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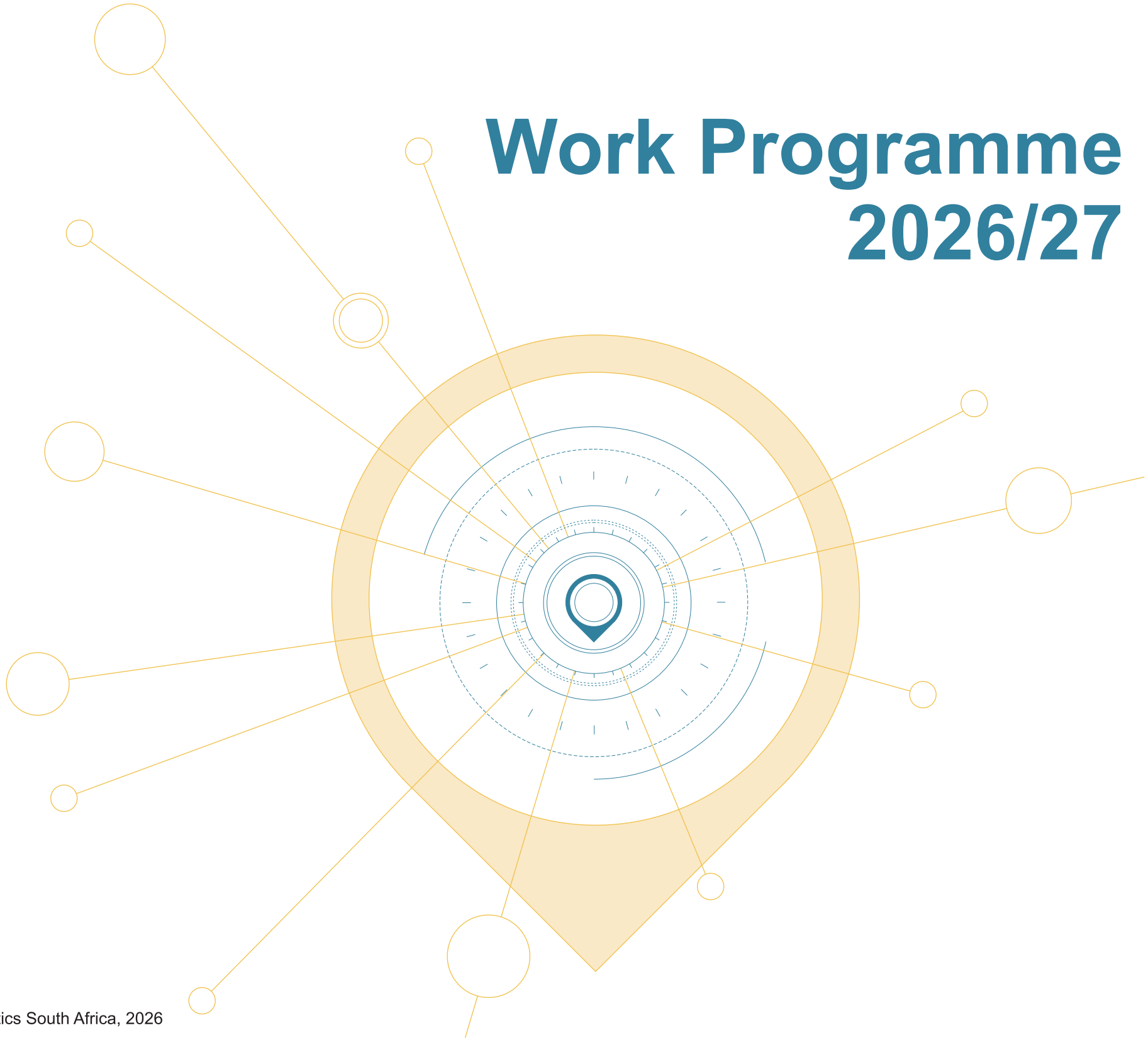
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Work Programme 2026/27



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Foreword by the Minister

Minister's Foreword – 2026/27

The year 2026 marks the 30th anniversary of the first census conducted in a democratic South Africa. Reflecting on this milestone, we are reminded of President Nelson Mandela's words when he accepted the results of Census 1996: "The Census itself was one of the defining milestones in the building of our new nation. Census '96 and its army of one hundred thousand enumerators marked a break with our divided past; by reaching every part of the country; by using the same methods for everyone; and by ensuring that as far as possible everyone was asked for information in their own language." The 30th anniversary stands as a powerful reminder of how the census helped lay the foundation for a united and inclusive South Africa, and it continues to guide our commitment to evidence-based nation-building.

