Transport and Security Management)										
5.	Agile operating model	Office accommodation plan	Number of district offices rationalised				Conducted assessment on office accommodation	• 1 report on accommodation plan compiled (Phase 1)	• 3 district offices rationalised	• 3 district offices rationalised

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Facilities, Transport and Security Management)						
5.1	Number of district offices rationalised	3 district offices rationalised by March 2026	3			

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
				Audited/actual performance						
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Financial Management Services)										
6.	Transformed capability	Reduction of fruitless and wasteful expenditure	Percentage of fruitless and wasteful expenditure reduced			Fruitless and wasteful expenditure incurred in the 2022/23 financial year amounted to R171 thousand	• 80% of fruitless and wasteful expenditure reduced	• 85% of fruitless and wasteful expenditure reduced	• 90% of fruitless and wasteful expenditure reduced	• 95% of fruitless and wasteful expenditure reduced
		Reduction of irregular expenditure	Percentage of irregular expenditure reduced			Irregular expenditure incurred in the 2022/23 financial year amounted to R253,537 million	• 80% of irregular expenditure reduced	• 90% of irregular expenditure reduced	• 95% of irregular expenditure reduced	• 100% of irregular expenditure reduced
		Report on number of findings	Percentage decrease in number of audit findings			Findings increased from 41 to 46, representing 12,2%	• 25% decrease in audit findings	• 50% decrease in audit findings	• No audit findings	• No audit findings
		Unqualified audit opinion	Unqualified audit opinion attained			Unqualified audit opinion	• Unqualified audit opinion	• Unqualified audit opinion	• Clean audit opinion	• Clean audit opinion
		Reduction of unauthorised expenditure	Percentage of unauthorised expenditure reduced			Unauthorised expenditure (UE) incurred amounted to R807,987 million	• 90% of unauthorised expenditure reduced	• 100% of unauthorised expenditure reduced	• 100% of unauthorised expenditure reduced	• 100% of unauthorised expenditure reduced

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Financial Management Services)						
6.1	Percentage of fruitless and wasteful expenditure reduced	85% of fruitless and wasteful expenditure reduced by March 2026 (Baseline: R227 thousand)				85%
6.2	Percentage of irregular expenditure reduced	90% of irregular expenditure reduced by March 2026 (Baseline: R13,395 million)				90%
6.3	Percentage decrease in number of audit findings	50% decrease in audit findings by July 2025 (Baseline: 2023/24 audit report)		50%		
6.4	Unqualified audit opinion attained	Unqualified audit opinion attained by August 2025		1		
6.5	Percentage of unauthorised expenditure reduced	100% of unauthorised expenditure reduced by March 2026 (Baseline: R128,307 million)				100%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration (Subprogramme: Internal Audit)										
7.	Agile operating model	IA priority reports on AGSA findings	Number of supply chain management audits conducted				• 1 performance audit report on asset management	• 1 supply chain management audit conducted		• 1 vehicle management audit conducted
		Report on quality assurance review	Number of quality assurance reviews conducted						• 1 quality assurance review conducted	• 1 quality assurance review outcome implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Internal Audit)						
7.1	Number of supply chain management audits conducted	1 supply chain management audit conducted by March 2026				1

2.1.3 Programme 1: Explanation on planned performance

The strategic intent of the programme is about leading the strategic direction of the organisation and enabling the organisation to transform its capability as we move into the future. The organisation will embark on Phase 2 of realigning the organisational structure to the new strategy. Part of the key deliverables over the medium term is the mapping of business processes to enhance efficiency and service delivery. The programme is leading the development and implementation of a digital transformation strategy in collaboration with the business modernisation unit as key enablers for the future.

Key deliverables for 2025/26 include the development of plans to transform the accommodation environment, improved the Minimum Information Security System environment as well as developing an organisation plan to reduce risk in times of disasters.

The implementation of the skills development strategy is a critical path to harness talent and skills in a restricted fiscal environment. Investing in new skills for the future will form the basis of career path development and multipronged programmes to ensure that critical skills are retained. The achievement of national employment equity targets remains a challenge due to a declining fiscus and limited opportunity to recruit staff. Engagements are ongoing with National Treasury on the challenges the organisation is facing with its Compensation of Employees allocation, and budget allocation overall.

2.1.4 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost driver relates to fleet management services, travel and subsistence, and communications. Office accommodation is funded from Programme 1.

Expenditure trends and estimates

Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Departmental Management	58,9	58,2	58,8	55,7	-1,8%	8,1%	58,8	61,6	64,3	4,9%	7,9%
Corporate Services	112,8	124,1	124,9	111,9	-0,3%	16,5%	122,8	128,6	134,4	6,3%	16,3%
Financial Administration	82,0	92,5	87,2	76,7	-2,2%	11,8%	74,5	78,0	81,5	2,0%	10,2%
Internal Audit	17,0	17,9	19,0	14,3	-5,7%	2,4%	15,0	15,7	16,4	4,8%	2,0%
Office Accommodation	420,2	426,4	457,0	449,0	2,2%	61,2%	471,6	495,3	517,7	4,9%	63,5%
Total	690,9	719,1	746,9	707,7	0,8%	100,0%	742,7	779,1	814,3	4,8%	100,0%
Change to 2024				-			1,9	2,0	2,1		
Budget estimate											
Economic classification											
Current payments	415,5	427,5	435,8	385,0	-2,5%	58,1%	406,7	427,7	447,1	5,1%	54,8%
Compensation of employees	225,2	227,7	228,7	200,2	-3,9%	30,8%	204,0	213,4	223,0	3,7%	27,6%
Goods and services	190,3	199,7	207,1	184,8	-1,0%	27,3%	202,7	214,3	224,0	6,6%	27,1%
of which:						-					-
Audit costs: External	7,8	10,9	11,3	9,5	6,8%	1,4%	9,8	10,3	10,8	4,3%	1,3%
Computer services	2,2	2,7	3,8	2,5	3,8%	0,4%	6,0	6,3	6,6	37,8%	0,7%
Operating leases	103,3	93,1	106,9	84,9	-6,3%	13,6%	93,5	99,6	103,8	6,9%	12,5%
Property payments	48,9	53,8	49,0	49,1	0,2%	7,0%	52,1	54,8	57,6	5,5%	7,0%
Travel and subsistence	2,8	12,8	7,8	6,1	29,8%	1,0%	7,8	8,3	8,7	12,4%	1,0%
Operating payments	6,4	8,4	8,6	6,7	1,5%	1,1%	4,9	5,1	5,3	-7,5%	0,7%
Interest and rent on land	-	0,0	-	0,1	-	-	-	-	-	-100,0%	-
Transfers and subsidies	0,4	2,4	0,5	0,5	10,5%	0,1%	-	-	-	-100,0%	-
Households	0,4	2,4	0,5	0,5	10,5%	0,1%	-	-	-	-100,0%	-

Expenditure trends and estimates

Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome											
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Payments for capital assets	275,0	289,3	310,5	322,1	5,4%	41,8%	336,0	351,4	367,3	4,5%	45,2%
Buildings and other fixed structures	274,8	289,2	309,8	321,5	5,4%	41,7%	335,9	351,3	367,2	4,5%	45,2%
Machinery and equipment	0,3	0,0	0,8	0,6	30,6%	0,1%	0,0	0,0	0,0	-57,5%	–
Total	690,9	719,1	746,9	707,7	0,8%	100,0%	742,7	779,1	814,3	4,8%	100,0%
Proportion of total programme expenditure to vote expenditure	14,9%	18,9%	27,4%	26,7%	–	–	26,8%	26,8%	26,8%	–	–
					–					–	
Details of transfers and subsidies											
Households											
Social benefits											
Current	0,4	2,4	0,5	0,5	10,5%	0,1%	–	–	–	-100,0%	–
Employee social benefits	0,0	2,4	0,5	0,5	122,8%	0,1%	–	–	–	-100,0%	–
South African Statistical Association	0,3	–	–	–	-100,0%	–	–	–	–	–	–
Other transfers to households											
Current	–	–	0,0	–	–	–	–	–	–	–	–
Employee social benefits	–	–	0,0	–	–	–	–	–	–	–	–

Personnel information

Administration personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)
Number of funded posts	Number of posts additional to the establish- ment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Administration																			
Salary level	514	–	370	228,7	0,6	314	200,2	0,6	291	204,0	0,7	285	213,4	0,7	278	223,0	0,8	-4,0%	100,0%
1–6	158	–	106	30,8	0,3	88	26,0	0,3	69	21,8	0,3	63	21,1	0,3	57	20,2	0,4	-13,5%	23,7%
7–10	246	–	192	109,4	0,6	166	97,8	0,6	161	101,6	0,6	161	107,2	0,7	161	113,2	0,7	-1,0%	55,7%
11–12	67	–	44	46,2	1,1	39	42,4	1,1	39	44,7	1,1	39	47,1	1,2	39	49,7	1,3	–	13,4%
13–16	43	–	28	42,3	1,5	21	34,0	1,6	21	35,9	1,7	21	37,9	1,8	21	40,0	1,9	–	7,2%

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.1.5 Strategic risks and mitigation

The following risks have been identified that could impact on the operations of the programme:

Strategic risks	Mitigation strategy
Lack of resources to fund the new strategic direction	Reprioritise and realign resources to the strategy annually
Implementation of the transformation and change agenda	Resource and invest in transformation and change initiatives
Financial constraints, both human and operational	Funding model alternatives to be considered
Employment equity targets not achieved	Prioritise the appointment of women in SMS, youth and people living with disabilities

2.2 Programme: Economic Statistics

2.2.1 Programme purpose

Produce economic statistics to inform evidence-based economic development.

2.2.2 Objectives

- Produce economic indicators to inform evidence-based planning, monitoring, evaluation and decision-making for use by the public and private sectors by:
 - publishing monthly, quarterly, annual and periodic statistical releases on various industries in the private and public sectors;
 - publishing monthly statistical releases on a range of price indexes;
 - publishing quarterly and annual estimates of gross domestic product (GDP); and
 - improving the measurement of economic indicators through the application of internationally recognised standards and practices on an ongoing basis.

2.2.3 Subprogrammes

- *Programme Management* for Economic Statistics provides strategic direction and leadership to the programme.
- *Business Cycle Indicators* provides statistical information on turnover and volumes in various industries through the publication of monthly, quarterly and annual releases.
- *Structural Industry Statistics* publishes periodic statistical information on the income and expenditure structure of industries, and on non-financial variables.
- *Price Statistics* provides information on inflation by compiling the consumer price index and various producer price indexes.
- *Private Sector Finance Statistics* tracks the financial performance of private sector organisations.
- *Government Finance Statistics* tracks public sector spending.
- *National Accounts* produces GDP data and other integrated statistical products.

2.2.4 Programme 2 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

Audited/actual performance							Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)										
8.	Insightful data	Statistical information on business cycle indicators	Number of releases on business cycle indicators published	Published monthly, quarterly and annual industry and trade statistics	Published monthly, quarterly and annual industry and trade statistics	Published monthly, quarterly and annual industry and trade statistics	• 150 monthly, quarterly and annual industry and trade statistics published	• 150 monthly, quarterly and annual industry and trade statistics published	• 150 monthly, quarterly and annual industry and trade statistics published	• 150 monthly, quarterly and annual industry and trade statistics published
		Reports on improving business cycle indicator statistics	Number of reports on improving business cycle indicator statistics approved	Published report on weights for mining indices, weights for manufacturing indices and weights for manufacturing production capacity indices	Compiled report on updated weights for mining indices, weights for manufacturing indices and weights for manufacturing production capacity indices	Compiled report on updated weights for mining indices, weights for manufacturing indices and weights for manufacturing production capacity indices	• 3 reports on weights compiled for: mining (2019-2021), manufacturing (2019-2021) and manufacturing production capacity (2019-2021)	• 3 reports on weights approved for: mining (2020-2022), manufacturing (2020-2022) and manufacturing production capacity (2020-2022)	• 3 reports on weights approved for: mining (2021-2023), manufacturing (2021-2023) and manufacturing production capacity (2021-2023)	• 3 reports on weights approved for: mining (2022-2024), manufacturing (2022-2024) and manufacturing production capacity (2022-2024)
				Compiled research report on deflators for motor trade sales	Compiled report on implementation of deflators for motor trade sales	Compiled research report on deflators for the Tourist Accommodation Survey	• 1 report on results of piloting deflators for the Tourist Accommodation Survey compiled	• 1 report on piloting deflators for the Tourist Accommodation Survey approved	• 1 report on implementing deflators for the Tourist Accommodation Survey approved	
				Not achieved. Compiled research report on seasonally adjusted data at a lower level for retail trade sales	Not achieved. Compiled report on updating the base year for affected surveys from 2015 to 2019	Compiled report on published seasonally adjusted data at a lower level for motor trade sales		• 2 reports on updated deflators for retail trade sales and motor trade sales approved		• 1 report on updating the base year for affected surveys from 2019 to 2025 approved
				Compiled report on the piloting of seasonally adjusted data at lower level for motor trade sales						

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)						
8.1	Number of releases on business cycle indicators (mining: production and sales) published within two months after the reference month	12 monthly releases on mining: production and sales published as scheduled	3	3	3	3
8.2	Number of releases on business cycle indicators (manufacturing: production and sales) published within two months after the reference month	12 monthly releases on manufacturing: production and sales published as scheduled	3	3	3	3
8.3	Number of releases on business cycle indicators (manufacturing: utilisation of production capacity by large enterprises) published within one quarter after the reference period	4 quarterly releases on manufacturing: utilisation of production capacity by large enterprises published as scheduled	1	1	1	1
8.4	Number of releases on business cycle indicators (electricity generated and available for distribution) published within two months after the reference month	12 monthly releases on electricity generated and available for distribution published as scheduled	3	3	3	3
8.5	Number of releases on business cycle indicators (selected building statistics of the private sector as reported by local government institutions) published within two months after the reference month	12 monthly releases on selected building statistics of the private sector as reported by local government institutions published as scheduled	3	3	3	3
8.6	Number of releases on business cycle indicators (selected building statistics) published 6 months after year-end report	1 annual release on selected building plans passed and completed 2024 published by June 2025	1			
8.7	Number of reports on business cycle indicators (building statistics) published within two years after year-end report	1 annual report on building statistics 2023 published by August 2025		1		
8.8	Number of releases on business cycle indicators (retail trade sales) published within two months after the reference month	12 monthly releases on retail trade sales published as scheduled	3	3	3	3
8.9	Number of releases on business cycle indicators (motor trade sales) published within two months after the reference month	12 monthly releases on motor trade sales published as scheduled	3	3	3	3
8.10	Number of releases on business cycle indicators (wholesale trade sales) published within two months after the reference month	12 monthly releases on wholesale trade sales published as scheduled	3	3	3	3

Table 2: Indicators, annual and quarterly targets (concluded)

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)							
8.11	Number of releases on business cycle indicators (land transport) published within two months after the reference month	12 monthly releases on land transport published as scheduled	3	3	3	3	
8.12	Number of releases on business cycle indicators (liquidations) published within one month after the reference month	12 monthly releases on liquidations published as scheduled	3	3	3	3	
8.13	Number of releases on business cycle indicators (civil cases for debt) published within two months after the reference month	12 monthly releases on civil cases for debt published as scheduled	3	3	3	3	
8.14	Number of releases on business cycle indicators (food and beverages) published within two months after the reference month	12 monthly releases on food and beverages published as scheduled	3	3	3	3	
8.15	Number of releases on business cycle indicators (tourist accommodation) published within two months after the reference month	12 monthly releases on tourist accommodation published as scheduled	3	3	3	3	
8.16	Number of reports on improving business cycle indicator statistics approved	1 report on updated weights for mining indices approved by November 2025				1	
		1 report on updated weights for manufacturing indices approved by November 2025				1	
		1 report on updated weights for manufacturing production capacity indices approved by November 2025				1	
		1 report on piloting deflators for the Tourist Accommodation Survey approved by March 2026					1
		1 report on updated deflators for retail trade sales approved by March 2026					1
		1 report on updated deflators for motor trade sales approved by March 2026					1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Structural Industry Statistics)										
9.	Insightful data	Statistical information on the structure of industries	Number of periodic reports on industry statistics published	Published 4 reports on 2019 surveys (mining, electricity, gas & water, post & telecommunication, transport & storage)	Published 2 reports on 2020 surveys (real estate and business services, and construction)	Published report on manufacturing financial and manufacturing production statistics (2021)	• 7 reports on 2022 surveys (mining, wholesale trade, retail trade, motor trade, accommodation, food & beverages, post & telecommunications) published	• 2 reports on 2023 surveys (personal services and transport & storage) published	• 3 reports on 2024 surveys (electricity, gas & water, real estate and business services & construction) published	• 2 reports on manufacturing financial and manufacturing production statistics (2025) published
		Statistical information on agriculture industry	Number of periodic reports on agriculture statistics published	Published 2 reports on the forestry and fisheries industries	Published 2 reports on the forestry and fisheries industries		• 1 periodic report on agriculture statistics (2023) published			
			Number of releases on agriculture statistics published	Published 1 report on agriculture statistics	Published 1 release on agriculture statistics	Published annual release on 2022 agriculture statistics	• 1 release on 2023 agriculture statistics published	• 1 annual release on agriculture statistics (2024) published	• 1 annual release on agriculture statistics (2025) published	• 1 annual release on agriculture statistics (2026) published

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Structural Industry Statistics)						
9.1	Number of periodic reports on industry statistics published (personal services)	1 report on personal services (2023) published by September 2025		1		
9.2	Number of periodic reports on industry statistics published (transport and storage)	1 report on transport and storage (2023) published by September 2025		1		
9.3	Number of periodic reports on agriculture statistics published	1 periodic report on agriculture statistics (2023) published by June 2025	1			
9.4	Number of releases on agriculture statistics published	1 release on agriculture statistics (2024) published by December 2025			1	

Table 1: Outcomes, outputs, performance indicators and targets

Audited/actual performance							Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Price Statistics)										
10.	Insightful data	Statistical information on CPI	Number of CPI releases published within one month of the reference period	Published monthly CPI releases	Published monthly CPI releases	Published 12 monthly CPI releases	• 12 monthly CPI releases published	• 12 monthly CPI releases published	• 12 monthly CPI releases published	• 12 monthly CPI releases published
		Statistical information on PPI	Number of PPI releases published within one month of the reference period	Published monthly PPI releases	Published monthly PPI releases	Published 12 monthly PPI releases	• 12 monthly PPI releases published	• 12 monthly PPI releases published	• 12 monthly PPI releases published	• 12 monthly PPI releases published
		Statistical information on CMPI	Number of CMPI releases published within one month of the reference period	Published monthly CMPI releases	Published monthly CMPI releases	Published 12 monthly CMPI releases	• 12 monthly CMPI releases published	• 12 monthly CMPI releases published	• 12 monthly CMPI releases published	• 12 monthly CMPI releases published
		Statistical information on XMUVI	Number of XMUVI releases published within two months of the reference period	Published monthly XMUVI releases	Published monthly XMUVI releases	12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published
		Statistical information on RPPI	Number of RPPI releases published within five months of the reference period				• 12 monthly RPPI releases published	• 12 monthly RPPI releases published	• 12 monthly RPPI releases published	• 12 monthly RPPI releases published

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Price Statistics)										
10.	Insightful data	Releases on improving price indices	Number of releases on updated PPI weights published	Published CPI with updated weights	Achieved late. Published report as a discussion document with experimental Residential Property Price Indices	Published release on updated PPI weights	• 1 release on updated CPI weights published	• 1 release on updated PPI weights published	• 1 release on updated PPI weights published	• 1 release on updated PPI weights published

Table 2: Indicators, annual and quarterly targets

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 2: Economic Statistics (Subprogramme: Price Statistics)							
10.1	Number of CPI releases published within one month of the reference period	12 monthly CPI releases published as scheduled	3	3	3	3	
10.2	Number of PPI releases published within one month of the reference period	12 monthly PPI releases published as scheduled	3	3	3	3	
10.3	Number of CMPI releases published within one month of the reference period	12 monthly CMPI releases published as scheduled	3	3	3	3	
10.4	Number of XMUVI releases published within two months of the reference period	12 monthly XMUVI releases published as scheduled	3	3	3	3	
10.5	Number of RPPI releases published within five months of the reference period	12 monthly RPPI releases published as scheduled	3	3	3	3	
10.6	Number of releases on updated PPI weights published	1 release on updated PPI weights published by February 2026					1

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
Audited/actual performance										
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Private Financial Statistics)										
11.	Insightful data	Statistical information on financial statistics of private sector enterprises	Number of quarterly releases on financial statistics of private sector enterprises published within one quarter after the reference period	Published 5 quarterly releases on financial statistics of private sector enterprises	Published 4 quarterly releases on financial statistics of private sector enterprises	Published 4 quarterly releases on financial statistics of private sector enterprises	• 4 quarterly releases on private sector financial statistics published	• 4 quarterly releases on private sector financial statistics published	• 4 quarterly releases on private sector financial statistics published	• 4 quarterly releases on private sector financial statistics published
		Statistical information on financial statistics of private sector enterprises	Number of annual releases on financial statistics of the private sector published	Published annual release on financial statistics of private sector enterprises 2020	Published annual release on financial statistics 2021	Published annual release on financial statistics of the private sector 2022	• 1 annual release on private sector financial statistics published	• 1 annual release on private sector financial statistics published	• 1 annual release on private sector financial statistics published	• 1 annual release on private sector financial statistics published
		Statistical information on capital expenditure	Number of quarterly releases on capital expenditure published within one quarter after the reference period	Not achieved. The discussion document on quarterly capital expenditure was compiled and will be published in 2022/23	Published 2 discussion documents on quarterly capital expenditure	Published 4 quarterly releases on capital expenditure	• 4 quarterly releases on capital expenditure published	• 4 quarterly releases on capital expenditure published	• 4 quarterly releases on capital expenditure published	• 4 quarterly releases on capital expenditure published

Table 2: Indicators, annual and quarterly targets

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 2: Economic Statistics (Subprogramme: Private Financial Statistics)							
11.1	Number of quarterly releases on financial statistics of private sector enterprises published within one quarter after the reference period	4 quarterly releases on financial statistics of private sector enterprises published as scheduled	1	1	1	1	
11.2	Number of annual releases on financial statistics of the private sector published	1 annual release on financial statistics of the private sector 2024 published by November 2025				1	
11.3	Number of quarterly releases on capital expenditure published within one quarter after the reference period	4 quarterly releases on capital expenditure published as scheduled	1	1	1	1	

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Government Financial Statistics)										
12.	Insightful data	Statistical information on general government expenditure	Number of releases on government financial statistics published	Published 7 annual releases on government financial statistics	Published 7 annual releases on government financial statistics	Published 7 annual releases on government financial statistics	• 7 annual releases on government financial statistics published	• 7 annual releases on government financial statistics published	• 7 annual releases on government financial statistics published	• 7 annual releases on government financial statistics published
		Statistical information on financial statistics of municipalities	Number of releases on financial statistics of selected municipalities published within one quarter of the reference period	Published 5 quarterly releases on financial statistics of municipalities	Published 4 quarterly releases on financial statistics of municipalities	Published 4 quarterly releases on financial statistics of municipalities	• 4 quarterly releases on selected financial statistics of municipalities published	• 4 quarterly releases on financial statistics of selected municipalities published	• 4 quarterly releases on financial statistics of selected municipalities published	• 4 quarterly releases on financial statistics of selected municipalities published
		Statistical information on non-financial statistics of municipalities	Number of releases on the non-financial census of municipalities published		Published annual release on the non-financial census of municipalities	Published 2 annual releases on the non-financial census of municipalities	• 1 release on the non-financial census of municipalities published		• 1 release on the non-financial census of municipalities published	
		Reports on the use of administrative data for Quarterly Financial Statistics on Selected Municipalities (QFSSM)	Number of reports on the implementation of administrative data for QFSSM approved		Compiled research report on feasibility study for QFSSM administrative data	Compiled report on testing of administrative data for QFSSM	• 1 report on the testing of administrative data for QFSSM compiled	• 1 report on the implementation of administrative data for QFSSM approved		
			Number of reports on balance sheets piloted for the QFSSM approved					• 1 report on balance sheets piloted for the QFSSM approved	• 1 report on balance sheets piloted for the QFSSM approved	

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: Government Financial Statistics)										
12.	Insightful data	Statistical information on TVET included in Higher Education Institutes (HEI)	Number of reports on the inclusion of TVET in HEI release approved		Compiled research report on the inclusion of the TVET in the HEI release	A report on testing of the inclusion of the TVET institutions in HEI release was not compiled			• 1 report on the implementation of the inclusion of TVET institutions in the HEI statistical release approved	
		Feasibility study on conducting a survey of public corporations	Number of feasibility studies on a survey of public corporations conducted					• 1 feasibility study on a survey of public corporations conducted	• 1 survey of public corporations piloted	• 1 survey of public corporations implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Government Financial Statistics)						
12.1	Number of releases on financial statistics of national government with audited data published	1 annual release on financial statistics of national government with audited data published by June 2025	1			
12.2	Number of releases on the financial census of municipalities published	1 annual release on the financial census of municipalities published by June 2025	1			
12.3	Number of releases on capital expenditure of the public sector published	1 annual release on capital expenditure of the public sector published by October 2025			1	
12.4	Number of releases on financial statistics of extra-budgetary accounts and funds with audited data published	1 annual release on financial statistics of extra-budgetary accounts and funds with audited data published by August 2025		1		
12.5	Number of releases on financial statistics of provincial government with audited data published	1 annual release on financial statistics of provincial government with audited data published by September 2025		1		
12.6	Number of releases on financial statistics of higher education institutions with audited data published	1 annual release on financial statistics of higher education institutions with audited data published by October 2025			1	
12.7	Number of releases on financial statistics of consolidated general government with audited data published	1 annual release on financial statistics of consolidated general government with audited data published by November 2025			1	
12.8	Number of releases on financial statistics of selected municipalities published within one quarter of the reference period	4 quarterly releases on financial statistics of selected municipalities published as scheduled	1	1	1	1
12.9	Number of reports on the implementation of administrative data for QFSSM approved	1 report on the implementation of administrative data for QFSSM approved by March 2026				1
12.10	Number of reports on balance sheets piloted for the QFSSM approved	1 report on balance sheets piloted for the QFSSM approved by March 2026				1
12.11	Number of feasibility studies on a survey of public corporations conducted	1 feasibility study on a survey of public corporations conducted by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 2: Economic Statistics (Subprogramme: National Accounts)										
13.	Insightful data	Statistical information on GDP	Number of GDP releases published within one quarter of the reference period	Published GDP releases	Published GDP releases	Published 4 quarterly releases on GDP	• 4 quarterly releases on GDP published	• 4 quarterly releases on GDP published	• 4 quarterly releases on GDP published	• 4 quarterly releases on GDP published
		Statistical information on regional GDP	Number of regional GDP releases published				• 1 regional GDP release published	• 1 regional GDP release published	• 1 regional GDP release published	• 1 regional GDP release published
		Statistical information on tourism satellite accounts	Number of reports on tourism satellite accounts published	Published tourism satellite accounts	Published report on tourism satellite accounts	Published 2 reports on tourism satellite accounts		• 1 report on tourism satellite accounts published		
		Statistical information on Economic Environmental Accounts (EEA)	Number of discussion documents on EEA as part of the Natural Capital Accounting (NCA) series published	Published report on EEA statistics	Published report as a discussion document on EEA as part of the NCA series	Published report as a discussion document on EEA as part of the NCA series	• 1 discussion document on EEA as part of the NCA series published	• 1 discussion document on EEA as part of the NCA series published	• 1 discussion document on EEA as part of the NCA series published	• 1 discussion document on EEA as part of the NCA series published
		Benchmarked GDP statistics	Number of GDP benchmark releases published						• 1 GDP benchmark release published	

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: National Accounts)						
13.1	Number of GDP releases published within one quarter of the reference period	4 quarterly releases on GDP published as scheduled	1	1	1	1
13.2	Number of regional GDP releases published	1 regional GDP release published by September 2025		1		
13.3	Number of reports on tourism satellite accounts published	1 report on tourism satellite accounts published by March 2026				1
13.4	Number of discussion documents on EEA as part of the NCA series published	1 discussion document on EEA as part of the NCA series published by November 2025			1	

2.2.5 Programme 2: Explanation of planned performance

The programme focuses on providing insightful data. To this extent, it produces a range of statistics describing the dynamics of the economy and its links to job creation, economic growth, price stability, the environment and society. The data adhere to relevant international frameworks, classifications, standards and good practices.

The existing surveys vary in terms of their scope, coverage and frequency. It includes various monthly, quarterly, annual and periodic sample surveys based on the statistical business register. Where relevant, administrative data are used to compile the statistics. Each statistical series has various local and international users from the public and private sectors, academia as well as non-governmental institutions. In addition, these series serve to inform the development of estimates of the gross domestic product. The branch responds to the economic indicators outlined in the Integrated Indicator Framework, contributing to monitoring the country's National Development Plan, the Medium-Term Strategic Framework, the Sustainable Development Goals, and Agenda 2063 at a continental level.

A critical strategic intent is to increase the supply of economic statistics by developing new surveys and enhancing existing ones, funded through efficiency gains within the current resource constraints. These will primarily focus on creating a better understanding of the behaviour of prices in the services sector of the economy.

The branch is considering different approaches to ensure the business operating model becomes more agile. This is possible through an increase in the use of technology during the data collection phase of the statistical value chain, aimed at improving efficiency. In addition, further research and alignment with international best practices are needed to assess the use of administrative data to supplement existing surveys and to serve as a data source for new indicators.

The branch outputs do not occur in isolation, but depend on other actors within the data ecosystem to provide data. Therefore, the objective of Stats SA's interconnected statistical systems is relevant to the programme. The existing partnerships will be deepened, and the branch will engage new partners where required. The intention is to reduce the costs of the current operating model whilst broadening the scope of available data.

The branch aims to transform the capabilities of its staff members. The continuous development of staff is vital to ensure that the workforce is prepared to adjust to the expected changes in the business model. In addition, the teams must be equipped to function increasingly professionally as the branch moves towards modernising its current data collection model.

2.2.6 Resource allocation

The primary cost driver is expenditure on the compensation of employees. The direct cost drivers relate to the fleet, communication, travel and subsistence within the remaining goods and services budget.

Expenditure trends and estimates

Economic Statistics expenditure trends and estimates by subprogramme and economic classification

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome							2025/26	2026/27	2027/28		
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25					2024/25 - 2027/28	
Programme Management for Economic Statistics	4,3	5,3	4,3	5,6	9,4%	1,7%	5,9	6,2	6,5	4,7%	1,9%
Business Cycle Indicators	38,0	38,3	39,2	42,5	3,8%	13,7%	44,7	46,7	48,8	4,8%	14,4%
Structural Industry Statistics	52,1	54,6	58,5	55,3	2,0%	19,2%	58,2	60,9	63,6	4,7%	18,7%
Price Statistics	91,7	92,3	88,1	90,1	-0,6%	31,5%	94,3	98,7	103,1	4,6%	30,4%
Private Sector Finance Statistics	44,5	42,0	46,4	47,0	1,8%	15,6%	49,4	51,7	54,0	4,7%	15,9%
Government Finance Statistics	25,1	27,7	27,1	22,9	-3,0%	8,9%	23,9	25,0	26,1	4,5%	7,7%
National Accounts	26,0	23,6	25,3	32,1	7,3%	9,3%	34,2	36,0	37,6	5,4%	11,0%
Total	281,8	283,8	288,9	295,5	1,6%	100,0%	310,5	325,0	339,7	4,8%	100,0%
Change to 2024				–			2,6	2,8	3,0		
Budget estimate											
Economic classification											
Current payments	280,7	283,3	288,4	294,7	1,6%	99,7%	310,5	325,0	339,7	4,9%	99,9%
Compensation of employees	264,9	264,5	272,8	273,2	1,0%	93,5%	287,5	300,7	314,3	4,8%	92,5%
Goods and services	15,7	18,8	15,6	21,5	11,0%	6,2%	23,0	24,3	25,4	5,7%	7,4%
of which:						–					–
Minor assets	0,0	0,1	0,1	0,7	784,1%	0,1%	1,0	0,8	0,8	4,2%	0,3%
Communication	3,5	2,8	1,5	3,1	-3,4%	1,0%	3,8	4,0	4,2	10,5%	1,2%
Consultants: Business and advisory services	1,1	–	–	0,9	-4,9%	0,2%	1,6	1,8	1,9	26,9%	0,5%
Consumables: Stationery, printing and office supplies	0,2	0,4	0,4	1,0	67,9%	0,2%	1,4	1,5	1,6	15,1%	0,4%
Travel and subsistence	6,6	9,5	7,5	10,2	15,7%	2,9%	9,2	10,0	10,5	0,7%	3,1%
Operating payments	3,2	3,8	3,7	3,2	-0,3%	1,2%	3,3	3,5	3,7	4,4%	1,1%
Transfers and subsidies	1,0	0,4	0,5	0,3	-36,5%	0,2%	–	–	–	-100,0%	–
Households	1,0	0,4	0,5	0,3	-36,5%	0,2%	–	–	–	-100,0%	–
Payments for capital assets	0,1	0,1	–	0,6	122,8%	0,1%	–	–	–	-100,0%	–
Machinery and equipment	0,1	0,1	–	0,6	122,8%	0,1%	–	–	–	-100,0%	–
Total	281,8	283,8	288,9	295,5	1,6%	100,0%	310,5	325,0	339,7	4,8%	100,0%
Proportion of total programme expenditure to vote expenditure	6,1%	7,5%	10,6%	11,2%	–	–	11,2%	11,2%	11,2%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	1,0	0,4	0,5	0,3	-36,5%	0,2%	–	–	–	-100,0%	–
Employee social benefits	1,0	0,4	0,5	0,3	-36,5%	0,2%	–	–	–	-100,0%	–
Other transfers to households											
Current	–	–	0,0	–	–	–	–	–	–	–	–
Employee social benefits	–	–	0,0	–	–	–	–	–	–	–	–

Personnel information

Economic Statistics personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establish- ment																		
		Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
Economic Statistics			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	568	–	479	272,8	0,6	478	273,2	0,6	473	287,5	0,6	469	300,7	0,6	465	314,3	0,7	-1,0%	100,0%
1–6	128	–	99	40,8	0,4	116	50,7	0,4	112	51,9	0,5	112	54,8	0,5	112	57,9	0,5	-1,3%	24,0%
7–10	352	–	305	149,3	0,5	310	159,0	0,5	309	168,6	0,5	306	176,3	0,6	303	184,2	0,6	-0,8%	65,1%
11–12	56	–	48	44,4	0,9	34	33,1	1,0	34	34,9	1,0	33	35,8	1,1	32	36,6	1,1	-2,1%	7,1%
13–16	32	–	27	38,4	1,4	18	30,4	1,7	18	32,0	1,8	18	33,8	1,9	18	35,7	2,0	–	3,8%

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.2.7 Strategic risks and mitigation

The branch has identified the following strategic risks:

Risk	Mitigation
The risk of delays in modernising applications within the SVC causes outdated methods, resulting in a failure to innovate.	Continuous engagement with business partners ensures modern technology is embedded in the SVC.
The risk of a high turnover of knowledgeable and experienced staff causes delays, reduced quality of data, or discontinuity of products, failing to reach targets and produce quality statistics.	Provide on-the-job training and capacity-building opportunities to enrich the job and develop a career path. Consider internal secondments and job rotation as per relevant guidelines.
The risk of inadequate funding causes limited marketing, stakeholder interaction and a reduced workforce, resulting in reduced coverage, scope, frequency, timeliness of series, inability to meet user needs and growing data gaps.	Engage external stakeholders on the granularity, accuracy and timeliness of economic statistics. Explore new partnerships in the data ecosystem to co-fund activities. Invest in the use of alternative data sources to augment statistical series.
The risk that Stats SA fails to access and efficiently use administrative data sources causes inefficiencies in the SVC, resulting in under-coverage and high costs.	Amendment and enforcement of the Statistics Act. Partnerships with actors in the data ecosystem. Implementation of the Integrated Stakeholder Management Strategy regarding response rates.
The risk of inadequate IT infrastructure and support causes system failures, resulting in publication delays, insufficient quality control systems, and reputational damage.	Continuous engagement with stakeholders to ensure that reliable ICT systems are in place. Ensure disaster recovery plans are in place.

2.3 Programme 3: Population and Social Statistics

2.3.1 Programme purpose

Produce population and social statistics to inform evidence-based socioeconomic development.

2.3.2 Objectives

Sustain national population and social indicators to inform evidence-based planning, monitoring and decision-making for use by the public and private sectors by:

- publishing quarterly and annual statistical information on the labour market, and on employment and earnings in the formal and informal sectors;
- publishing monthly and annual statistical information on vital registrations based on administrative sources;
- publishing annual and periodic statistical information on poverty levels, living conditions, service delivery, population dynamics and demographic trends; and
- improving the measurement of social indicators through the application of internationally recognised standards and practices on an ongoing basis.

2.3.3 Subprogrammes

- *Programme Management* for Population and Social Statistics provides strategic direction and leadership to the programme.
- *Demographic and Population Statistics* publishes population statistics, demographic trends and mid-year population estimates collected through population censuses and surveys, and from other administrative sources.
- *Health and Vital Statistics* publishes statistics on births, deaths, marriages, divorces, tourism and migration based on administrative records.
- *Social Statistics* provides information on living conditions, domestic tourism and crime collected through household surveys.
- *Labour Statistics* provides information on employment levels in the formal non-agricultural sector, and on labour market trends in South Africa.
- *Poverty and Inequality Statistics* provides information on poverty levels, and income and expenditure trends in South Africa.