Since the landmark census of 1996, StatsSA has continued to conduct population censuses at regular intervals and made history once again by becoming one of the first countries on the African continent to conduct a fully digital census in 2022. This expertise has been shared widely with other national statistics offices across Africa, further demonstrating Stats SA's position as a continental leader in official statistics. This leadership was cemented when StatsSA conducted a full digital census, making South Africa one of the first countries in Africa to successfully implement a digital census, set a benchmark in the region for data collection practices. This digital Census not only streamlines the data collection process but also opens new avenues for engaging citizens.

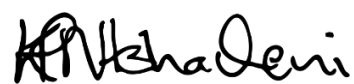
Despite ongoing fiscal constraints, Stats SA remains steadfast in its commitment to modernization. By advancing technology-enabled processes and adopting innovative statistical methodologies, Stats SA will continue to strengthen its position as a leader in the production of official statistics. StatsSA will maintain active engagement with National Treasury to secure the funding required to safeguard and sustain the country's national statistics system.

In a world characterised by complexity and uncertainty, informed decision-making is crucial, and data driven insights enable policymakers to assess the implications of initiatives and create evidence-based strategies that can effectively address societal challenges. Guided by its vision of Improving lives through data ecosystems, Statistics South Africa (Stats SA) continues to produce official statistics that enable government and society at large to monitor progress in critical areas that are essential to protecting and restoring human dignity for all citizens.

StatsSA continues to play a pivotal role in providing the empirical evidence required for policy formulation, implementation, and evaluation that enable government and policymakers' decision making. Its mandate was strengthened through the amendments to the Statistics Act, 1999 (Act No. 6 of 1999), which came into effect in October 2025. These amendments provide a critical foundation for a transformed and modernised national statistics system for better decision-making in the country. By expanding partnerships and strengthening collaboration across government, academia, civil society, and the private sector, the organisation will continue to build a robust data ecosystem that supports national development. The idea of a data ecosystem is not merely an abstract idea, but a tangible framework that creates an interconnected network that emphasizes the importance of high-quality data collection and management practices.

Together, we will continue to build a more equitable, capable, and prosperous South Africa, driven by high-quality data, informed decision-making, and a shared commitment to progress.

Yours in service

A handwritten signature in black ink, appearing to read 'Khumbudzo Ntshavheni'. The signature is fluid and cursive, with the first few letters being larger and more prominent.

Hon. Khumbudzo Ntshavheni
Minister in the Presidency



Foreword by the Chairperson of the Statistics Council

The South African Statistics Council (hereafter referred to as the Stats Council), established under the Statistics Act, 1999 (Act No. 6 of 1999) and strengthened by the Statistics Amendment Act, 2024 (Act No. 29 of 2024), serves as an independent advisory body to the Minister, the Statistician-General, and other organs of state on statistical matters. Its mandate includes promoting and safeguarding official statistics, coordinating statistical activities across the state, and ensuring the effective collection, production, and dissemination of data. In this capacity, the Stats Council will support the implementation of the 2026/2027 work programme.

The 2026/2027 financial year marks the second year of implementing the organisation's strategy. During this period, Stats SA will prioritise the following strategic focus areas:

- Implementation of the Statistics Amendment Act, 2024
- Sustaining the quality of national indicators
- Modernising and innovating survey operations, including CPS and CAWIS
- Driving a transformation and organisational change agenda
- Investing in skills required for the future

These strategic focus areas are intended to strengthen the organisation's ability to produce credible, relevant, and timely official statistics. They also aim to position Stats SA to respond more effectively to the growing demand for data, enhance operational efficiency through modernised data systems, and ensure that the institution has the skills and capabilities required to support a rapidly evolving data environment. Together, these priorities will guide the organisation in improving the quality, accessibility, and impact of official statistics in support of evidence-based decision-making and national development.