2.3.4 Programme 3 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27/	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)										
14.	Insightful data	Statistical information on the changing dynamics of the population	Number of releases on mid-year population estimates published	Published release on mid-year population estimates at national and provincial levels	Published release on mid-year population estimates at national and provincial levels	Compiled concept note on MYPE estimation	<ul style="list-style-type: none">• 1 release on mid-year population estimates at national and provincial levels published• 1 technical report on MYPE estimation published	<ul style="list-style-type: none">• 1 release on mid-year population estimates at national and provincial levels published	<ul style="list-style-type: none">• 1 release on mid-year population estimates at national and provincial levels published	<ul style="list-style-type: none">• 1 release on mid-year population estimates at national and provincial levels published
			Number of population projections published					<ul style="list-style-type: none">• 1 long-term population projection at national and provincial level published	<ul style="list-style-type: none">• 1 long-term population projection at national and provincial level published	<ul style="list-style-type: none">• 1 long-term population projection at national and provincial level published
			Number of population estimates at district level published	Published mid-year population estimates at district level	Compiled mid-year population estimates at district level		<ul style="list-style-type: none">• 1 mid-year population estimates at district level published	<ul style="list-style-type: none">• 1 mid-year population estimates at district level published	<ul style="list-style-type: none">• 1 mid-year population estimates at district level published	<ul style="list-style-type: none">• 1 mid-year population estimates at district level published
			Number of provincial reports on population estimates at district level published					<ul style="list-style-type: none">• 9 provincial reports on mid-year population estimates at district level published	<ul style="list-style-type: none">• 9 provincial reports on mid-year population estimates at district level published	<ul style="list-style-type: none">• 9 provincial reports on mid-year population estimates at district level published

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets			
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)											
14.	Insightful data	Statistical information on the changing dynamics of the population	Number of mid-year population estimates at local municipal level published	Published local municipal population and household estimates				<ul style="list-style-type: none">• 1 concept note on local municipal MYPE estimation compiled• 1 concept note on household estimation compiled	<ul style="list-style-type: none">• 1 mid-year population estimates at local municipal level published	<ul style="list-style-type: none">• 1 mid-year population estimates at local municipal level published	<ul style="list-style-type: none">• 1 mid-year population estimates at local municipal level published
			Number of mid-year household estimates published						<ul style="list-style-type: none">• 1 mid-year household estimates published	<ul style="list-style-type: none">• 1 mid-year household estimates published	<ul style="list-style-type: none">• 1 mid-year household estimates published
		Statistical information on demography and the population of the country	Number of technical reports on natural demographic processes (mortality) approved		Compiled report on natural demographic processes	Published report on natural demographic processes of fertility	<ul style="list-style-type: none">• 1 technical report on fertility from census data compiled• 1 report on age and sex structure from census data published	<ul style="list-style-type: none">• 1 technical report on mortality approved	<ul style="list-style-type: none">• 1 report on reproductive health published	<ul style="list-style-type: none">• 1 report on the profile of women of reproductive age published	
		Reports on demographic and population statistics	Number of reports on emerging issues from Census 2022 approved	Developed 100% Census 2022 input content	Not achieved. Development of Census 2022 input and output content was not completed				<ul style="list-style-type: none">• 1 report on emerging issues from Census 2022 approved		

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

							Estimated performance	Medium-term targets		
				Audited/actual performance						
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)										
14.	Insightful data	Reports on CPS	Number of reports on CPS user consultations approved					• 1 report on CPS user consultations approved		
		Statistical information on migration statistics	Number of reports on migration statistics published	Compiled concept note on the migration profile report	Not achieved. A report on the assessment of alternative data sources for migration statistics was not compiled	Published report on the migration profile	• 1 report on migration statistics based on various data sources published	• 1 report on migration statistics published	• 1 report on migration statistics published	• 1 report on migration statistics published

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)						
14.1	Number of releases on mid-year population estimates published	1 release on mid-year population estimates at national and provincial levels published by July 2025		1		
14.2	Number of population projections published	1 long-term population projection at national and provincial level published by January 2026				1
14.3	Number of population estimates at district level published	1 mid-year population estimates at district level published by September 2025		1		
14.4	Number of provincial reports on population estimates at district level published	9 provincial reports on mid-year population estimates at district level published by January 2026				9
14.5	Number of mid-year population estimates at local municipal level published	1 mid-year population estimates at local municipal level published by February 2026				1
14.6	Number of mid-year household estimates published	1 mid-year household estimates published by March 2026				1
14.7	Number of technical reports on natural demographic processes (mortality) approved	1 technical report on mortality approved by February 2026				1
14.8	Number of reports on emerging issues from Census 2022 approved	1 report on emerging issues from Census 2022 approved by March 2026				1
14.9	Number of reports on CPS user consultations approved	1 report on CPS user consultations approved by December 2025			1	
14.10	Number of reports on migration statistics published	1 report on migration statistics published by February 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)										
15.	Insightful data	Statistical information on international tourism	Number of releases on international tourism statistics published, one month after the reference period	Published monthly releases on international tourism two months after the reference period	Published 12 monthly releases on international tourism	Published 12 monthly releases on tourism and migration	• 12 monthly releases on international tourism statistics published	• 12 monthly releases on international tourism statistics published	• 12 monthly releases on international tourism statistics published	• 12 monthly releases on international tourism statistics published
		Statistical information on international tourism	Number of reports on international tourism statistics published	Published annual report on international tourism	Published annual report on international tourism	Published annual report on international tourism 2023	• 1 annual report on international tourism statistics published	• 1 annual report on international tourism statistics (2025) published	• 1 annual report on international tourism statistics published	• 1 annual report on international tourism statistics published
		Statistical information on vital statistics	Number of releases on vital statistics (births) published	Published annual release on recorded live births (2020)	Published annual release on recorded live births (2021)	Published annual release on recorded live births (2022)	• 1 annual release on recorded live births (2023) published	• 1 annual release on recorded live births (2024) published	• 1 annual release on recorded live births (2025) published	• 1 annual release on recorded live births (2026) published
		Statistical information on vital statistics	Number of releases on vital statistics (deaths) published	Not achieved. The annual release on mortality and causes of death was not published	Not achieved. Annual releases for 2019 and 2020 were not published	Published annual release on MACOD 2019	• 1 annual release on mortality and causes of death (2021) published	• 2 annual releases on mortality and causes of death (2022 & 2023) published	• 1 annual release on mortality and causes of death (2024) published	• 2 annual releases on mortality and causes of death (2025) published
		Statistical information on vital statistics	Number of releases on vital statistics (marriages and divorces) published	Published annual release on marriages and divorces (2020)	Published annual release on marriages and divorces (2021)	Published annual release on marriages and divorces (2022)	• 1 annual release on marriages and divorces (2023) published	• 1 annual release on marriages and divorces (2024) published	• 1 annual release on marriages and divorces (2025) published	• 1 annual release on marriages and divorces (2026) published

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)										
15.	Insightful data	Statistical information on health	Number of reports on health statistics published	Published annual report on health statistics	Published thematic report on health	Published health statistics report on non-communicable diseases in SA		• 1 annual report on health statistics published	• 1 annual report on health statistics published	• 1 annual report on health statistics published
		Statistical information on documented immigrants	Number of reports on documented immigrants approved			Report on documented immigrants was not compiled			• 1 report on documented immigrants approved	• 1 report on documented immigrants approved
		Statistical information on vital statistics	Number of analytical reports on Civil Registration and Vital statistics (CRVS) approved						• 1 analytical report on CRVS approved	• 1 analytical report on CRVS approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)							
15.1	Number of releases on international tourism statistics published, one month after the reference period	12 monthly releases on international tourism statistics published as scheduled	3	3	3	3	
15.2	Number of reports on international tourism statistics published	1 annual report on international tourism statistics (2025) published by March 2026					1
15.3	Number of releases on vital statistics (births) published	1 annual release on recorded live births (2024) published by November 2025				1	
15.4	Number of releases on vital statistics (deaths) published	2 annual releases on mortality and causes of death (2022 and 2023) published by March 2026					2
15.5	Number of releases on vital statistics (marriages and divorces) published	1 annual release on marriages and divorces (2024) published by February 2026					1
15.6	Number of reports on health statistics published	1 annual report on health statistics published by March 2026					1

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
				Audited/actual performance						
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Statistical information on domestic tourism	Number of releases on domestic tourism statistics published	Not achieved. The release on domestic tourism statistics was not published	Published annual release on domestic tourism statistics	Published annual release on domestic tourism statistics (2022)	• 1 annual release on domestic tourism statistics published	• 1 annual release on domestic tourism statistics published	• 1 annual release on domestic tourism statistics published	• 1 annual release on domestic tourism statistics published
		Technical reports on domestic tourism	Number of reports on improving domestic tourism statistics approved	Compiled technical report on the integration of the national domestic tourism surveys	Compiled technical report on the integration of the national domestic tourism surveys	Compiled technical report on the integration of the national domestic tourism surveys	• 1 technical report on the integration of the national domestic tourism surveys compiled	• 1 technical report on the integration of the national domestic tourism surveys approved	• 1 technical report on the integration of the national domestic tourism surveys approved	• 1 technical report on the integration of the national domestic tourism surveys approved
		Statistical information on transport	Number of reports on transport statistics published	Published 9 releases on transport statistics	Published thematic report on transport statistics				• 1 annual release on transport statistics published	• 9 releases on transport statistics published
		Statistical information on household service delivery	Number of releases on social and household service delivery statistics published	Published annual release on social and household service delivery statistics	Published annual release on social and household service delivery statistics	Published annual release on social and household service delivery statistics	• 1 annual release on social and household service delivery published	• 1 annual release on social and household service delivery published	• 1 annual release on social and household service delivery published	• 1 annual release on social and household service delivery published

Table 1: Outcomes, outputs, performance indicators and targets (continued)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Development indicators publication	Number of releases on development indicators published	Published annual release on development indicators and metro development indicators	Published annual release on development indicators and metro development indicators	Published annual release on development indicators and metro development indicators	• 2 annual releases on development indicators published	• 2 annual releases on development indicators published	• 2 annual releases on development indicators published	• 2 annual releases on development indicators published
		Statistical information on marginalised groups	Number of reports on marginalised groups indicators published	Published annual release on marginalised groups indicators	Published annual report on marginalised groups indicators	Published annual report on marginalised groups indicators	• 1 annual report on marginalised groups indicators published	• 1 annual report on marginalised groups indicators published	• 1 annual report on marginalised groups indicators published	• 1 annual report on marginalised groups indicators published
		Statistical information on marginalised groups	Number of thematic reports on marginalised groups published	Published annual release (Series 5)	Published annual thematic report on marginalised groups (Series 6)	An annual thematic report on marginalised groups (Series 7) was not published	• 1 annual thematic report on marginalised groups published (Series 7)	• 1 annual thematic report on marginalised groups published (Series 8)	• 1 annual thematic report on marginalised groups published (Series 9)	• 1 annual thematic report on marginalised groups published (Series 10)
		Statistical information on gender	Number of thematic reports on gender published	Published annual release on gender (Series 8)	Published annual thematic report on gender (Series 9)	Published annual thematic report on gender (Series 10)	• 1 annual thematic report on gender published (Series 11)	• 1 annual thematic report on gender published (Series 12)	• 1 annual thematic report on gender published (Series 13)	• 1 annual thematic report on gender published (Series 14)

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
Audited/actual performance										
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Statistical information on crime, safety and security	Number of releases on crime, safety and security statistics published	Published annual release on victims of crime statistics	Published annual release on victims of crime statistics	1 annual release on victims of crime statistics published	• 1 annual release on victims of crime statistics published	• 1 annual release on victims of crime statistics published	• 1 annual release on victims of crime statistics published	1 annual release on victims of crime statistics published
		Statistical information on governance	Number of releases on governance statistics published		Published annual release on governance statistics	Published release on governance statistics		• 1 release on governance statistics published	• 1 release on governance statistics published	
		Statistical information on education	Number of thematic reports on education statistics published	Published annual report on education statistics (Series 8)	Published education statistics (Series 8)	Published thematic report on education		• 1 thematic report on education statistics published (Series 9)	• 1 thematic report on education statistics published (Series 10)	• 1 thematic report on education statistics published (Series 11)
		Research reports on alternative data sources on education and child statistics	Number of research reports on expanding education and child statistics approved	Compiled research report on alternative data sources on education	Compiled report on child statistics (Series 1)	Published thematic report on child statistics (Series 2)	• 1 research report on alternative data sources on education and child statistics compiled	• 1 research report on alternative data sources on education and child statistics approved	• 1 research report on alternative data sources on education and child statistics approved	• 1 research report on alternative data sources on education and child statistics approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)						
16.1	Number of releases on domestic tourism statistics published	1 annual release on domestic tourism statistics published by October 2025			1	
16.2	Number of reports on improving domestic tourism statistics approved	1 technical report on the integration of the national domestic tourism surveys approved by March 2026				1
16.3	Number of releases on social and household service delivery statistics published	1 annual release on social and household service delivery statistics published by May 2025	1			
16.4	Number of releases on development indicators published	1 annual release on development indicators published by May 2025	1			
		1 annual release on metro development indicators published by May 2025	1			
16.5	Number of reports on marginalised groups indicators published	1 annual report on marginalised groups indicators published by February 2026				1
16.6	Number of thematic reports on marginalised groups published	1 annual thematic report on marginalised groups (Series 8) published by February 2026				1
16.7	Number of thematic reports on gender published	1 annual thematic report on gender (Series 12) published by August 2025		1		
16.8	Number of releases on crime, safety and security statistics published	1 annual release on victims of crime statistics published by August 2025		1		
16.9	Number of releases on governance statistics published	1 release on governance statistics published by October 2025			1	
16.10	Number of thematic reports on education statistics published	1 thematic report on education statistics (Series 9) published by February 2026				1
16.11	Number of research reports on expanding education and child statistics approved	1 research report on alternative data sources on education and child statistics approved by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Labour Statistics)										
17.	Insightful data	Statistical information on employment and earnings releases	Number of releases on employment and earnings published, 13 weeks after the reference month	Published 4 quarterly releases on employment and earnings	Published 4 quarterly releases on employment and earnings	Published 4 quarterly releases on employment and earnings	• 4 quarterly releases on employment and earnings published	• 4 quarterly releases on employment and earnings published	• 4 quarterly releases on employment and earnings published	• 4 quarterly releases on employment and earnings published
		Statistical information on labour market releases	Number of releases on labour market information published within 8 weeks after the end of the quarter	Published 4 quarterly releases on labour market information	Published 4 quarterly releases on labour market information	Published 4 quarterly releases on labour market information	• 4 quarterly releases on labour market information published	• 4 quarterly releases on labour market information published	• 4 quarterly releases on labour market information published	• 4 quarterly releases on labour market information published
		Statistical information on the labour market releases	Number of reports on labour market dynamics published	Not achieved. The annual report on labour market statistics was not published	Published annual report on labour market statistics	Published annual report on labour market statistics	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics in SA published
		Statistical information on labour matters	Number of reports on improving labour market statistics published	Compiled research report on alternative ways on time use statistics		• 1 Survey of Employers and Self-Employed (SESE) report published	• 1 Volunteer Activities Survey (VAS) report published	• 1 Survey of Activities of Young Persons (SAYP) report published		

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Labour Statistics)						
17.1	Number of releases on employment and earnings published 13 weeks after the reference month	4 quarterly releases on employment and earnings published as scheduled	1	1	1	1
17.2	Number of releases on labour market information published, within 8 weeks after the end of the quarter	4 quarterly releases on labour market information published as scheduled	1	1	1	1
17.3	Number of reports on labour market dynamics published	1 annual report on labour market dynamics (2024) published by December 2025			1	
17.4	Number of reports on improving labour market statistics published	1 VAS report published by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)										
18.	Insightful data	Statistical information on poverty and inequality	Number of reports on life circumstances, poverty and inequality published	Published report on national poverty lines for 2021	Published report on national poverty lines for 2022 Published report on food security using the GHS data series	Published report on national poverty lines for 2023 A report on food security based on GHS data series was not published Published report on subjective poverty based on GHS data series	<ul style="list-style-type: none">• 1 report on national poverty lines for 2024 published• 1 report on food security published	<ul style="list-style-type: none">• 1 report on national poverty lines for 2025 published• 1 report on money-metric poverty trends published• 1 report on subjective poverty published	<ul style="list-style-type: none">• 1 report on national poverty lines for 2026 published• 1 report on inequality trends published• 1 report on food security published	<ul style="list-style-type: none">• 1 report on national poverty lines for 2027 published
		Statistical information on poverty and inequality	Number of discussion documents on South African Multidimensional Poverty Index (SAMPI) approved	Published report on subjective poverty based on GHS 2019	Published document on SAMPI using the GHS data series as scheduled	A report on SAMPI based on Census 2022 was not published		<ul style="list-style-type: none">• 1 discussion document on SAMPI comparing GHS and IES 2022/23 data approved	<ul style="list-style-type: none">• 1 assessment report on small area poverty estimation approved	

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)										
18.	Insightful data	Statistical information on poverty and inequality	Number of reports on child poverty using IES 2022/23 published				<ul style="list-style-type: none">1 assessment document on GHS and IES for Youth MPI compiled	<ul style="list-style-type: none">1 report on child poverty published	<ul style="list-style-type: none">1 assessment document on IES 2022/23 for SAMPI approved	
		Statistical information on poverty and inequality	Number of CPS strategies approved				<ul style="list-style-type: none">1 document on CPS methodology compiled1 CPS concept note compiled1 CPS project charter compiled	<ul style="list-style-type: none">1 CPS rotation strategy approved	<ul style="list-style-type: none">1 report on CPS pilot approved1 data collection tool approved	<ul style="list-style-type: none">1 release on CPS published

Table 2: Indicators, annual and quarterly targets

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)							
18.1	Number of reports on life circumstances, poverty and inequality published	1 report on national poverty lines for 2025 published by October 2025			1		
		1 report on money-metric poverty trends published by September 2025		1			
		1 report on subjective poverty published by February 2026					1
18.2	Number of discussion documents on SAMPI approved	1 discussion document on SAMPI comparing GHS and IES 2022/23 data approved by March 2026					1
18.3	Number of reports on child poverty using IES 2022/23 published	1 report on child poverty published by November 2025			1		
18.4	Number of CPS strategies approved	1 CPS rotation strategy approved by March 2026					1

2.3.5 Programme 3: Explanation on planned performance

Stats SA has to grow and transition from only data and information production to an information and knowledge-based organisation that oversees the statistical ecosystem in the country. There is an ever-increasing demand for data and information in South Africa in relation to understanding the evolution of social and economic phenomena. The organisation aims to increase its responsiveness to user needs through deeper analysis and explore the use of alternative data sources by harnessing and unlocking data in the broader ecosystem, while maintaining the quality of key national indicators. Population and Social Statistics as a branch subscribes to insightful data as its primary strategic outcome.

Insightful data: Population and Social Statistics will continue to sustain the quality of key national indicators and to increase responsiveness to users' basic statistical needs and demands by collecting and analysing data across a range of themes, including living conditions, domestic tourism, transport, education, gender and marginalised groups, governance, crime and safety, employment, poverty and inequality, the demographic profile of the country and substantive analysis of key analytical themes related to the demography of the country, e.g. fertility, migration, mortality and causes of death, recorded live births, health reports, marriages and divorces, tourism and migration monthly and other annual reports. Furthermore, in-depth thematic research reports will occur annually, exploring innovative methods, covering analytical themes related to the demography of the country, as well as a focus on women, children and persons with disabilities. The demography of the country is captured by the means of the mid-year population estimates produced annually at various geographic levels, as well as projections which form part of the suite of products of the population estimates programme. In addition to this, Census 2022 data will continue to contribute towards the provision of data at national, provincial and local government levels for planning purposes.

The high levels of inequality and challenges in reducing poverty, the need to frequently update the CPI basket of goods and services, and the increasing concerns about food security globally as well as nationally require proper and specialised measurement of household income and expenditure, poverty and inequality, multidimensional poverty, and household food security. In response to these demands, Stats SA has conducted an Income and Expenditure Survey in 2023/24. The IES results were published in 2024/25. Stats SA will release updated national poverty lines based on the most recent spending and consumption data from the 2022/2023 Income and Expenditure Survey in 2025/26.

These themes feed into the Integrated Indicator Framework (IIF) and contribute to evidence-based policymaking across government. Issues related to women, children and people with disabilities are integrated into the various Population and Social Statistics outputs. Outputs specifically include an annual indicator report on marginalised groups (women, the youth, older persons, and people with disabilities), as well as various thematic reports on issues relating to gender and marginalised groups. Statistics produced by the branch are disaggregated by sex and age to allow for a broader understanding of women's and children's living circumstances. Thematic reports on health, child poverty, men, women and children, fertility, mortality and education give a deeper analysis of marginalised groups, focusing on socio-economic issues that involve children and women.

The outputs produced within the Population and Social Statistics branch will contribute towards monitoring of the MTDP 2024–2029, the National Development Plan goals and indicators, Agenda 2063, as well as the Sustainable Development Goals, which are outlined in the IIF.

Agile operating model: The strategic intent of this programme is to integrate survey content through the introduction of a Continuous Population Survey (CPS). Stats SA is currently collecting statistical information on living conditions, service delivery and poverty through the General Household Survey (GHS), the Income and Expenditure Survey (IES), the Living Conditions Survey (LCS), and the Community Survey (CS). In response to growing user demands, especially for data at sub-provincial level, as well as ensuring high-quality, timely products, Stats SA is embarking on a process of reviewing the content of the questionnaires of these surveys as well as their survey methodology. One of the outcomes of this process is introducing a modular approach, where a rotational system of in-depth service delivery modules will be developed and implemented at regular intervals as part of a CPS for household surveys. Continuous collection is expected to better capture seasonality in the data and to provide more opportunities for quality assurance. The Continuous Population Survey will integrate current survey instruments – the General Household Survey (GHS), Living Conditions Survey (LCS), Income and Expenditure Survey (IES) and elements of the Governance, Public Safety and Justice Survey (GPSJS) – and will provide an integrated tool for the collection of living conditions, life circumstances and poverty data. The CPS will be conceptualised, tested, and implemented from 2024/25. This survey will create a more agile and cost-effective operating model for survey data collection, as it would provide a broad platform to cover a range of thematic areas (inter alia household income and expenditure data, living conditions, service delivery, health, demographic data, and education) on a regular basis.

This programme plays a pivotal role in the operational inputs that contribute towards achieving other strategic outcomes. Specifically, the digitalisation of relevant phases in the statistical value chain (development of electronic questionnaires) contributes towards achieving an *Agile operating model*.

Interconnected statistical system: A key strategic intent of this programme is to explore and increase the use of administrative data as alternative data sources to complement existing publications and produce new indicators. Although Population and Social Statistics will continue to use survey data into the foreseeable future, it will also investigate

the availability and use of various administrative data sources through harnessing and unlocking data in the ecosystem to complement and, perhaps, eventually replace existing survey data sources that are connected through statistical principles, standards and frameworks. Two areas are the Learner Unit Record and Information Tracking System (LURITS) of the Department of Basic Education, and the Higher Education Management Information System (HEMIS) of the Department of Higher Education and Training that are already being used in addition to GHS and other survey data to produce statistical information and reports.