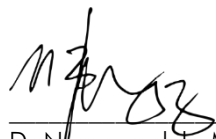
Despite these priorities, several strategic risks remain. Demand for statistical products continues to far exceed available resources. Operations are frequently disrupted by internal and external environmental factors, while the quality and periodicity of surveys remain at risk due to funding constraints. Additional challenges include inadequate funding for Centres of Excellence, high vacancy rates, limited ICT infrastructure, and insufficient resources to implement new standards, classifications, and statistical frameworks. Although Stats SA has mitigation measures in place, these constraints continue to pose serious risks to the organisation's ability to deliver on its mandate.

The work programme reflects innovation across departments, with plans to release 299 statistical reports and publications. The organisation has also revised its 2026/2027 plans to align with its current budget allocation. While this demonstrates responsible planning, it is important to recognise that the current budget significantly constrains key activities necessary to maintain high-quality statistics.

In addition to concerns about the high vacancy rate and the further impact of early retirements, a critical issue in the current financial year is the lack of additional funding to expand the master sample, as well as the absence of funding for the Community Survey (CS). Using a smaller master sample increases the risk of unreliable data, weaker statistical precision, and reduced representativity. For this reason, additional funding to expand sample sizes across surveys is strongly recommended.

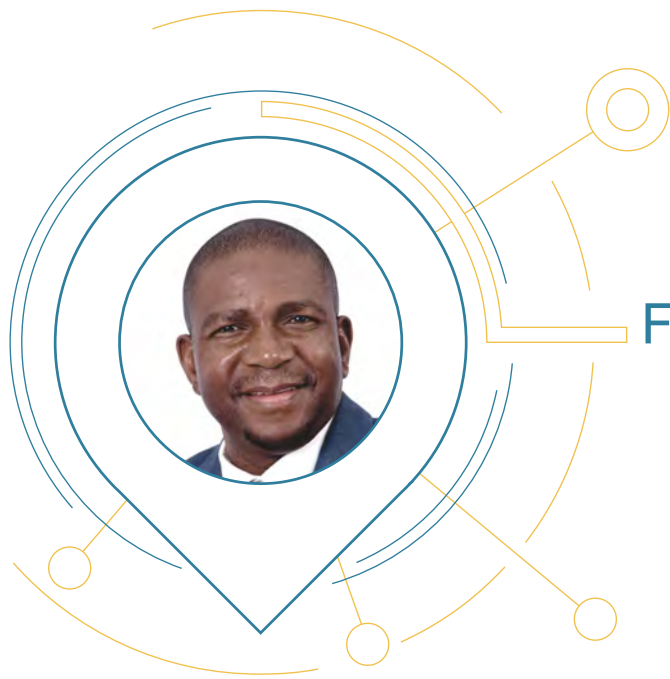
Similarly, failure to fund the Community Survey, which provides vital inter-census population data, poses a significant risk to evidence-based policymaking, economic planning, and the overall credibility of national statistics. The Stats Council therefore urges that funding for the expanded master sample and the Community Survey be treated as an urgent priority to ensure that population data remain current and reliable.

The Stats Council welcomes the planned implementation of the Statistics Amendment Act, 2024, which will strengthen Stats SA's ability to build partnerships and broaden data sources within a more inclusive national data ecosystem. Together with continued digital innovation, this reform has the potential to significantly enhance the production, integration, and accessibility of quality statistics across all sectors of society.



Dr Nompumelelo Mbele

Chairperson of the South African Statistics Council



Foreword by the Statistician-General

As we embark on the new financial year, we continue to build on the strong foundations laid in previous years, shifting our focus towards deepening implementation and driving meaningful progress in producing dependable, trusted and high-quality official statistics. We now enter the second year of our new five-year strategy, a chapter that represents an important turning point in our organisational journey. This phase demands leadership that is bold, agile, and unwavering in its pursuit of excellence.