Transformed capability: Extensive skilling and reskilling in data analytics, data mining, and other related digital capabilities is required in order to meet the requirements of the new data ecosystem. We will invest in building a diverse, skilled and versatile workforce that embraces change and is able to deliver innovative solutions. Specific training in data science, big data analysis, data mining, to mention a few areas, will be required. This will create a cadre of analytical capability to drive and increase value in the data ecosystem.

2.3.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to communication, data costs and training costs.

Expenditure trends and estimates

Population and Social Statistics expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million				2024/25	2021/22 - 2024/25					2024/25 - 2027/28	
Programme Management for Population and Social Statistics	1,6	1,8	2,5	1,9	5,9%	0,8%	2,0	2,0	2,1	4,5%	0,6%
Demographic and Population Statistics	19,3	21,0	23,1	27,8	12,8%	8,9%	29,7	31,1	32,5	5,3%	9,6%
Health and Vital Statistics	14,7	16,0	17,0	14,5	-0,3%	6,1%	15,3	16,1	16,8	4,9%	5,0%
Social Statistics	20,4	22,4	24,3	31,3	15,4%	9,6%	33,1	34,7	36,2	5,0%	10,8%
Labour Statistics	49,3	44,0	45,0	41,9	-5,2%	17,7%	44,2	46,2	48,3	4,8%	14,4%
Poverty and Inequality Statistics	26,2	174,9	210,1	169,3	86,2%	56,9%	183,4	192,8	201,5	6,0%	59,5%
Total	131,5	280,1	322,0	286,7	29,7%	100,0%	307,7	322,8	337,4	5,6%	100,0%
Change to 2024				–			2,0	2,2	2,3		
Budget estimate											

Expenditure trends and estimates

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25			2025/26	2026/27	2027/28	2024/25 - 2027/28	
Economic classification												
Current payments	128,9	279,1	313,1	285,6	30,4%	98,7%		307,6	322,8	337,4	5,7%	99,9%
Compensation of employees	109,7	210,8	246,0	203,3	22,8%	75,4%		221,1	231,2	241,7	5,9%	71,5%
Goods and services	19,2	68,2	67,1	82,3	62,3%	23,2%		86,5	91,5	95,7	5,1%	28,4%
of which:												
Communication	4,0	2,1	2,7	2,8	-11,2%	1,1%		4,1	4,3	4,5	17,9%	1,3%
Computer services	10,3	2,6	–	16,4	16,7%	2,9%		16,9	21,6	32,2	25,4%	6,9%
Consultants: Business and advisory services	–	0,0	0,0	3,7	–	0,4%		10,4	8,0	0,4	-50,7%	1,8%
Agency and support/outourced services	–	1,1	0,0	0,0	–	0,1%		1,7	2,9	1,7	431,5%	0,5%
Consumables: Stationery, printing and office supplies	0,0	1,6	0,2	0,7	149,0%	0,3%		2,0	2,2	1,7	32,9%	0,5%
Travel and subsistence	2,4	57,0	59,2	43,2	162,2%	15,9%		42,2	44,5	46,7	2,6%	14,1%
Transfers and subsidies	0,2	0,5	8,3	0,2	–	0,9%		–	–	–	-100,0%	–
Households	0,2	0,5	8,3	0,2	–	0,9%		–	–	–	-100,0%	–
Payments for capital assets	0,1	0,6	0,6	0,9	109,4%	0,2%		0,1	0,1	0,1	-61,0%	0,1%
Machinery and equipment	0,1	0,6	0,6	0,9	109,4%	0,2%		0,1	0,1	0,1	-61,0%	0,1%
Payments for financial assets	2,2	–	–	–	-100,0%	0,2%		–	–	–	–	–
Total	131,5	280,1	322,0	286,7	29,7%	100,0%		307,7	322,8	337,4	5,6%	100,0%
Proportion of total programme expenditure to vote expenditure	2,8%	7,4%	11,8%	10,8%	–	–		11,1%	11,1%	11,1%	–	–
Details of transfers and subsidies												
Households												
Social benefits												
Current	0,2	0,5	8,3	0,2	–	0,9%		–	–	–	-100,0%	–
Employee social benefits	0,2	0,5	8,3	0,2	–	0,9%		–	–	–	-100,0%	–
Other transfers to households												
Current	–	–	0,0	–	–	–		–	–	–	–	–
Employee social benefits	–	–	0,0	–	–	–		–	–	–	–	–

Personnel information

Population and Social Statistics personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establish- ment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26		2026/27		2027/28		2024/25 - 2027/28					
Population and Social Statistics			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	218	—	168	246,0	1,5	129	203,3	1,6	134	221,1	1,7	132	231,2	1,7	131	241,7	1,9	0,5%	100,0%
1–6	41	—	32	34,6	1,1	24	27,1	1,1	30	34,4	1,2	28	34,3	1,2	28	35,4	1,3	4,0%	20,9%
7–10	96	—	74	97,4	1,3	53	74,6	1,4	53	79,4	1,5	53	83,8	1,6	52	86,9	1,7	-0,6%	40,2%
11–12	48	—	41	71,7	1,7	25	46,4	1,9	25	49,0	2,0	25	51,7	2,1	25	54,5	2,2	—	19,1%
13–16	33	—	21	42,3	2,0	26	55,2	2,1	26	58,2	2,2	26	61,4	2,4	26	64,8	2,5	—	19,8%

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.3.7 Strategic risks and mitigation

The branch has identified the following strategic risks:

Strategic risks	Mitigation strategy
Data quality is at risk due to a decline in resources and lower response rates.	Provide support to survey operations by updating quality programmes and ensuring that they receive regular feedback on the quality of completed questionnaires per province. Collaborate closely in developing quality indicators for data collection as a tool for continuous improvement as well as continuous training.
Inadequate geographic alignment of data to the most recent geographic boundaries.	Provide support in preparing the new Master Sample for household surveys.
Inability to access and evaluate alternative data sources, including big data.	Continue to identify appropriate alternative data sources and support and work with SANSS to address reforms and refine business process flows for obtaining data.
Inability to expand the production of statistics due to lack of funding.	Collaboration with other government departments on resource mobilisation and international organisations on alternative ways of expanding the production of statistics.

2.4 Programme 4: Methodology and Statistical Infrastructure

2.4.1 Programme purpose

Develop standards, statistical frames and methodologies, and conduct statistical research.

2.4.2 Objectives

- Improve the quality and methodological soundness of statistical information by researching, developing, applying and reviewing statistical methods, standards, classifications and procedures in the statistical value chain annually.
- Monitor and evaluate the methodological compliance of statistical operations by conducting independent evaluations on statistical practices annually.
- Ensure complete and accurate sampling frames to enhance the quality of economic and social statistics by maintaining and updating business and geographic information frames annually.

2.4.3 Subprogrammes

- *Programme Management* for Methodology and Statistical Infrastructure provides strategic direction and leadership to the programme.
- *Statistical Methods* provides technical expertise and advice on statistical methodologies and practices for producing official statistics.
- *Statistical Standards* develops standards, classifications and definitions for surveys undertaken by the department.
- *Business Register* maintains and improves the sampling frame for economic statistics.
- *Geography* maintains and improves the frame for geographic information in household surveys and censuses.
- *Survey Monitoring and Evaluation* monitors the quality of statistical operations for surveys and censuses, and conducts independent evaluations.
- *Innovation and Research* conducts statistical research, and innovates statistical methods, practices and processes for improved efficiency and agility.

2.4.4 Programme 4 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

Audited/actual performance							Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Methods)										
19.	Agile operating model	New master sample	Number of tests on the new master sample conducted	Not achieved. The PES was not conducted	Conducted PES for Census 2022	Compiled research report on the design of the new master sample	1 master sample for CPS and other surveys redesigned	• 1 test on the new master sample for CPS conducted	• 1 CPS sample design implemented (phase 1)	• 1 CPS sample design implemented (phase 2)
		Methodological practices for economic and social statistics	Number of reports on methodological practices approved					• 3 reports on methodological practices approved	• 3 reports on methodological practices approved	• 3 reports on methodological practices approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Methods)						
19.1	Number of tests on the new master sample conducted	1 test on the new master sample for CPS conducted by March 2026				
19.2	Number of reports on methodological practices approved	3 reports on methodological practices approved by March 2026				

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance			
				Audited/actual performance				Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Standards)										
20.	Agile operating model	International standards to improve statistical practices	Number of international standards adopted	Adopted international standard on CPC as scheduled	Adopted international standard on Institutional Sector Classification	Adopted international classification on the Harmonized System (HS 2022)	• 1 preliminary report on the adoption of International Standard on Industrial Classification (ISIC Rev.5) compiled	• 1 international Standard on Industrial Classification of all Economic Activities (ISIC Rev.5) adopted	• 1 international classification of Statistical Activities Version 2.0 (CSA Ver. 2.0) adopted	• 1 preliminary report on the adoption of classification compiled

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Standards)						
20.1	Number of international standards adopted	1 International Standard on Industrial Classification of all Economic Activities (ISIC Rev.5) adopted by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Business Register)										
21.	Agile operating model	Reports on maturity level of the SBR for integrating business statistics	Number of assessments on the maturity level of the SBR conducted					• 1 assessment on the maturity level of the SBR conducted	• 1 report on SBR improvements implemented (phase 1)	• 1 report on SBR improvements implemented (phase 2)

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Business Register)						
21.1	Number of assessments on the maturity level of the SBR conducted	1 assessment on the maturity level of the SBR conducted by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Geography)										
22.	Agile operating model	Geo-enabled master sample	Number of geo-enabled master samples updated	Compiled research report on a layer of output areas	Geo-enabled statistical frame	The master sample was 77% completed	• 1 frame of PSUs for CPS and household surveys updated (Phase 1)	• 1 geo-enabled master sample for CPS and household surveys updated (Phase 2)	• 1 GIF for mixed-mode data collection developed	• GIF for mixed-mode data collection updated

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Geography)						
22.1	Number of geo-enabled master samples updated	1 geo-enabled master sample for CPS and household surveys updated (Phase 2) by March 2026	1			

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Survey Monitoring and Evaluation)										
23.	Agile operating model	Quality Management System (QMS)	Number of QMS Code of Practice implemented	Compiled report on the updated quality management system	Compiled assessment report on the application of the QMS on the IES	Incorporated a monitoring and evaluation Code of Practice tool into the QMS	• 1 QMS Code of Practice (CoP) piloted	• 1 QMS Code of Practice implemented		• 1 QMS element developed
			Number of QMS concept notes approved					• 1 QMS concept note approved		• 1 QMS implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Survey Monitoring and Evaluation)						
23.1	Number of QMS Code of Practice implemented	1 QMS Code of Practice implemented by March 2026	1			
23.2	Number of QMS concept notes approved	1 QMS concept note approved by March 2026	1			

2.4.5 Programme 4: Explanation on planned performance

The programme contributes towards achieving the organisational strategic outcomes of the agile operating model and interconnected statistical systems. The key deliverables are an essential and critical element, which form the support system and foundations of core statistical products.

Agile operating model: Statistical standards are the enablers of achieving uniformity, consistency, comparability, integration and ultimately data sharing and thus increased use of statistical products. Correct implementation of statistical standards promotes efficiency of operations and increases productivity. Standards are a precondition for the production of good quality statistics. The branch must ensure availability of and access to relevant statistical standards and classifications for Stats SA and SANSS partners. Over the medium-term, the branch will focus on the adoption or adaption or revised international classifications.

Agile operating model: Geo-enabled statistical frames and geospatial support services to Stats SA and the external stakeholder community enable the creation and use of geospatial frames, the application of geospatial tools and support on geo-statistical analyses. The Geospatial Information Frame (GIF) is an input frame in the statistical value chain and consists of layers of geo-referenced structures such as dwellings, businesses, place names, enumeration areas and small areas. The GIF forms the base reference for planning, operations and dissemination of censuses and surveys. Geospatial information and reliable evidence are fundamental to achieving South Africa's development agenda. The lack of common and reliable information for planning is a major constraint in attaining policy targets and guiding decision-making concerning available resources, service backlogs, inputs required, etc. It is therefore fundamental that this process be based on a foundation of reliable data, as the quality of decisions depends on the timeliness, applicability, and accuracy of the information on which they are based. Further to this, the necessary skills and competencies to sufficiently understand, analyse and utilise geospatial information are vital.

Agile operating model: The Statistical Business Register serves as a basis for all economic sample surveys conducted by Stats SA. It is a database containing selected information of all formal businesses in South Africa, irrespective of size and economic activity performed, that have registered their business with at least one of the following government authorities, i.e. the Department of Trade and Industry and/or the South African Revenue Service (SARS). In order to innovate, the geo-snapshot and the geo-frame creation will be enhanced through automation of operations. Initiatives to compile an inventory of administrative data sources in the state that are relevant for the maintenance of the Statistical Business Register will be pursued further.

Agile operating model: The branch is also responsible for developing, designing and implementing a diverse range of statistical, data and analytical solutions to support and inform critical stages of the statistical value chain in Stats SA. In this regard, the broad range of methodological support can be classified into: providing statistical techniques and practices with respect to official statistics; survey design including data sourcing and survey methodology; survey data analysis; as well as providing methodological support in the form of expert guidance and specialist advice covering a wide-ranging portfolio of surveys across Stats SA and the wider data ecosystem encompassing stakeholders under the South African National Statistics System umbrella. Application of sound statistical methods is the cornerstone of quality statistics.

Agile operating model: For the organisation to sustain the quality of key indicators and to curb the challenges of declining quality of data, there is a need to reposition and strengthen quality management approaches in the organisation. In this regard, it is envisaged that monitoring and evaluation systems will be enhanced through the refinement and implementation of the quality management system (QMS). Addressing the quality gap requires a multi-pronged approach. This includes standards development to support and guide statistical production; quality assessment through the SASQAF in order to certify statistical products as official; as well as monitoring the correct application of standards throughout the production processes and evaluation of statistical products and processes against approved statistical standards and methods. It is envisaged that the Code of Practice for QMS will be piloted and tested before rollout can commence.

Transformed capabilities: The transition of statistical production processes from manual systems to digital platforms requires the branch to upskill and re-skill its personnel to ensure that they provide the relevant and necessary support to production systems. Disruptions and their subsequent impact on the production of statistics place further importance on this aspect of the work as well as more emphasis and dependence on methodological support to production areas and members of the SANSS.

2.4.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to software support, communication, data costs and training costs.

Expenditure trends and estimates

Methodology and Statistical Infrastructure expenditure trends and estimates by subprogramme and economic classification

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2024/25				2021/22 - 2024/25	2025/26	2026/27		
R million	2021/22	2022/23	2023/24								
Programme Management for Methodology and Statistical Infrastructure	2,6	2,8	4,1	3,5	10,0%	2,3%	3,6	3,8	3,9	4,2%	2,2%
Statistical Methods	24,4	23,9	21,5	24,7	0,3%	16,5%	26,0	27,0	28,2	4,6%	15,6%
Statistical Standards	8,9	8,3	7,5	10,4	5,2%	6,1%	11,1	11,6	12,1	5,2%	6,7%
Business Register	35,6	38,0	40,0	43,6	7,0%	27,4%	48,0	50,6	52,8	6,6%	28,7%
Geography	45,5	46,7	57,2	52,7	5,0%	35,2%	53,0	55,4	57,9	3,2%	32,2%
Survey Monitoring and Evaluation	14,2	13,4	17,6	21,1	14,2%	11,6%	22,2	23,2	24,3	4,8%	13,4%
Innovation and Research	0,5	0,5	2,0	2,1	67,8%	0,9%	2,2	2,3	2,4	4,7%	1,3%
Total	131,6	133,6	149,9	158,1	6,3%	100,0%	166,1	174,0	181,8	4,8%	100,0%
Change to 2024				–			1,4	1,5	1,6		
Budget estimate											
Economic classification											
Current payments	130,8	133,5	149,3	157,9	6,5%	99,7%	166,1	174,0	181,8	4,8%	100,0%
Compensation of employees	125,9	127,5	135,1	144,0	4,6%	92,9%	151,7	158,7	165,9	4,8%	91,2%
Goods and services	4,8	6,0	14,2	13,9	42,1%	6,8%	14,5	15,3	16,0	4,8%	8,8%
of which:						–					–
Communication	1,6	1,2	1,0	1,5	-3,5%	0,9%	1,5	1,5	1,6	3,4%	0,9%
Infrastructure and planning services	–	–	6,0	–	–	1,1%	5,4	5,9	6,0	–	2,5%
Agency and support/outourced services	–	–	–	0,1	–	–	2,0	2,1	2,2	252,5%	0,9%
Consumables: Stationery, printing and office supplies	0,0	0,1	0,1	0,3	144,1%	0,1%	0,6	0,5	0,6	18,3%	0,3%
Travel and subsistence	0,1	0,6	1,5	2,8	224,0%	0,9%	2,5	2,4	2,6	-2,6%	1,5%
Operating payments	0,6	0,7	1,0	1,0	20,3%	0,6%	1,2	1,2	1,2	4,4%	0,7%
Transfers and subsidies	0,7	0,1	0,5	0,1	-52,7%	0,2%	–	–	–	-100,0%	–
Households	0,7	0,1	0,5	0,1	-52,7%	0,2%	–	–	–	-100,0%	–
Payments for capital assets	0,1	–	0,1	0,1	0,2%	0,1%	–	–	–	-100,0%	–
Machinery and equipment	0,1	–	0,1	0,1	0,2%	0,1%	–	–	–	-100,0%	–
Total	131,6	133,6	149,9	158,1	6,3%	100,0%	166,1	174,0	181,8	4,8%	100,0%
Proportion of total programme expenditure to vote expenditure	2,8%	3,5%	5,5%	6,0%	–	–	6,0%	6,0%	6,0%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0,7	0,1	0,5	0,1	-52,7%	0,2%	–	–	–	-100,0%	–
Employee social benefits	0,7	0,1	0,5	0,1	-52,7%	0,2%	–	–	–	-100,0%	–

Personnel information

Methodology and Statistical Infrastructure personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)		
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate												
			2023/24			2024/25			2025/26			2026/27			2027/28					2024/25 - 2027/28	
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				
Methodology and Statistical Infrastructure																					
Salary level	242	–	184	135,1	0,7	173	144,0	0,8	171	151,7	0,9	169	158,7	0,9	166	165,9	1,0	-1,4%	100,0%		
1–6	25	–	16	6,0	0,4	19	7,3	0,4	19	8,0	0,4	18	8,1	0,4	18	8,3	0,5	-1,8%	10,9%		
7–10	140	–	114	62,7	0,5	88	52,5	0,6	86	54,8	0,6	84	56,8	0,7	82	58,7	0,7	-2,3%	50,2%		
11–12	46	–	32	35,7	1,1	35	38,8	1,1	35	40,9	1,2	35	43,2	1,2	35	45,6	1,3	–	20,6%		
13–16	31	–	22	30,8	1,4	31	45,4	1,5	31	47,9	1,5	31	50,6	1,6	31	53,3	1,7	–	18,3%		

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.4.7 Strategic risks and mitigation

The branch has identified the following strategic risks:

Strategic risks	Mitigation strategy
Inability to maintain and update the Statistical Business Register timeously due to late receipt of administrative source information from external stakeholders, coupled with quality challenges, leading to an incomplete sampling frame for economic statistics.	<p>Continuous collaboration and engagement by all parties to honour the signed MoU.</p> <p>Strengthen collaboration between Stats SA and SARS (workstreams).</p> <p>Conduct a snapshot analysis.</p>
Slow uptake in implementing the Quality Management System (QMS) due to competing priorities.	<p>Test the draft QMS within production areas.</p> <p>Integrate QMS within the business processes and with other systems that support statistical production.</p>
Inadequate resourcing of the research and innovation work area, leading to a dysfunctional research and innovation hub for the organisation.	Resource the unit with relevant skills.

2.5 Programme 5: Statistical Support and Informatics

2.5.1 Programme purpose

Enable statistical production through technology and promote the use of statistics.