We must also confront a difficult truth: South Africans are enduring the compounded effects of natural disasters, economic volatility, and profound societal challenges. These realities bring a critical question sharply into focus: What is the role of Stats SA in equipping decision-makers to plan better and make informed decisions?

The answer is clear. Our relevance as an organisation rests on our ability to provide credible, timely, and actionable evidence that government and society need to protect the vulnerable, allocate resources effectively, and respond decisively to the needs of our people. In moments of uncertainty, statistics are not merely numbers; it is an instrument for accountability, a catalyst for progress, and a safeguard for democracy itself.

By strengthening the quality and accessibility of our official statistics, Stats SA plays a central role in enabling a capable and developmental state, one that can anticipate challenges, plan strategically, and improve the lives of all South Africans as echoed in our vision statement.

Around the world, National Statistics Offices are evolving into strategic institutions that not only generate data but also provide the evidence as backbone for national development, social cohesion and economic resilience. Stats SA continues to align itself with this global trajectory, ensuring that our work remains relevant, impactful, and responsive to the country's needs.

We will continue to play a pivotal role in innovation, embracing the latest technologies and maintaining our position as a key role player in statistical development nationally, regionally, across the continent, and globally. In his State of the Nation Address delivered in February 2026, the President highlighted that "Our economy is growing once again, and that this growth is gaining momentum. Notably, South Africa has now experienced four consecutive quarters of GDP growth, but we know that it must grow much faster to meet our social and economic challenges." This reality underscores the critical importance of our work in independently providing the reliable evidence base needed for informed decision-making and sustainable progress.

As the collective leadership of Stats SA, we must champion a culture shift that places innovation, accountability, and a strong service ethos at the centre of our work. We remain steadfast in our commitment to transformation, equity, and meaningful inclusion, implementing strategic initiatives designed to elevate marginalised groups and reinforce leadership development pipelines.

Equally, as employees of this mighty organisation, we must remain mindful of the lived realities of our fellow citizens. We carry the responsibility to produce official statistics and evidence that accurately reflect the issues affecting society across all levels.

This serves as a reminder that each of us has a role to play in leading proactively, solving problems creatively, and modelling the professional behaviours we expect to see throughout the organisation. Together, we can uphold the standards of excellence that define Stats SA and strengthen the trust placed in us by the nation.

Our priorities for 2026/2027 are driving legislative reform to ensure our mandate remains relevant, future-focused, and responsive to the country's evolving data needs; sustaining the quality of national indicators, protecting the credibility, integrity, and methodological excellence that continue to define Stats SA's reputation; leading a digital transformation and change agenda that modernises how we work, strengthens our culture and positions the organisation for a rapidly evolving data ecosystem; and re-engineering the household survey programme to improve efficiency, agility, and data quality, ensuring that our surveys remain fit for purpose and technologically advanced.

When we take ownership at every level, we not only strengthen our teams, but lead by example and reinforce the culture we aspire to build. To succeed and make a lasting impact on the data ecosystem, we must be willing to change how we operate. Our ability to transform how we lead, deliver, and serve will determine the impact we make in the years ahead.

I would like to thank every staff member of Stats SA for your continued hard work, dedication and support, especially in various projects currently underway within the organisation. I want us to start this new financial year with excitement, rejuvenated and re-energised and remember our mantra that "it all starts with me" in serving the citizens of this country.

I remain immensely grateful for the support Stats SA receives from the Statistics Council under the leadership of Dr Nompumelelo Nzimande-Mbele. Above all, I want to thank the Minister in the Presidency, Honourable Khumbudzo Ntshavheni, and the Deputy Minister, Honourable Nonceba Mhlauli, for their unwavering leadership, support, and commitment to upholding the independence of official statistics.

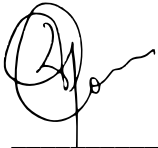


Risenga Maluleke
Statistician-General of South Africa

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 2026/2027.