2.5.2 Objectives

- Modernise business processes by building enterprise architecture and applying emerging technologies for data collection and processing, and the dissemination of statistical information over the medium term.
- Enable the department's production of official statistics by providing a technology infrastructure that is reliable, sustainable and cost effective over the medium term.
- Increase awareness about and the use of official statistics by government and the public on an ongoing basis by:
 - reaching out to stakeholders and responding to user enquiries;
 - educating users; and
 - improving access to statistical information and making it easier to use.
- Manage external and internal communications on statistical matters by issuing daily, weekly and monthly information updates through the media on an ongoing basis.

2.5.3 Subprogrammes

- *Programme Management* for Statistical Support and Informatics provides strategic direction and leadership to the programme.
- *Advocacy and Dissemination* manages external and internal communication, and increases the use of statistical information through stakeholder engagement and the dissemination of official statistics on various platforms.
- *Business Modernisation* improves data and information management across the department by modernising the way business is conducted and supported by technology.
- *Publication Services* provides editing, publishing and distribution services to survey areas.
- *Information and Communication Technology* provides technology infrastructure to the department, and supports data management across statistical series.
- *Analytical Studies* provides integrative statistical advice and support to policy planners and development practitioners, and participates in knowledge research and innovation on key development themes.

2.5.4 Programme 5 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

				Audited/actual performance			Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 5: Statistical Support and Informatics (Subprogramme: Advocacy and Dissemination)										
24.	Insightful data	Integrated Stakeholder Engagement Strategy (ISES)	Number of Integrated Stakeholder Engagement Strategies implemented	Not achieved. The report on positioning Stats SA in the data ecosystem was not compiled	Not achieved. An evaluation report on Stats SA's position within the data ecosystem was not compiled	The strategy was not reviewed	• 1 branding strategy aligned to the Integrated Stakeholder Engagement Strategy (ISES)	• 1 Integrated Stakeholder Engagement Strategy (ISES) implemented (Phase 1)	• 1 Integrated Stakeholder Engagement Strategy (ISES) implemented (Phase 2)	• 1 Integrated Stakeholder Engagement Strategy (ISES) reviewed (Phase 3)
		Stats SA website	Number of Stats SA website enhancements implemented	Compiled report on Phase 1 of the re-engineering of the website	Re-engineered 40% of Stats SA website	Phase 3 was not enhanced	• 1 Stats SA website enhanced (Phase 4)	• 1 Stats SA website enhanced (Phase 5)	• 1 Stats SA website implemented	• 1 Stats SA website reviewed
		User Satisfaction Survey (USS)	Number of User Satisfaction Surveys conducted	USS was not conducted due to Census 2022	USS was conducted	The survey was launched and retracted, more work to be done	• 1 User Satisfaction Survey conducted	• 1 User Satisfaction Survey conducted	• 1 User Satisfaction Survey conducted	• 1 User Satisfaction Survey conducted
		Reports on communication and marketing support to dissemination of priority projects	Number of CPS communication, publicity and advocacy strategy approved	Not achieved due to postponement of the project. Provided support to Census 2022	Compiled report on support provided to Census 2022 and PES	Provided 100% communication and marketing support to dissemination of Census 2022 products as scheduled	• 100% communication and marketing support to dissemination of Census 2022 provided	• 1 CPS communication, publicity and advocacy strategy approved	• 1 CPS communication, publicity and advocacy piloted	• 1 CPS publicity and advocacy plan implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Advocacy and Dissemination)						
24.1	Number of Integrated Stakeholder Engagement Strategies implemented	1 Integrated Stakeholder Engagement Strategy (ISES) implemented (Phase 1) by March 2026	1			
24.2	Number of Stats SA website enhancements implemented	1 Stats SA website enhanced (Phase 5) by March 2026	1			
24.3	Number of User Satisfaction Surveys conducted	1 User Satisfaction Survey conducted by March 2026	1			
24.4	Number of CPS communication, publicity and advocacy strategy approved	1 CPS communication, publicity and advocacy strategy approved by March 2026	1			

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
				Audited/actual performance						
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 5: Statistical Support and Informatics (Subprogramme: Business Modernisation)										
25.	Transformed capability	Enterprise architecture platform	Number of enterprise architecture domains implemented	Established 2 enterprise architecture domains (business and data)	Established 1 enterprise architecture domain	Implemented enterprise architecture platform as scheduled	• 1 enterprise architecture digital roadmap implemented (Phase 1)	• 1 enterprise architecture digital roadmap implemented (Phase 2)	• 1 enterprise architecture digital roadmap implemented (Phase 3)	• 1 enterprise architecture digital roadmap implemented (Phase 4)
		Business processes modernised	Number of business processes modernised		Modernised 1 business process	Modernised 2 business processes	• 2 business processes modernised	• 2 business processes modernised	• 2 business processes modernised	• 2 business processes modernised

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Business Modernisation)						
25.1	Number of enterprise architecture domains implemented	1 enterprise architecture digital roadmap implemented (Phase 2) by March 2026				1
25.2	Number of business processes modernised	2 business processes modernised by March 2026				2

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance			
				Audited/actual performance				Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 5: Statistical Support and Informatics (Subprogramme: Publication Services)										
26.	Insightful data	Databases within generic data storage	Number of databases to interface between generic data storage and dissemination tools developed	Developed 50 databases within generic data storage	Developed 53 databases within generic data storage	Developed 80 databases within generic data storage	• 60 databases within generic data storage developed	• 30 databases within generic data storage developed	• 26 databases within generic data storage developed	
		Data access applications linked to generic data store	Number of data access applications linked to generic data store developed							• 1 data access application developed

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Publication Services)						
26.1	Number of databases to interface between generic data storage and dissemination tools developed	30 databases within generic data storage developed by March 2026				30

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 5: Statistical Support and Informatics (Subprogramme: Information and Communication Technology)										
27.	Transformed capability	Upgraded ICT environment	Number of ICT environment upgrade initiatives implemented	Not achieved. An ICT environment upgrade was not completed	Not achieved, but testing of systems is in progress	A report on ICT environment upgrade initiative was not compiled	• 1 report on ICT environment upgrade initiative implemented (Phase 2)	• 1 ICT environment upgrade initiative implemented (Phase 3)	• 1 ICT environment upgrade initiative implemented	• 1 ICT environment upgrade initiative implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Information and Communication Technology)						
27.1	Number of ICT environment upgrade initiatives implemented	1 ICT environment upgrade initiative implemented (Phase 3) by March 2026	1			

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 5: Statistical Support and Informatics (Subprogramme: Analytical Studies)										
28.	Insightful data	Research report on spatial analysis	Number of research reports on spatial analysis approved	Compiled 2 research reports on spatial analysis	Compiled 2 research reports on spatial analysis as scheduled	Compiled 2 research reports on spatial analysis	• 2 research reports on spatial analysis compiled	• 2 research reports on spatial analysis approved	• 2 research reports on spatial analysis approved	• 2 research reports on spatial analysis approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Analytical Studies)						
28.1	Number of research reports on spatial analysis approved	2 research reports on spatial analysis approved by March 2026	2			

2.5.5 Programme 5: Explanation on planned performance

Insightful data: The programme exists to utilise technology to optimise the data ecosystems to service current user needs and to meet evolving user needs as defined in the Integrated Indicator Framework (IIF) from potential users. Key outputs to achieve insightful data include: the implementation of the branding strategy, which aims to place stakeholders at the centre of our operations by delivering products and services that are in line with user requirements; to position Stats SA as a leader within the data ecosystem; to innovate interactive platforms by continuously enhancing the website to improve accessibility and use of our statistical products and services; and to compile specialised research reports and knowledge products for better insights into planning and policy development processes.

Transformed capability: The programme provides the technology backbone in the form of an enterprise architecture (EA) that can anticipate growing demand and what needs to be scaled down to save costs based on system requirements. A well-designed EA provides an organisation with an environment that allows easy and faster adoption of newer technologies while supporting smooth organisational transformation. An EA offers dexterity, effectiveness and robustness in unifying and coordinating different foundational aspects of an organisation, from planning and prioritising to identifying and managing interdependencies, risks and enabling governance. It amalgamates and integrates the organisation's fundamental elements to streamline efforts, reduce costs and bring about the required value in the shortest timespan possible. An EA will be rolled out over the medium term and will make provision for an interconnected statistical system within the data ecosystem.

The exponential growth of the digital world has impacted on how organisations carry out their business, and those who do not adapt are guaranteed to face difficulties and possible cessation of business altogether. In order for Stats SA to keep up with this digital growth and possibilities, the ICT infrastructure and staff need to keep abreast with capacity and skills required to enable the organisation to prosper in a multiple data ecosystem environment. Investments in digital capability will also focus on ensuring that staff members are equipped with the necessary capabilities to learn, live and work in an evolving digital society.

2.5.6 Resource allocation

The primary cost drivers are expenditure on compensation of employees and the ICT infrastructure for the organisation. Within the remaining goods and services budget, the other key cost driver relates to communication.

Expenditure trends and estimates

Statistical Support and Informatics expenditure trends and estimates by subprogramme and economic classification

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome							2024/25	2021/22 - 2024/25	2025/26		
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Programme Management for Statistical Support and Informatics	2,3	2,8	4,2	5,9	35,9%	1,3%	6,2	6,4	6,7	4,8%	2,0%
Advocacy and Dissemination	39,8	38,1	36,4	38,2	-1,4%	13,1%	40,2	42,1	44,0	4,8%	12,9%
Business Modernisation	49,7	51,4	52,9	60,0	6,5%	18,4%	63,3	66,3	69,3	4,9%	20,4%
Publication Services	28,4	28,1	26,1	36,8	9,0%	10,3%	38,7	40,5	42,4	4,8%	12,5%
Information, Communication and Technology	164,2	182,2	131,8	156,9	-1,5%	54,7%	149,4	157,7	164,8	1,7%	49,5%
Analytical Studies	6,7	5,7	5,5	7,8	5,3%	2,2%	8,9	9,3	9,7	7,8%	2,8%
Total	291,2	308,2	256,8	305,5	1,6%	100,0%	306,7	322,3	336,9	3,3%	100,0%
Change to 2024 Budget estimate				–			1,5	1,6	1,7		

Economic classification

Current payments	259,3	280,6	255,2	301,5	5,2%	94,4%	301,7	317,1	331,4	3,2%	98,5%
Compensation of employees	139,8	136,4	138,8	155,5	3,6%	49,1%	163,8	171,3	179,1	4,8%	52,7%
Goods and services	119,5	144,2	116,4	146,1	6,9%	45,3%	137,9	145,7	152,3	1,4%	45,8%
of which:						–					–
Communication	3,1	2,5	2,7	2,3	-8,8%	0,9%	2,8	3,0	3,1	9,7%	0,9%
Computer services	104,8	136,5	100,0	130,5	7,6%	40,6%	113,2	119,7	125,1	-1,4%	38,4%
Contractors	0,6	0,0	2,0	0,1	-40,1%	0,2%	6,7	7,1	7,4	282,4%	1,7%
Operating leases	1,0	0,1	5,4	6,4	84,5%	1,1%	5,9	6,2	6,5	0,3%	2,0%
Travel and subsistence	0,5	0,9	1,0	0,7	12,1%	0,3%	1,6	1,7	1,8	35,6%	0,5%
Operating payments	4,7	2,0	3,1	1,9	-26,7%	1,0%	2,3	2,4	2,5	10,9%	0,7%
Interest and rent on land	0,0	–	–	–	-100,0%	–	–	–	–	–	–
Transfers and subsidies	0,1	0,8	0,7	0,4	63,1%	0,2%	0,0	0,0	0,0	-80,6%	–
Public corporations and private enterprises	0,0	0,0	0,0	0,0	58,7%	–	0,0	0,0	0,0	-27,9%	–
Households	0,1	0,8	0,7	0,4	63,2%	0,2%	–	–	–	-100,0%	–
Payments for capital assets	31,8	26,9	0,9	3,5	-52,0%	5,4%	5,0	5,3	5,5	16,0%	1,5%
Machinery and equipment	31,8	26,9	0,9	3,4	-52,3%	5,4%	4,5	4,8	5,1	14,1%	1,4%
Software and other intangible assets	–	–	–	0,1	–	–	0,5	0,5	0,4	70,1%	0,1%
Total	291,2	308,2	256,8	305,5	1,6%	100,0%	306,7	322,3	336,9	3,3%	100,0%
Proportion of total programme expenditure to vote expenditure	6,3%	8,1%	9,4%	11,5%	–	–	11,1%	11,1%	11,1%	–	–

Details of transfers and subsidies

Households											
Social benefits											
Current	0,1	0,8	0,7	0,4	63,2%	0,2%	–	–	–	-100,0%	–
Employee social benefits	0,1	0,8	0,7	0,4	63,2%	0,2%	–	–	–	-100,0%	–
Public corporations and private enterprises											
Other transfers to public corporations											
Current	0,0	0,0	0,0	0,0	58,7%	–	0,0	0,0	0,0	-27,9%	–
Communication	0,0	0,0	0,0	0,0	58,7%	–	0,0	0,0	0,0	-27,9%	–

Personnel information

Statistical Support and Informatics personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment														Average growth rate (%)	Average: Salary level/ Total (%)		
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate											
			2023/24			2024/25			2025/26			2026/27			2027/28				2024/25 - 2027/28	
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost				Unit cost
Statistical Support and Informatics																				
Salary level	245	–	180	138,8	0,8	187	155,5	0,8	186	163,8	0,9	184	171,3	0,9	181	179,1	1,0	-1,1%	100,0%	
1–6	42	–	32	12,4	0,4	37	15,4	0,4	37	16,4	0,4	37	17,1	0,5	36	17,8	0,5	-1,0%	19,9%	
7–10	97	–	74	48,2	0,7	62	41,3	0,7	61	43,2	0,7	59	44,3	0,8	57	45,4	0,8	-2,7%	32,3%	
11–12	73	–	50	47,9	1,0	57	56,9	1,0	57	60,0	1,1	57	63,3	1,1	57	66,8	1,2	–	30,9%	
13–16	33	–	24	30,3	1,3	31	41,9	1,4	31	44,2	1,4	31	46,6	1,5	31	49,2	1,6	–	16,8%	

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.5.7 Strategic risks and mitigation

Programme 5 has identified the following strategic risks:

Strategic risks	Mitigation strategy
Unreliable SITA services.	Continue with engagements in an attempt to remedy the situation. Consider excluding other services from the current SITA contract with the organisation and obtain them from other independent service providers (without compromising ICT infrastructure).
Uptake of the implementation of the enterprise architecture.	Develop a change management plan to support the rollout and uptake of the enterprise architecture, while expanding on the educational programme on the importance of EA.
Low public trust in government, whose corporate identity Stats SA shares, negatively affects our trusted and independent position.	Elevate Stats SA's media profile and public image as a scientific and professionally independent organisation. Continuously demonstrate our reputation of keeping individual information confidential.
Lack of resources to advertise the Stats SA corporate brand results in poor corporate brand awareness and identification.	Maximise free advocacy and publicity opportunities in the media and community engagements, and innovate our marketing and communication channels.
Inconsistent brand application across our extensive national footprint of offices and fieldwork staff leads to confusion amongst stakeholders and impacts negatively on the Stats SA brand.	Implement the standardised Stats SA corporate brand across all office buildings, including fieldwork gear.

2.6 Programme 6: Statistical Operations and Provincial Coordination

2.6.1 Programme purpose

Collect and process data, and interact with stakeholders and users at provincial and local levels.

2.6.2 Objectives

- Provide integrated data collection services, and disseminate quality statistics to provincial and local stakeholders and the public by ensuring an average annual response rate of 85%.
- Expand the statistical information base for use by government, the private sector and the public by conducting a population census every 10 years, and large-scale population surveys between censuses.
- Ensure the efficiency and effectiveness of survey operations conducted by the department by coordinating household survey operations to ensure an average annual response rate of 85%.
- Improve the quality and timeliness of the editing and processing of statistical data by administering a common data processing platform for censuses, household surveys, administrative records and ad hoc survey data over the medium term.

2.6.3 Subprogrammes

- *Programme Management* for Statistical Operations and Provincial Coordination provides strategic direction and leadership to the programme.
- *Provincial and District Offices* provides integrated data collection and dissemination services, and promotes the use and coordination of official statistics to provincial and local stakeholders.
- *Data Operations* manages the editing and processing of census, survey and administrative data.
- *Household Surveys and Censuses* conducts periodic population censuses and large-scale population surveys, and coordinates and integrates collection activities across household surveys.

2.6.4 Programme 6 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance			
				Audited/actual performance				Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Provinces)										
29.	Agile operating model	Integrated fieldwork operations model	Number of integrated fieldwork operations models implemented	Approved proposal for integrated fieldwork to streamline statistical operations	Compiled report on integrated fieldwork operations model pilot	Compiled report on integrated fieldwork operations model	• 1 report on integrated fieldwork operations model implemented (Phase 1)	• 1 integrated fieldwork operations model implemented (Phase 2)	• 1 proposal on statistical regions from IOM approved	• 1 statistical region piloted
		Provincial field operations on (CPS)	Number of CPS provincial master samples updated		Developed Census 2022 dissemination plan	9 provincial reports on Income and Expenditure Survey data collection compiled	• 9 provincial reports on Income and Expenditure Survey dissemination compiled	• 9 CPS provincial master samples updated	• 9 CPS provincial field operations piloted	• 9 CPS provincial field operations conducted

Table 2: Indicators, annual and quarterly targets (Provincial Offices)

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Provinces)						
29.1	Number of integrated fieldwork operations models implemented	1 integrated fieldwork operations model implemented (Phase 2) by March 2026				
29.2	Number of CPS provincial master samples updated	9 CPS provincial master samples updated by March 2026				

Table 1: Outcomes, outputs, performance indicators and targets

				Audited/actual performance			Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Data Operations)										
30.	Agile operating model	Reports on causes of death data	Percentage death notification forms processed	100% death notification forms processed (2018)	100% death notification forms processed (2019)	Processed 77% death notification forms Target not achieved. Data processing was completed. Coding is in progress	• 100% death notification forms processed (2022)	• 100% death notification forms processed (2023)	• 100% death notification forms processed (2024)	• 100% death notification forms processed (2025)
		CPS report	Number of reports on innovations for CPS approved	A report on the processing of Census 2022 pilot data was not compiled	Compiled report on Census 2022 pilot data processed	Compiled report on Census 2022 data processed	• 1 report on innovations for CPS compiled	• 1 report on innovations for CPS approved		
			Number of data processing reports on CPS pilot approved						• 1 data processing report on CPS pilot approved	• 1 data processing report on CPS approved
			Number of CPS pilot data sets edited						• 1 CPS pilot data set edited	• 1 CPS data set edited

Table 2: Indicators, annual and quarterly targets

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Data Operations)							
30.1	Percentage death notification forms processed	100% death notification forms (2023) processed by March 2026					100%
30.2	Number of reports on innovations for CPS approved	1 report on innovations for CPS approved by March 2026					1

Table 1: Outcomes, outputs, performance indicators and targets

				Audited/actual performance			Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Household Surveys and Censuses)										
31.	Agile operating model	Reports on out-of-scope for CPS	Number of baseline studies conducted				• 1 report on CPS field operations compiled	• 1 baseline study on out-of-scope for the master sample and GIF conducted	• 1 CPS report on out-of-scope for GIF approved	• 1 CPS report on out-of-scope for GIF approved
		CPS training strategy	Number of CPS training strategies approved					• 1 CPS training strategy approved	• 1 CPS training tool piloted	• 1 CPS training plan implemented
		Quality assurance tools	Number of quality assurance tools reviewed		Compiled national report on quality assurance tools developed	Compiled report on quality assurance tools reviewed	• 1 report on quality assurance tools implemented	• 4 quality assurance tools reviewed	• 4 quality assurance tools implemented	• 4 quality assurance tools implemented

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Household Surveys and Censuses)						
31.1	Number of baseline studies conducted	1 baseline study on out-of-scope for the Master Sample and GIF conducted by March 2026				1
31.2	Number of CPS training strategies approved	1 CPS training strategy approved by December 2025			1	
31.3	Number of quality assurance tools reviewed	4 quality assurance tools reviewed by March 2026				4

2.6.5 Programme 6: Explanation on planned performance

The strategic intent of the Statistical Operations and Provincial Coordination branch within the data ecosystem is to ensure well-coordinated, quality-assured data collection, processing and dissemination of statistical information. The primary target is to have household surveys and population census multi-mode collections online and technology-driven, with all fieldwork staff appropriately skilled in the use of new technology and different modes by 2027.

Insightful data: The organisation conducted the Income and expenditure survey (IES) and commenced with the dissemination of the IES results in 2024/25. The dissemination of the IES results will continue with the poverty report and poverty trends being available later in the year 2024/25. The Poverty results will be used to track poverty and inequality, which are the biggest challenges we have in South Africa

Agile operating model: The organisation has introduced the use of a multi-modal approach in data collection for the Census. This approach provides respondents with an option to be enumerated without any physical contact with a Stats SA official, should they wish so. Testing for using multi-modal will continue for the rest of the Household Surveys. The implementation of an Integrated Operations Model will be rolled out in a phased approach over the medium term.

Transformed capability: A key strategic focus of the branch will be on reskilling our staff to meet the new requirements of work methods in a digital as well as hybrid work environment. The focus will not only be on digital capabilities but also on ensuring that our staff have the necessary capabilities and capacity as we are implementing an Integrated Operations Model for data collection.

Key challenges facing the branch relate to the filling of critical vacancies and the de-investment in the statistical infrastructure at a provincial and local level to facilitate a hybrid working environment.

2.6.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. The provincial and district offices are placed within this programme. Within the remaining goods and services budget, the primary cost drivers relate to fleet, office accommodation, communication, and travel and subsistence.

Expenditure trends and estimates

Statistical Operations and Provincial Coordination expenditure trends and estimates by subprogramme and economic classification

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome							2025/26	2026/27	2027/28		
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Programme Management for Statistical Operations and Provincial Coordination	4,9	5,5	3,8	5,0	1,0%	0,3%	5,3	5,6	5,9	5,2%	0,6%
Provincial and District Offices	649,1	728,4	799,7	718,1	3,4%	41,9%	752,7	788,7	824,4	4,7%	84,7%
Data Operations	54,9	58,9	56,8	57,6	1,6%	3,3%	60,4	63,2	66,0	4,6%	6,8%
Household Survey and Censuses	2 385,9	1 247,9	64,1	67,3	-69,6%	54,5%	70,8	74,1	77,5	4,8%	8,0%
Total	3 094,9	2 040,7	924,3	848,1	-35,0%	100,0%	889,2	931,6	973,8	4,7%	100,0%
Change to 2024 Budget estimate				–			7,0	7,5	7,8		
Economic classification											
Current payments	2 867,4	2 021,3	916,8	843,0	-33,5%	96,2%	885,9	928,7	970,7	4,8%	99,6%
Compensation of employees	781,3	708,5	688,3	720,1	-2,7%	42,0%	759,1	794,1	830,0	4,8%	85,2%
Goods and services	2 086,1	1 312,9	228,5	122,9	-61,1%	54,3%	126,8	134,6	140,6	4,6%	14,4%
of which:						–					–
Communication	52,5	39,2	18,7	14,0	-35,6%	1,8%	16,4	17,6	18,3	9,3%	1,8%
Fleet services (including government motor transport)	11,1	42,3	58,7	30,6	40,2%	2,1%	29,3	30,6	32,1	1,6%	3,4%
Consumables: Stationery, printing and office supplies	4,0	2,8	1,0	1,6	-26,0%	0,1%	4,0	4,2	4,3	38,5%	0,4%
Operating leases	81,2	111,0	106,5	49,4	-15,2%	5,0%	46,0	49,2	51,4	1,3%	5,4%
Travel and subsistence	222,1	461,7	25,8	16,7	-57,8%	10,5%	22,7	24,3	25,7	15,3%	2,5%
Operating payments	46,0	11,8	3,1	4,3	-54,5%	0,9%	2,6	2,8	2,9	-12,5%	0,3%
Transfers and subsidies	4,5	17,0	3,1	1,2	-35,1%	0,4%	0,0	0,0	0,0	-90,7%	–
Public corporations and private enterprises	–	0,0	0,0	0,0	–	–	0,0	0,0	0,0	–	–
Households	4,5	16,9	3,1	1,2	-35,2%	0,4%	–	–	–	-100,0%	–
Payments for capital assets	223,0	2,4	4,4	3,8	-74,2%	3,4%	3,3	3,0	3,1	-6,6%	0,4%
Machinery and equipment	223,0	2,4	4,4	3,8	-74,2%	3,4%	3,3	3,0	3,1	-6,6%	0,4%
Total	3 094,9	2 040,7	924,3	848,1	-35,0%	100,0%	889,2	931,6	973,8	4,7%	100,0%
Proportion of total programme expenditure to vote expenditure	66,6%	53,7%	33,9%	32,0%	–	–	32,1%	32,1%	32,1%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	3,6	16,6	3,0	1,2	-29,9%	0,4%	–	–	–	-100,0%	–
Employee social benefits	3,6	16,6	3,0	1,2	-29,9%	0,4%	–	–	–	-100,0%	–
Other transfers to households											
Current	0,9	0,4	0,1	–	-100,0%	–	–	–	–	–	–
Employee ex-gratia payment	0,9	–	0,0	–	-100,0%	–	–	–	–	–	–
Claims against the state	0,0	0,4	0,1	–	-100,0%	–	–	–	–	–	–
Public corporations and private enterprises											
Other transfers to public corporations											
Current	–	0,0	0,0	0,0	–	–	0,0	0,0	0,0	–	–
Communication	–	0,0	0,0	0,0	–	–	0,0	0,0	0,0	–	–
Other transfers to private enterprises											
Current	–	0,0	0,0	–	–	–	–	–	–	–	–
Census 2021 claims	–	0,0	0,0	–	–	–	–	–	–	–	–

Personnel information

Statistical Operations and Provincial Coordination personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment														Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26			2026/27			2027/28				2024/25 - 2027/28
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Statistical Operations and Provincial Coordination																			
Salary level	1 466	–	1 264	688,3	0,5	1 253	720,1	0,6	1 241	759,1	0,6	1 229	794,1	0,6	1 215	830,0	0,7	-1,0%	100,0%
1–6	627	–	525	167,6	0,3	519	175,2	0,3	513	184,2	0,4	509	192,9	0,4	502	200,9	0,4	-1,1%	41,4%
7–10	628	–	563	321,2	0,6	565	342,2	0,6	559	361,0	0,6	551	375,5	0,7	544	391,0	0,7	-1,3%	44,9%
11–12	162	–	134	140,2	1,0	128	141,7	1,1	128	149,5	1,2	128	157,7	1,2	128	166,4	1,3	–	10,4%
13–16	49	–	42	59,4	1,4	41	61,1	1,5	41	64,4	1,6	41	68,0	1,7	41	71,7	1,7	–	3,3%

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.6.7 Strategic risks and mitigation

Programme 6 has identified the following strategic risks:

Strategic risks	Mitigation strategy
Geographic information: Geographic frame not updated to support operations.	Develop a frame based on Census 2022 and maintenance plan in collaboration with Geography.
Integrated digital fieldwork: Change management of mixed-mode transition and integrating operations.	Staff consultation and facilitation of change process. Fieldwork planning integrated across projects (training). Test mixed-mode To-Be processes.
Statistical information: Lack of relevant, accurate data that meet provincial and municipal stakeholder needs.	Facilitate the dissemination and use of census and other statistical information at provincial and local levels. Align SSI plans to prioritise municipal, Office of the Premier and legislature partnerships.

2.7 Programme 7: South African National Statistics System

2.7.1 Programme purpose

Develop and coordinate the national statistics system in South Africa.

2.7.2 Objectives

- Ensure that the production of national statistics is based on common statistical standards and principles by providing statistical support and advice, and certifying statistics as official on an ongoing basis.
- Ensure the sharing of statistical information by establishing and providing mechanisms, platforms and criteria for the sharing of data on an ongoing basis.
- Drive statistical reporting by coordinating the compilation of statistical reports, in line with the Integrated Indicator Framework, on an ongoing basis.

2.7.3 Subprogrammes

- *Programme Management* for the South African National Statistics System provides strategic direction and leadership to the programme.
- *Economic Subsystem* coordinates and facilitates the production of economic and environmental statistics in the national statistics system, and provides statistical support and advice to producers of official statistics.
- *Social Subsystem* coordinates and facilitates the production of population and social statistics in the national statistics system, and provides statistical support and advice to producers of official statistics.
- *Independent Quality Assessment* conducts independent statistical reviews to assess the quality of statistical information, in line with the South African Statistical Quality Assessment Framework (SASQAF), to certify statistics as official.
- *Statistical Reporting* coordinates the reporting of statistics to fulfil South Africa's statistical reporting obligations.
- *Data and Information Management* coordinates and manages the transfer and sharing of data among entities in the national statistics system.

2.7.4 Programme 7 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output Indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Economic Subsystem)										
32.	Interconnected statistical system	Clearance reports for economic statistics subsystem	Number of clearance protocols for economic statistics subsystem piloted	Compiled clearance report for the Department of Science and Technology R&D Survey	Compiled clearance report for economic statistics subsystem	Compiled clearance report for the DSI R&D Survey (2021/22)		• 1 clearance protocol for economic statistics subsystem piloted	• 1 clearance protocol for economic statistics subsystem applied	• 1 clearance protocol for economic statistics subsystem applied
		Integrated Indicator Framework (IIF)	Number of reports on rationalised IIF for economic statistics subsystem approved	Reviewed IIF for economic statistics subsystem	Compiled report on review of IIF for economic statistics subsystem	Compiled report on IIF for economic statistics subsystem	• 1 report on rationalised IIF for economic statistics subsystem compiled	• 1 report on rationalised IIF for economic statistics subsystem approved	• 1 report on rationalised IIF for economic statistics subsystem approved	• 1 report on rationalised IIF for economic statistics subsystem approved
		Memoranda of Understanding (MoU)/Service Level Agreements (SLA) signed	Number of MoUs/SLAs for economic statistics subsystem signed	Signed MoU with the Companies and Intellectual Property Commission (CIPC)	Signed MoU with COEGA Development Corporation	Signed MoU with SA National Biodiversity Institute (SANBI)	• 2 MoUs/SLAs for economic statistics subsystem signed	• 2 MoUs/SLAs for economic statistics subsystem signed	• 2 MoUs/SLAs for economic statistics subsystem signed	• 2 MoUs/SLAs for economic statistics subsystem signed
		National Strategy for the Development of Statistics (NSDS)	Number of NSDS for economic statistics subsystem approved			Compiled report on stakeholder consultations on the NSDS			• 1 NSDS approved	• 1 NSDS implemented

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

							Estimated performance	Medium-term targets		
				Audited/actual performance						
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Economic Subsystem)										
32.	Interconnected statistical system	Statistical units for economic organs of state	Number of research reports on statistical units for economic organs of state approved					• 1 research report on statistical units for economic organs of state approved	• 1 report on statistical units for economic organs of state approved	• 1 report on statistical units for economic organs of state approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Economic Subsystem)						
32.1	Number of clearance protocols for economic statistics subsystem piloted	1 clearance protocol for economic statistics subsystem piloted by March 2026				1
32.2	Number of reports on rationalised Integrated Indicator Framework (IIF) for economic statistics subsystem approved	1 report on rationalised IIF for economic statistics subsystem approved by March 2026				1
32.3	Number of MoUs/SLAs for economic statistics subsystem signed	2 MoUs/SLAs for economic statistics subsystem signed by March 2026				2
32.4	Number of research reports on statistical units for economic organs of state approved	1 research report on statistical units for economic organs of state approved by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance	Medium-term targets		
Audited/actual performance										
No.	Outcome	Output	Output Indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Social Subsystem)										
33.	Interconnected statistical system	Clearance reports for social statistics subsystem	Number of clearance protocols for social statistics subsystem piloted	Compiled clearance report for the SAPS Crime Statistics	Compiled clearance report for social statistics subsystem	Compiled clearance report for the SAPS Crime Statistics (2022/23)	• 1 clearance protocol reviewed for the production of official statistics compiled	• 1 clearance protocol for social statistics subsystem piloted	• 1 clearance protocol for social statistics subsystem applied	• 1 clearance protocol for social statistics subsystem applied
		Integrated Indicator Framework (IIF) for social statistics subsystem	Number of reports on rationalised IIF for social statistics subsystem approved	Reviewed IIF for social statistics subsystem	Compiled report on review of IIF for social statistics subsystem	Compiled report on the review of IIF for social statistics subsystem	• 1 report on rationalised IIF for social statistics subsystem compiled	• 1 report on rationalised IIF for social statistics subsystem approved	• 1 report on rationalised IIF for social statistics subsystem approved	• 1 report on rationalised IIF for social statistics subsystem approved
		MoU/SLA for social statistics subsystem	Number of MoUs/SLAs for social statistics subsystem signed	Signed MoU with Harambee Youth Employment Accelerator (NPO under the Office of the Presidency)	Signed MoU with ICASA	Signed MoU with Department of Higher Education and Training	• 2 MoUs/SLAs for social statistics subsystem signed	• 2 MoUs/SLAs for social statistics subsystem signed	• 2 MoUs/SLAs for social statistics subsystem signed	• 2 MoUs/SLAs for social statistics subsystem signed
		National Strategy for the Development of Statistics (NSDS)	Number of reports on NSDS for social statistics subsystem approved		Compiled report on stakeholder consultations on the NSDS	• 1 report on NSDS for social statistics subsystem compiled		• 1 report on NSDS implemented		

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

							Estimated performance			
				Audited/actual performance				Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Social Subsystem)										
33.	Interconnected statistical system	Statistical units for social organs of state	Number of research reports on statistical units for social organs of state approved					• 1 research report on statistical units for social organs of state approved	• 1 report on statistical units for social organs of state approved	• 1 report on statistical units for social organs of state approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Social Subsystem)						
33.1	Number of clearance protocols for social statistics subsystem piloted	1 clearance protocol for social statistics subsystem piloted by March 2026				1
33.2	Number of reports on rationalised IIF for social statistics subsystem approved	1 report on rationalised IIF for social statistics subsystem approved by March 2026				1
33.3	Number of MoUs/SLAs for social statistics subsystem signed	2 MoUs/SLAs for social statistics subsystem signed by March 2026				2
33.4	Number of research reports on statistical units for social organs of state approved	1 research report on statistical units for social organs of state approved by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

Audited/actual performance							Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Independent Quality Assessment)										
34.	Interconnected statistical system	SASQAF quality assessments	Number of SASQAF quality assessments conducted	Compiled SASQAF quality assessment report for the Financial Statistics of Higher Education release	Compiled SASQAF quality assessment reports for the Motor Trade Sales release and the SAPS quarterly Crime Statistics	Compiled SASQAF quality assessment for the DSI Research and Experimental Development Survey (2020/21)	• 4 SASQAF quality assessments conducted	• 4 SASQAF quality assessments conducted	• 4 SASQAF quality assessments conducted	• 4 SASQAF quality assessments conducted
		SASQAF operational standards and guidelines	Number of reports on the review of SASQAF operational standards and guidelines approved	Piloted SASQAF (edition 3 version 2)	Piloted SASQAF for administrative data sources	Compiled report on updated SASQAF for administrative data sources	• 1 report on the review of SASQAF standards and guidelines compiled	• 1 report on the review of SASQAF operational standards and guidelines approved	• 1 report on the review of SASQAF edition 3 approved	• 1 report on the review of SASQAF for Admin data sources approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets				
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 7: South African National Statistics System (Subprogramme: Independent Quality Assessment)							
34.1	Number of SASQAF quality assessments conducted	4 SASQAF quality assessments conducted by March 2026					4
34.2	Number of reports on the review of SASQAF operational standards and guidelines approved	1 report on the SASQAF operational standards and guidelines approved by March 2026					1

Table 1: Outcomes, outputs, performance indicators and targets

							Estimated performance			
				Audited/actual performance				Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Statistical Reporting)										
35.	Insightful data	Preliminary SDG report	Number of reports on SDG indicators published		Compiled 17 goal reports on SDG indicators	Compiled country report on SDG indicators	• 1 preliminary SDG report compiled	• 1 country report on SDG indicators published	• 1 preliminary SDG report approved	• 1 country report on SDG indicators published
	Interconnected statistical systems	Statistics Act (29 of 2024) implemented	Number of reports on the implementation of the Statistics Act (29 of 2024) approved	Compiled progress report on legislative reform	Compiled progress report on legislative reform	Compiled progress report on legislative reform	• 1 progress report on legislative reform compiled	• 1 report on stakeholder consultation on Statistics Act (29 of 2024) approved	• 1 research report on the development of statistical regulations approved	• 1 report on coordination of the development of statistical regulations approved
	Interconnected statistical systems	Data strategy for South Africa	Number of research reports on the development of a data strategy for South Africa approved					• 1 research report on the development of a data strategy for South Africa approved	• 1 report on stakeholder consultation on a data strategy for South Africa approved	• 1 data strategy for South Africa approved

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Statistical Reporting)						
35.1	Number of reports on SDG indicators published	1 country report on SDG indicators published by September 2025		1		
35.2	Number of reports on the implementation of the Statistics Act (29 of 2024) approved	1 report on stakeholder consultation on Statistics Act (29 of 2024) approved by March 2026				1
35.3	Number of research reports on the development of a data strategy for South Africa approved	1 research report on the development of a data strategy for South Africa approved by March 2026				1

Table 1: Outcomes, outputs, performance indicators and targets

Audited/actual performance							Estimated performance	Medium-term targets		
No.	Outcome	Output	Output indicators	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 7: South African National Statistics System (Subprogramme: Data and Information Management)										
36.	Insightful data	Integrated indicator framework dissemination portal	Number of IIF dissemination portal indicators updated	Updated IIF dissemination portal	Compiled report on updated IIF dissemination portal	Compiled report on IIF dissemination portal	• 1 report on updated IIF dissemination portal compiled	• 1 IIF dissemination portal updated	• 1 IIF dissemination portal updated	• 1 IIF dissemination portal updated
	Interconnected statistical system	Online SASQAF self-assessment	Number of additional features on the online SASQAF independent assessment system updated	Developed online system for SASQAF self-assessment	Compiled report on development of additional features to online system for SASQAF self-assessment	Compiled report on updated online system for SASQAF independent assessment	• 1 report on updated online system for SASQAF independent assessment compiled	• 1 online system for SASQAF updated	• 1 assessment on updated online system for SASQAF conducted	• 1 assessment on updated online system for SASQAF conducted
		Online metadata repository	Number of online metadata repositories for indicators reviewed		Developed specifications for online metadata repository for indicators	Compiled report on implementation of online metadata repository for indicators	• 1 online metadata repository for indicators reviewed	• 1 online metadata repository for indicators reviewed	• 1 online metadata repository for indicators updated	• 1 online metadata repository for indicators updated
		Data Source Inventory System (DSIS)	Number of Data Source Inventory Systems developed			Compiled specification on Data Source Inventory System		• 1 data source Inventory System developed	• 1 data source Inventory System piloted	• 1 data source Inventory System implemented
		Concept note on acquiring administrative data	Number of concept notes approved					• 1 concept note on acquisition of administrative data approved	• 1 concept note on acquisition of administrative data reviewed	• 1 concept note on acquisition of administrative data piloted

Table 2: Indicators, annual and quarterly targets

			Quarterly targets			
No.	Output indicator	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Data and Information Management)						
36.1	Number of IIF dissemination portal indicators updated	1 IIF dissemination portal updated by March 2026				
36.2	Number of additional features on the online SASQAF independent assessment system updated	1 online system for SASQAF updated by March 2026				
36.3	Number of online metadata repositories for indicators reviewed	1 online metadata repository for indicators reviewed by March 2026				
36.4	Number of Data Source Inventory Systems developed	1 Data Source Inventory System developed by March 2026				
36.5	Number of concept notes approved	1 concept note on acquisition of administrative data approved by March 2026				

2.7.5 Programme 7: SANSS – Explanation on planned performance

Interconnected statistical systems: Partnerships with all role players in the data ecosystem are essential to realise the full benefits of the data revolution and modernised national statistics systems. The statistics system is composed of entities in the NSS that must subscribe to governance and ethical principles for all producers of statistics. Additionally, insofar as production activities are concerned, all entities of the NSS subscribe to standards and frameworks as directed by the Statistician-General (SG) under the mandate of the Statistics Act. The Integrated Indicator Framework (IIF) is a tool to promote coordination among producers of official and other statistics in order to advance quality, comparability and optimum use of official statistics. It is also a key contributor to the achievement of the interconnected statistics system. Increasing the number of frameworks within the IIF will expand the indicators of national importance that comply with statistical principles as directed by the SG. Once fully developed, the IIF will be able to ascertain what the information gap is in the statistics system.

Stats SA has tabled the Statistics Amendment Bill in Cabinet in 2022/23. The Amendment Bill has been introduced in Parliament and gazetted in the 2023/24 financial year. The Bill was deliberated and approved at the National Assembly. The Bill was signed into law by the President on 20 December 2024, leading the path for the rollout of the legislative changes to commence.

The Statistics Act (No. 6 of 1999), as amended by the Statistics Amendment Act (No. 29 of 2024) directs the development and implementation of the National Strategy for Development of Statistics (NSDS). This aims to build capacity and strengthen coordination amongst entities of the NSS. Through the NSDS, NSS entities will be able to set up statistical units and compile annual statistical plans informed by the IIF. All data that will be used to report on the IIF will be taken through a quality assessment process using the South African Statistical Quality Assessment Framework (SASQAF). The latter is used as a framework for designating statistics as official by the Statistician-General as per his mandate in the Statistics Act. A key strategic intent of Stats SA is to institutionalise the SASQAF self-assessment portal over the medium term that was launched during 2021/22, which will enable all partners to conduct their own quality assessment before an independent assessment is conducted by Stats SA to facilitate the certification of statistics as official.

Through the NSDS, the technical support and advice that will be given to entities of the NSS, the implementation of the IIF, and the coordination part of the Statistics Act will be fully realised. The online platforms that will be used for assessments and reporting on development frameworks will ensure there is access to quality data towards the achievement of the country's priorities.

Insightful data: Stats SA is also responsible for the development and coordination of the Sustainable Development Goals country report. During 2023/24, the SANSS branch published the SDG country report, reporting on the development and progress South Africa has made since the adoption of the global sustainable development agenda. The next SDG report will be published in 2025/26.

2.7.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to communication, data costs and training.

Expenditure trends and estimates

South African National Statistics System expenditure trends and estimates by subprogramme and economic classification

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2024/25				2021/22 - 2024/25	2025/26	2026/27		
R million	2021/22	2022/23	2023/24								
Programme Management for the South African National Statistics System	3,7	2,7	3,5	10,7	42,5%	14,8%	12,3	13,0	13,6	8,3%	25,2%
Economic Subsystem	4,9	5,7	5,1	5,3	2,6%	15,3%	5,6	5,9	6,1	4,8%	11,6%
Social Subsystem	5,3	4,8	4,6	7,5	12,4%	16,0%	7,9	8,3	8,6	4,8%	16,4%
Independent Quality Assessment	4,2	4,9	5,1	6,2	14,2%	14,8%	6,6	6,9	7,2	4,8%	13,6%
Statistical Reporting	4,1	8,4	11,1	8,4	27,4%	23,2%	9,2	9,7	10,1	6,3%	19,0%
Data and Information Management	4,3	5,6	5,6	6,5	14,5%	16,0%	6,8	7,1	7,5	4,8%	14,2%
Total	26,5	32,1	35,0	44,6	19,0%	100,0%	48,4	50,8	53,1	5,9%	100,0%
Change to 2024				–			0,4	0,4	0,4		
Budget estimate											
Economic classification											
Current payments	25,7	32,1	35,0	44,2	19,7%	99,1%	48,4	50,8	53,1	6,3%	99,8%
Compensation of employees	23,4	27,3	28,3	36,8	16,2%	83,8%	38,8	40,6	42,4	4,8%	80,6%
Goods and services	2,3	4,8	6,7	7,4	47,5%	15,3%	9,6	10,2	10,7	13,1%	19,2%
of which:						–					–
Communication	0,3	0,2	0,2	0,7	30,8%	1,1%	0,7	0,8	0,8	6,4%	1,5%
Consultants: Business and advisory services	–	1,9	4,5	2,2	–	6,3%	2,1	2,3	2,3	1,0%	4,5%
Consumables: Stationery, printing and office supplies	0,0	0,0	0,1	0,6	237,6%	0,5%	0,8	0,8	0,8	12,7%	1,5%
Travel and subsistence	0,4	0,6	0,4	2,2	77,6%	2,7%	3,0	3,2	3,3	14,5%	6,0%
Training and development	0,1	0,1	0,0	0,6	78,9%	0,6%	1,1	1,1	1,2	23,8%	2,0%
Operating payments	0,2	0,4	0,3	0,6	51,9%	1,0%	1,1	1,1	1,2	30,5%	2,0%
Transfers and subsidies	0,6	–	0,0	–	-100,0%	0,4%	–	–	–	–	–
Households	0,6	–	0,0	–	-100,0%	0,4%	–	–	–	–	–
Payments for capital assets	0,2	0,0	0,0	0,4	37,3%	0,5%	–	–	–	-100,0%	0,2%
Machinery and equipment	0,2	0,0	0,0	0,4	37,3%	0,5%	–	–	–	-100,0%	0,2%
Total	26,5	32,1	35,0	44,6	19,0%	100,0%	48,4	50,8	53,1	5,9%	100,0%
Proportion of total programme expenditure to vote expenditure	0,6%	0,8%	1,3%	1,7%	–	–	1,7%	1,7%	1,7%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0,6	–	0,0	–	-100,0%	0,4%	–	–	–	–	–
Employee social benefits	0,6	–	0,0	–	-100,0%	0,4%	–	–	–	–	–

Personnel information

South African National Statistics System personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2025			Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26		2026/27		2027/28		2024/25 - 2027/28				
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		Number	Cost		
South African National Statistics System																			
Salary level	48	–	27	28,3	1,0	39	36,8	1,0	38	38,8	1,0	38	40,6	1,1	38	42,4	1,1	-1,1%	100,0%
1–6	2	–	1	0,4	0,4	2	0,7	0,4	2	0,8	0,4	2	0,8	0,4	2	0,9	0,4	–	5,2%
7–10	19	–	8	5,0	0,6	19	12,6	0,7	18	13,2	0,7	18	13,6	0,8	18	13,9	0,8	-2,2%	47,6%
11–12	5	–	3	3,0	1,0	5	5,4	1,1	5	5,7	1,1	5	6,0	1,2	5	6,4	1,3	–	13,1%
13–16	22	–	15	19,9	1,3	13	18,1	1,4	13	19,0	1,5	13	20,1	1,5	13	21,2	1,6	–	34,0%

1. Data have been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.7.7 Strategic risks and mitigation

Programme 7 has identified the following strategic risks:

Strategic risks	Mitigation strategy
Inability to coordinate and synergise SANSS activities.	Review of legislation (legislative reform) to address and strengthen coordination. Design a National Strategy for the Development of Statistics (NSDS).
Inability to close the data gap within the IIF.	Implement the amended Statistics Act. Statistical plans approved by the SG. Increased assessment of external data sources.
Inability to provide statistical support and advice.	Support and advice to be given based on the Integrated Indicator Framework.

Technical Indicator Descriptions

The Technical Indicator Descriptions is part of the Work Programme, but due to its size it is published as Book 2 of the Work Programme.



Stakeholders and the environment

3. Stakeholders and the environment

The preceding chapters focused on the strategic direction of the organisation and the annual performance plan to implement the strategic outcomes. This chapter focuses on stakeholders and their needs, the service delivery improvement plan, and the resource management plan to implement the strategy.

3.1 Statistics Council

Section 8 of the Statistics Act, 1999 (Act No. 6 of 1999) provides for the establishment of a Statistics Council consisting of between 18 and 25 members, appointed by the Minister after consultation with the Cabinet. Members include one representative from each province, and nominated members from organs of state, producers of statistics, organised business and labour, specialist and research interests, economic and financial interests and the public.

The role of the Statistics Council can be summarised as follows:

- a) Advise the Minister, the Statistician-General and other organs of state on statistical matters with regard to:
 - the collection, processing, analysis, documentation, storage and dissemination of statistics, including the undertaking of a population census; and
 - the elimination of unnecessary overlapping or duplication with regard to the collection or publication of statistics by organs of state.
- b) Promote and safeguard official statistics and the coordination of statistical activities.
- c) Furnish the Minister and the Statistician-General with an annual report, which must be tabled in Parliament.
- d) Issue public statements on any matter relating to its functions in terms of the Act, but only after consultation with the organ of state, business or organisation involved.

3.2 Stakeholders and their needs

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

- **Government:** National, provincial and local governments use statistical information to inform policy development and to measure the impact of government programmes on economic and social development. Government is both a major user and a major supplier of data. There is a growing need for accurate statistical information at local government level. Except for the population census information, most of the statistical information produced by Stats SA is on a national and provincial level. The challenge for Stats SA is to develop alternative strategies with its NSS partners to meet this growing demand for small-area statistics.
- **The public:** The public is mainly interested in basic information on the economy and society such as economic growth, employment, inflation, and population dynamics. This information is largely communicated through the media. Stats SA's strategy strives to inspire confidence in the quality of these key measurements. The public also supplies data through household survey collections and the census. The challenge for Stats SA is to promote its information outputs to the public in a manner that inspires them to participate willingly in household and other main surveys.
- **The media:** The media plays an important role in the publication of statistical information, both nationally and locally. Stats SA has embarked on a communication and development strategy to empower key role players in the media arena. This ensures that the right information is published at the right time and that it is properly described and imparted in the appropriate form to the public.
- **Business:** The business community shares similar interests in quantitative information, and in principle, all economic variables are potential subjects for comparison. Important indicators include employment and unemployment, the size of the market, and the rate at which prices are changing. Businesses are also important sources of statistical information. Reducing the burden of surveys on the business community continues to be an important factor in the design of statistical programmes. Convincing businesses of the importance of their information in arriving at economic and financial indicators remains a challenge.
- **The academic sector:** The academic sector uses statistical information for research, analysis and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated and what the data show over time. The academic sector can play a strategic role in

evaluating the quality of statistics produced, and promoting interest in statistics among students. The academic sector can also in future partner with local government to produce quality statistical information.

- **Parliamentarians:** Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. They are also interested in what statistics say about specific policies that were introduced by the democratic government of the day. Researchers in Parliament conduct research to obtain information on behalf of the political parties. Parliament's library collects and files political and national information that can be used by parliamentarians and visiting international delegates.
- **Non-governmental organisations (NGOs):** NGOs monitor the government's progress in many areas such as sustainable development and service delivery. NGOs also work for the upliftment of communities and implement development projects. They can use census and other Stats SA data to monitor government's progress and to aid decision-making for their own projects.
- **Constitutional institutions and major public entities:** Constitutional institutions (such as the Commission on Gender Equality, the Financial and Fiscal Commission, and the Public Protector) ensure that the major elements of the Constitution (Act No. 108 of 1996) are followed throughout the country. Major public entities (such as Eskom, Telkom, museums, etc.) work with government to provide infrastructure, service delivery and information on a national level.
- **Foreign and international bodies:** Official statistical information is an essential basis for mutual knowledge, comparison and trade among countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF and ILO. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics. Stats SA plays a leading role in Africa in the development of statistics.

3.3 Service delivery improvement plan

"As we embark on this transformative journey, I am confident that the ISDIP will be a game-changer in how the South African government serves its citizens. By breaking down silos, optimizing resources, and streamlining reporting, we can unlock new levels of service delivery excellence and, ultimately, enhance the lives of all South Africans"
– DPSA, Ismail Davids, June 2024

The Integrated Service Delivery Improvement Policy (ISDIP) is a pioneering initiative aimed at revolutionising government service delivery to South Africans. Stats SA's initial step towards enhancing service delivery focuses on efficiency through optimisation, which will help the organisation enhance the capabilities of its existing resources.

After reviewing the organisational strategic direction outlined in the 2020/21 to 2024/25 cycle, Stats SA leadership concluded that the direction remains relevant and should continue into the next five years. However, the implementation programme needs strengthening, especially given the declining fiscal resources. The strategic direction remains focused on driving statistical development in South Africa through innovative solutions. It highlights new areas for the organisation to explore in response to external disruptions and technological advancements. These disruptions have prompted the organisation to seek alternative ways of conducting business, leveraging evolving technologies to enhance service delivery to our citizens. Without these changes, the organisation risks becoming obsolete.

The organisation on its own cannot deliver on the strategic direction, however, through the intended partnerships with experts in the data ecosystem, the data and information gap in the Integrated Indicator Framework (IIF) can be reduced. This can also mitigate on the fiscus risks that government is facing.

The organisation's strategic intent to revolutionise business operations through innovative methods, technologies, and procedures includes building robust technical capabilities. This will require a new mindset from both leadership and staff, which will be fostered through a culture shift programme endorsed by Stats SA leadership.

The conceptualisation of an Enterprise Architecture (EA) to facilitate intended innovation and, in the future, an interconnected statistical system, forms the basis for modernisation within Stats SA. The EA will enable the integration and standardisation of applications and technologies across the organisation, providing a digital roadmap to guide future investments. The institutionalisation of the Business Process Management (BPM) function within the business architecture layer of EA creates a strong foundation for upcoming innovations within the organisation. However, the risk remains that this area is not well-resourced.

The organisation's operations are to date, partially digitalised, enhancing service offering and output quality to some extent, while reducing the resources needed for delivery, particularly in the field. This initiative also provides respondents with various digital platforms to participate in Stats SA surveys, with automated quality assurance processes.

Innovations will continue in the future, aligning with the government's intent to accelerate and improve public sector service delivery. The drive from policy departments, such as DPME and DPSA, introducing frameworks to enhance service offerings to South African citizens is greatly appreciated. Stats SA has developed its Service Delivery Improvement Plan (SDIP) in alignment with DPSA requirements, focusing on:

- Organisational activities that adhere to Batho Pele principles.
- SDIP focus areas identified to further improve service offerings to South African citizens. The identified projects are:
 - Continuous Population Survey (CPS) – to integrate household survey operations and increase reach; and
 - Computer Assisted Web-based Interview System (CAWIS) – to improve business statistical operations.
- Change management support to both projects to ensure that the impact of new improvements on people, systems, and the organisation is managed effectively.

3.3.1 Providing statistical information

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

a) User Information Services

User Information Services is the first point of direct contact with our customers who prefer a face-to-face interface, telephonic/fax communication and/or email. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. Staff members are trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to request prompt responses on published data. Stats SA can be contacted at 012 310 8600 for telephonic enquiries, 012 310 8500 for fax enquiries or info@statssa.gov.za for email enquiries.

b) Subscription service

Stats SA's standard products can be acquired through subscription to specific established publications. Customers may indicate whether the publication should be emailed or posted to them, free of charge.

c) *Stats SA website*

Stats SA publications and datasets can be viewed, accessed and downloaded free of charge from the Stats SA website at www.statssa.gov.za. Statistical information is placed on the website at the exact time of release to ensure that everyone has equal access to information at the same time. A newsletter is emailed each week to inform stakeholders of the current activities and releases for the following week.

d) *Personal visits*

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

e) *Consultation*

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

f) *Openness and transparency*

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

3.3.2 Consultation arrangements: The Statistics Council, Advisory Committees, and the National Statistics System

The Statistics Council represents a range of stakeholders and users, and meets four times a year to provide advice to the Minister and the Statistician-General on statistical matters, including the needs of users. Council members are required to represent the needs of their constituencies and should therefore consult with them to ensure sound advice to the Minister and the Statistician-General.

Stats SA has established a number of advisory committees comprising key stakeholders that meet periodically to advise on statistical series. Stats SA also conducts periodic workshops in order to seek advice, comments and suggestions from broader stakeholder groups. The National Statistics System branch, in partnership with organs of state, aims to ensure coherence in statistical information produced by different producers of statistics, and promotes the use of statistics in evidence-based decision-making.

Statistics South Africa Service Charter

What does Statistics South Africa (Stats SA) do?

Statistics South Africa is a national government department responsible for the production and coordination of official and other statistics to assist organs of state, business and the public in evidence-based decisions for planning, policy development and measurement governed by the Statistic Act (Act No. 6 of 1999) as amended (NO. 29 of 2024)

Vision

Improving lives through **data ecosystems**

Mission

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

Strategic impact

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

Organisational culture



Our culture embraces innovation and accountability, fostering a dynamic environment where individuals take responsibility, seek creative solutions, and uphold high standards

Organisational values



Integrity



Empower & Partner



Caring & Respect



Serve & Innovate

Stats SA key services



Economic statistics



Population statistics



Statistical services, support and advice

Our conduct when interacting with the public

When collecting data, Stats SA staff must:

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

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

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

Our service standards

Our stakeholders will be attended to in a friendly and professional manner.

Telephones will be answered at all times and emails will be responded to during official working hours: 08:00 – 16:30

Requests are classified as per below:

- Simple requests will be responded to within 15 minutes
- Normal requests will be responded to within 24 hours
- Complex requests will be responded to within 5 working days

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

In cases of misconduct, poor service delivery or difficulties in any form of communication, please contact:

Tel: 012 310 0174/4825

Email: Customercare@statssa.gov.za

About our products, please contact:

User Information Services:
012 310 8600

Email: info@statssa.gov.za

Main switchboard:

012 310 8911

Fax: 012 321 7381

Website: www.statssa.gov.za

Physical address:

ISibalo House,

Koch Street,

Salvokop,

Pretoria, 0002

Postal address:

Private Bag X44,

Pretoria, 0001

Our product standards

We commit to compile our products by adhering to national, continental and international best practices

- Nationally: South African Statistical Quality Assessment Framework (SASQAF)
- Continental: African Statistics Charter
- Internationally: Fundamental Principles of Official Statistics

Accounting Officer's Declaration:

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


Signature

3.4 Resource management plan

The Stats SA Head Office is located in Pretoria. There are nine provincial offices and sixty-three district offices in the process of being resourced and fully utilised. Provincial and district offices play a key role in user liaison and data collection at provincial and municipal levels. Stats SA has developed a number of strategies in support of the strategic direction. Below is a summary of the ICT and human resource management strategies over the medium term.

3.4.1 Information and Communication Technology Strategy

We have entered a new and exciting technological era that provides alternative ways of conducting business, which offers future opportunities for innovation and growth. The current data revolution is characterised by several technologies, notably artificial intelligence, which has brought disruptions in the data ecosystem. All these game-changing technologies are also presenting new global risks shared by all sectors, big and small as well as profit and non-profit. The only way to mitigate the risks is to adapt, evolve and embrace and implement data management and artificial intelligence in our statistical systems. Stats SA is taking on digitalisation by implementing its enterprise architecture and modernising its value chains to avail its products and services faster, safer and more accessible to stakeholders. The objective is to ensure that Stats SA positions itself better and secures its place in the data ecosystem. ICT has therefore established itself as a strategic partner in delivering modern, innovative, and trusted solutions, which will be achieved through integrated ICT solutions and infrastructures that will enable and transform the statistical systems. The strategy outlines the following outcomes and objectives:

Trusted partners

ICT is a trusted partner with the business, committing to be proactive in its service offerings, to communicate better, keep stakeholders informed of progress and important decisions or events as well as upcoming innovations that will improve or disrupt business-as-usual ahead of external disruptors.

The following strategic objectives will guide the achievement of the strategic outcome:

- Continue to maintain strategic partnerships with all the organisation's branches.
- Implement an agile solutions development methodology.
- Partner with industries on disruptive/emerging technologies (e.g. data science, artificial intelligence, automation, cloud computing, etc.).

Integrated end-to-end systems

Integrated end-to-end systems are in place to provide the organisation with a seamless user experience, reduction of multitudes of system applications, lean and reusable/sustainable systems, improved data integrity and security, and overall simplicity in streamlining business processes. The following strategic objectives will guide the achievement of the strategic outcome:

- Implement and maintain the enterprise architecture.
- Integrate and standardise ICT solutions and services aligned to enterprise architecture.

Enabling ICT environment

Stats SA's ICT environment is well governed, secured, and responsive to stakeholder needs and facilitates business innovation. The following strategic objectives will guide the achievement of the strategic outcome:

- Strengthen ICT security and governance.
- Implement agile ICT service delivery model.
- Refresh and stabilise the ICT infrastructure.
- Invest in a knowledge-sharing platform.

- Establishment and consumption of artificial intelligence-based solutions.
- Review data management processes and platforms.

Capable people

The staff members and other stakeholders are capacitated to take advantage of new digital technologies in the data ecosystem. Stats SA will prioritise ICT talent and skills management, retention strategies and proper succession planning within ICT areas. The following strategic objectives will guide the achievement of the strategic outcome:

- Strengthen ICT capabilities. Invest more in up-skilling and retaining our ICT talent.
- Invest in digital capabilities at an organisational level.
- Invest in ICT leadership and management capabilities.
- Invest in ICT research and development.

The strategy provides synergy amongst all ICT units, optimising ICT resource utilisation to better support Stats SA's mandate.

3.4.2 Human Resource Management Strategy

Delivering high-quality statistical information is dependent on a highly qualified, motivated workforce and skilled staff complement. The new strategic direction calls for new skill sets for the future and an agile workforce that can adapt to the fast pace of change. Changing processes, systems and technology will continue to change and will have an impact on work design, structure, roles and responsibilities and skills requirements. Stats SA will be embarking on a process to realign its human resource management and development strategy to respond to the new environment. The aim of the current strategy is to maintain a highly qualified and motivated workforce, consider the well-being of staff and to provide an environment to support them.

HRM goals for 2025/26

- Goal 1 Conduct the skills audit (Phase 1)
- Goal 2 Partnerships with higher learning education institutions
- Goal 3 Provide human resource management support to projects
- Goal 4 Build labour relations management capacity
- Goal 5 Strengthen employee wellness and diversity programmes
- Goal 6 Institutionalise talent management

3.5 Long-term infrastructure plans

3.5.1 Background

Stats SA registered its building project as a Public Private Partnership (PPP) with National Treasury in August 2010, which was delivered in August 2016. This resulted in bringing together all Stats SA employees, including Data Processing Centre (DPC) operations who were previously accommodated in four different buildings.

3.5.2 Progress

Construction of the new building was finalised and Stats SA moved into the new building at the end of August 2016.

The PPP contract is for a period of 26 years, and 10 years of the contract have been exhausted (2 years for construction and 8 years for operations). Currently the Facilities, Transport and Security Management Division is monitoring the performance of the operations in relation to the PPP contract. Quarterly ISlballo House Steering Committee meetings are held with representatives of Dipalopalo Concession and Dipalopalo Facilities Management to discuss all issues in relation to the operational phase of the PPP contract.

3.5.3 Financial implications

The building project is affordable and value for money. Stats SA has no other long-term infrastructure programmes planned for the future.

3.6 Evaluation plan

3.6.1 Background

Stats SA introduced evaluations several years ago, from both a design perspective as well as an independent assessment for designating statistics as official. Since the importance of evaluation has been highlighted by government, the organisation is in the process of piloting the reviewed evaluation framework in order to promote, facilitate and institutionalise the use of evaluation in Stats SA.

3.6.2 Aim of evaluation in Stats SA

The aim of evaluation in Stats SA is to:

- foreground the importance and use of evaluation in management and decision-making;
- improve performance (evaluation for learning);
- improve accountability (making evaluation results available);
- generate knowledge (what works and what does not); and
- improve planning and decision-making.

3.6.3 The evaluation plan

Stats SA will be conducting the following evaluations over the medium term:

- Implementation evaluation:
 - Independent evaluation of the General Household Survey.
 - Implementation of the Code of Practice tool as part of the Quality Management System.
 - Piloting of the evaluation framework.

Annexures



Annexure 1: The fundamental principles of official statistics

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

- a) **Impartiality:** Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social, and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.
- b) **Professional independence:** To retain trust in official statistics, the statistical agency needs to decide, according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
- c) **Transparency of methods applied:** To facilitate a correct interpretation of the data, the statistical agency is to present information according to scientific standards on the sources, methods and procedures of the statistics.
- d) The statistical agency is entitled to **comment on erroneous interpretation** and misuse of statistics.
- e) **Use the most efficient sources:** Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. The statistical agency is to choose the source with regard to quality, timeliness, costs and the burden of respondents.
- f) **Confidentiality:** Individual data collected by the statistical agency for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
- g) **Transparency of laws:** The laws, regulations and measures under which the statistical system operates are to be made public.
- h) **Cooperation among institutions:** Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
- i) **Adherence to international standards:** The use, by the statistical agency in each country, of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
- j) **International cooperation:** Bilateral and multilateral cooperation in statistics contributes to the improvement of the system of official statistics in all countries.

Annexure 2: African Charter on Statistics

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

Principle 1: Professional independence

- **Scientific independence:** Statistics authorities must be able to carry out their activities according to the principle of scientific independence, particularly vis-à-vis the political authorities or any interest group; this means that the methods, concepts and nomenclatures used in statistical operation shall be selected only by the statistics authorities without any interference whatsoever and in accordance with the rules of ethics and good practice.
- **Impartiality:** Statistics authorities shall produce, analyse, disseminate, and comment on African statistics in line with the principle of scientific independence, and in an objective, professional and transparent manner.
- **Responsibility:** Statistics authorities and African statisticians shall employ unambiguous and relevant methods in the collection, processing, analysis and presentation of statistical data. Statistics authorities shall also have the right and duty to make observations on erroneous interpretations and improper use of the statistical information that they disseminate.
- **Transparency:** To facilitate proper interpretation of data, statistics authorities shall provide information on their sources, methods and procedures that have been used in line with scientific standards. The domestic law governing operation of the statistical systems must be made available to the public.

Principle 2: Quality

- **Relevance:** African statistics shall meet the needs of users.
- **Sustainability:** African statistics shall be conserved in as detailed as possible a form to ensure their use by future generations, while preserving the principles of confidentiality and protection of respondents.
- **Data sources:** Data used for statistical purposes may be collected from diverse sources such as censuses, statistics surveys and/or administrative records. The statistics organisations shall choose their sources in consideration of the quality of data offered by such sources and their topicality, particularly the costs incurred by the respondents and sponsors. The use by statistics authorities of administrative records for statistical purposes shall be guaranteed by domestic law, provided that confidentiality is preserved.
- **Accuracy and reliability:** African statistics shall be an accurate and reliable reflection of the reality.
- **Continuity:** Statistics authorities shall ensure continuity and comparability of statistical information over time.
- **Coherence and comparability:** African statistics shall be internally coherent over time and allow for comparison between regions and countries. To this end, these statistics shall make combined use of related data derived from different sources. They shall employ internationally recognised and accepted concepts, classifications, terminologies and methods.
- **Timeliness:** African statistics shall be disseminated in good time and, as far as possible, according to predetermined calendar.
- **Topicality:** African statistics shall reflect current and topical events and trends.
- **Specificities:** Statistical data production and analytical methods shall take into account African peculiarities.
- **Awareness-building:** State parties shall sensitise the public, particularly statistical data providers, on the importance of statistics.

Principle 3: Mandate for data collection and resources

- **Mandate:** Statistics authorities shall be endowed with a clear legal mandate empowering them to collect data for production of African statistics. At the request of statistics authorities, public administrations, business establishments, households and the general public may be compelled by domestic law to allow access to the data in their possession or provide data for the purpose of compilation of African statistics.
- **Resource adequacy:** As far as possible, the resources available to statistics authorities shall be adequate and stable to enable them to meet statistics needs at national, regional and continental levels. Governments of state parties shall have the primary responsibility to provide such resources.
- **Cost-effectiveness:** Statistics authorities shall use the resources so provided effectively and efficiently. This presupposes, in particular, that operations shall as far as possible, be programmed in an optimal manner. Every effort shall be made to achieve improved production and use of the statistics derived from administrative records, to reduce the costs incurred by respondents and, as far as possible, avoid expensive direct statistical surveys.

Principle 4: Dissemination

- **Accessibility:** African statistics shall not be made inaccessible in any way whatsoever. This concomitant right of access for all users without restriction shall be guaranteed by domestic law. Micro-data may be made available to users on condition that the pertinent laws and procedures are respected, and confidentiality is maintained.
- **Dialogue with users:** Mechanisms for consultation with all African statistics users without discrimination shall be put in place with a view to ensuring that the statistical information offered are commensurate with their needs.
- **Clarity and understanding:** Statistics shall be presented in a clear and comprehensible form. They shall be disseminated in a practical and appropriate manner, be available and accessible to all and accompanied by the requisite metadata and analytical commentaries.
- **Simultaneity:** African statistics shall be disseminated in a manner that ensures that all users are able to use them simultaneously. Where certain authorities receive advance information under embargo, to allow them time to respond to possible questions, public announcement shall be made indicating the nature of such information, the identity of the recipients and the set timeframe before its public dissemination.
- **Correction:** Statistics authorities shall correct publications containing significant errors using standard statistical practices or, for very serious cases, suspend dissemination of such statistics. In that event, the users shall be informed in clear terms of the reasons for such corrections or suspension.

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

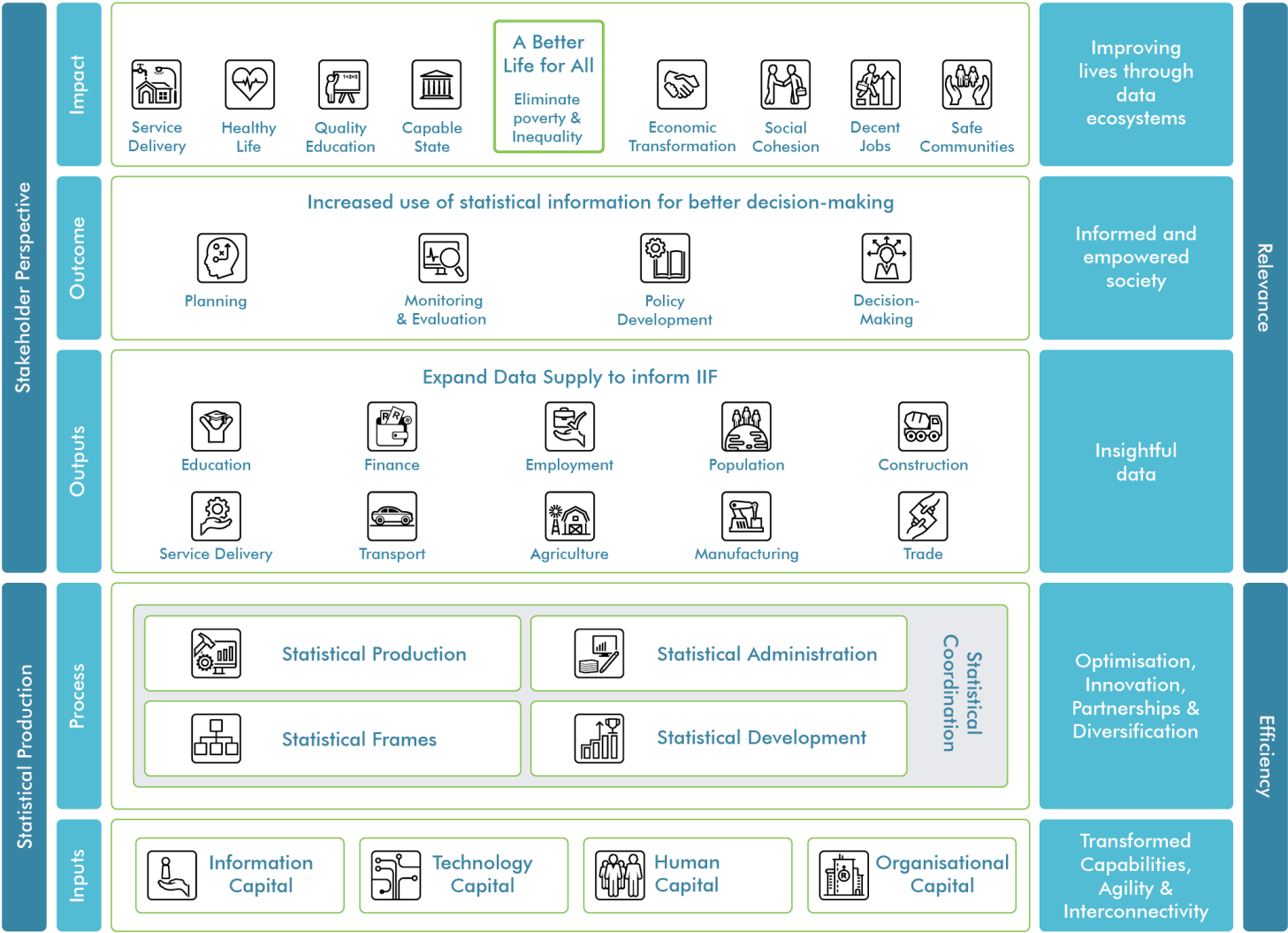
- **Confidentiality:** National statistics authorities, African statisticians and all those operating in the field of statistics in Africa shall absolutely guarantee the protection of the private life and business secrets of data providers (households, companies, public institutions and other respondents), the confidentiality of the information so provided and the use of such information for strictly statistical purposes.
- **Giving assurances to data providers:** Persons or entities interviewed during statistical surveys shall be informed of the objective of such interviews and of the measures put in place to protect the data provided.
- **Objective:** Data concerning individuals or entities collected for statistical purposes shall in no circumstance be used for judicial proceedings or punitive measures or for the purpose of taking administrative decisions against such individuals or entities.
- **Rationality:** Statistics authorities shall not embark upon statistical surveys except where pertinent information is unavailable from administrative records or the quality of such information is inadequate in relation to the quality requirements of statistical information.

Principle 6: Coordination and cooperation

- **Coordination:** Coordination and collaboration amongst statistics authorities in a given country are essential in ensuring quality and harmonious statistical information. Similarly, coordination and dialogue amongst all members of the African Statistical System are vital for harmonisation, production and use of African statistics.
- **Cooperation:** Bilateral and multilateral statistics cooperation shall be encouraged with a view to upgrading African statistics production systems.

Annexure 3: Strategy map

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



Annexure 4: Summary of publications

Monthly

Consumer price index (CPI)
Contract price adjustment provisions work group
Electricity generated and available for distribution
Export and import price indices
Food and beverages
Land Transport Survey
Manufacturing: Production and sales
Mbalo Brief
Mining: Production and sales
Motor trade sales
Producer price index (PPI)
Retail trade sales
Selected building statistics of the private sector as reported by local government institutions
Statistics of civil cases for debt
Statistics of liquidations and insolvencies
Tourism and migration
Tourist accommodation
Wholesale trade sales

Quarterly

Gross domestic product (GDP)
Manufacturing: Utilisation of production capacity by large enterprises
Quarterly employment statistics (QES)
Quarterly financial statistics (QFS)
Quarterly financial statistics of municipalities
Quarterly Labour Force Survey (QLFS)

Annually

Agricultural Survey
Annual financial statistics (AFS)
Building statistics
Capital expenditure by the public sector
Documented immigrants in South Africa
Domestic Tourism Survey (DTS)
Environmental economic accounts, fishery accounts for South Africa
Financial census of municipalities
Financial statistics of consolidated general government
Financial statistics of extra-budgetary accounts and funds
Financial statistics of higher education institutions
Financial statistics of national government
Financial statistics of provincial government
General Household Survey (GHS)

GHS series V: Energy
GHS series volume IV: Food security and agriculture
Governance, Public Safety and Justice Survey (GPSJS)
Labour Market Dynamics in South Africa
Marriages and divorces
Mid-year population estimates
Mineral accounts for South Africa
Mortality and causes of death in South Africa
Non-financial census of municipalities
Recorded live births
SA Statistics

Periodic (5–10 yearly)

A Survey of Time Use
Census 2022 Agricultural households
Census 2022 products: Statistical release
Compendium of Industrial Statistics
Construction industry
Consumer price index (CPI) weights (All urban)
Consumer price index (CPI) weights (Total country)
Electricity, gas and water supply
Energy accounts for South Africa
Income and expenditure of households
Men, women and children: Findings of the Living Conditions Survey
National Household Transport Survey (NHTS)
Post and telecommunications industry
Poverty profile of South Africa: Application of the poverty lines on the LCS
South Africa's young children: their parents and home environment
Subjective poverty in South Africa: Findings of the Living Conditions Survey
Transport and storage industry
Women and Men in South Africa: Ten years on

Annexure 5: List of abbreviations and acronyms

4IR	Fourth industrial revolution
AFS	Annual Financial Statistics
AG	Auditor-General
AI	Artificial intelligence
APP	Annual Performance Plan
BPM	Business Process Management
CAPI	Computer-assisted Personal Interview
CAWI	Computer-assisted Web Interview
CIPC	Companies and Intellectual Properties Commission
CMPI	Construction Materials Price Indices
CoE	Compensation of employees
COVID-19	Coronavirus disease
CPC	Central Product Classification
CPI	Consumer price index
CPS	Continuous Population Survey
CRM	Client Relationship Management
CRUISE	Center for Regional and Urban Innovation and Statistical Exploration
CRVS	Civil Registration and Vital Statistics
CS	Community Survey
DBE	Department of Basic Education
DDG	Deputy Director-General
DDM	District Development Model
DPSA	Department of Public Service and Administration
DSI	Department of Science and Innovation
DSIS	Data Source Inventory System
DTS	Domestic Tourism Survey
DU	Dwelling unit
EA	Enumeration area
EA	Enterprise Architecture
EEAs	Environmental Economic Accounts
ENE	Estimates of National Expenditure
EPMS	Executive and Project Management Development Support
GDP	Gross domestic product
GHS	General Household Survey
GIF	Geospatial Integrated Framework
GIS	Geographic Information System
GNU	Government of National Unity
GPSJS	Governance, Public Safety and Justice Survey
GSBPM	Generic Statistical Business Process

GSGF	Global Statistical Geospatial Framework
HEMIS	Higher Education Management Information System
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resources Management
ICASA	Independence Communications Authority of South Africa
ICT	Information and Communication Technology
IES	Income and Expenditure Survey
IIF	Integrated Indicator Framework
ILO	International Labour Organisation
IMF	International Monetary Fund
IOM	Integrated Operations Model
ISDIP	Integrated Service Delivery Improvement Policy
ISES	Integrated Stakeholder Engagement Strategy
ISIC	International Standard Industrial Classification of all Economic Activities
IT	Information Technology
KDFs	Key driving forces
LCS	Living Conditions Survey
LLMs	Large language models
LURITS	Learner Unit Record and Information Tracking System
ML	Machine learning
MoU	Memorandum of Understanding
MS	Microsoft
MTBPS	Medium-Term Budget Policy Statement
MTDP	Medium Term Development Plan
MTEF	Medium-Term Expenditure Framework
MYPE	Mid-year Population Estimates
MTSF	Medium-Term Strategic Framework
NGO	Non-government Organisation
NBP	New Building Project
NCA	Natural Capital Accounting
NDP	National Development Plan
NPO	Non-Profit Organisation
NPR	National Population Register
NSDS	National Strategy for the Development of Statistics
NSO	National Statistics Office
NSS	National Statistics System
OMF	Operations Management Framework
PAPI	Paper-assisted Personal Interview
PES	Post-enumeration Survey
PFMA	Public Finance Management Act

POPIA	Protection of Personal Information Act
PPI	Producer price index
PPP	Public Private Partnership
PSR	Public Service Regulations
PSU	Primary sampling unit
QA	Quality assurance
QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QFSSM	Quarterly Financial Statistics on selected Municipalities
QLFS	Quarterly Labour Force Survey
QMS	Quality Management System
RPPI	Residential Property Price Index
SA	South Africa/n
SAMPI	South African Multidimensional Poverty Index
SANBI	South African Biodiversity Institute
SANSS	South African National Statistics System
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Service
SAS	Statistical Analysis System
SASQAF	South African Statistical Quality Assessment Framework
SAYP	Survey of Activities of Young People
SCM	Statistical Capacity Monitor
SBR	Statistical Business Register
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SECO	Secretariat for Economic Affairs
SEEA	System of Environmental-Economic Accounting
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SLA	Service Level Agreement
SMS	Senior Management Staff
SMS	Stakeholder Management System
SOI	Statement of Intent
SONA	State of the Nation Address
SOOD	Strategy, Operations and Organisational Development
SOS	Staff Opinion Survey
Stats SA	Statistics South Africa
SVC	Statistical value chain
TVET	Technical and Vocational Education and Training
UE	Unauthorised Expenditure

UNECE	United Nations Economic Commission for Europe
UNFPOS	United Nations Fundamental Principles on Official Statistics
UNSD	United Nations Statistics Division
USS	User Satisfaction Survey
VAS	Volunteer Activities Survey
VUCA	Volatile, unpredictable, complex and unambiguous
XMUVI	Exports and Import Unit Value Indices