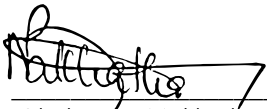
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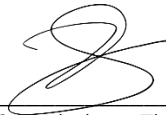
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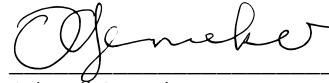
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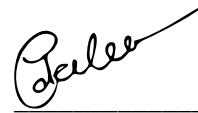
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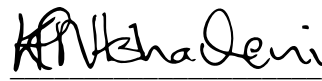


Celia de Klerk
Chief Director: Strategy, Operations
and Organisational Development



Risenga Maluleke
Statistician-General of South Africa

Approved by:



Hon. Khumbudzo Ntshavheni
Minister in the Presidency





Strategic overview

1. Strategic overview

1.1 Introduction

The world is undergoing rapid and profound transformation, and with it, the role of National Statistical Systems is expanding across sectors. In an increasingly interconnected global environment, collaboration and partnership have become essential, positioning all stakeholders, including Statistics South Africa (Stats SA), firmly within the broader data ecosystem. This interconnectedness is being shaped by advanced technologies, agile economic models, and significant political shifts, as reflected in South Africa's current governance landscape under the Government of National Unity.

This work programme aims to drive the following five strategic priorities to ensure the organisation is positioned as a key player in the national statistics system and the data ecosystem:

Sustaining and protecting the quality of national indicators: The demand for high-quality statistical information continues to grow at a pace that far exceeds the available supply of relevant data to inform policy, planning, and decision-making. At the same time, persistent fiscal constraints pose challenges in fully implementing international standards and statistical classifications as well as responding to new data demands. Despite these pressures, Stats SA remains committed to safeguarding the integrity, credibility, and quality of South Africa's national indicators. The organisation will continue to strengthen methodological rigour, respond to emerging data needs, and align its work with both national priorities and international policy agendas. These efforts are central to enhancing South Africa's capacity for effective service delivery and advancing the country's strategic priorities, namely driving inclusive economic growth and job creation, reducing poverty and the high cost of living, and supporting the development of an ethical and capable state, as articulated in the Medium-Term Development Plan (MTDP). By protecting the quality of national indicators, Stats SA ensures that decision-makers are equipped with reliable evidence to guide the country's developmental trajectory.

Driving legislative and statistical reform: The proclamation of the Statistics Amendment Act, 2024 indicated that it was effective 1 October 2025. The amendment designates the Statistician-General of the Republic and the head of Stats SA and strengthens the organisation's authority to coordinate the National Statistics System. Work is already underway to develop the policies, regulations, and guidelines required to implement these amendments effectively. In a world of constant change, it is crucial that National Statistical Systems remain agile and forward-looking to maintain relevance and leadership within the data ecosystem.

Modernise and innovate the business operating model: In alignment with international best practices and emerging statistical methodologies, Stats SA will continue to modernise its operating model by adopting innovative techniques and advanced digital systems. These efforts aim to enhance the efficiency, timeliness, security, cost-effectiveness, and overall responsiveness of our data products and services. To fulfil our mandate of producing, disseminating, and coordinating official statistics, the organisation is driving a suite of technology-enabled initiatives. Over the next three years, Stats SA will redesign, test, and implement the Continuous Population Survey (CPS) and introduce web-based data collection across business surveys. While not entirely new to the organisation, these approaches are being significantly enhanced to reflect a rapidly evolving operational environment, ensuring that our statistical processes remain robust, agile, and future-ready.

Driving digital business transformation and change is essential for building an agile, competitive, and future-ready organisation. By modernising processes, integrating advanced technologies, and leveraging data-driven insights, we aim to improve efficiency, reduce operational costs, and enhance service delivery. Embracing digital transformation is not just a technological evolution; it is a strategic imperative for sustained growth, innovation, and long-term relevance in a rapidly changing world. Stats SA will invest in researching and implementing emerging technologies, including cloud computing, artificial intelligence (AI), and machine learning, to enhance efficiency, strengthen analytical capabilities, and modernise statistical production processes.

Investing in skills development: In a rapidly evolving statistical landscape, sustained investment in skills development is critical in ensuring organisational relevance, accuracy, and innovation. As new technologies, advanced methodologies, and complex data sources transform the way statistics are produced and analysed, developing a highly skilled and adaptable workforce becomes a strategic imperative. We will be building capabilities in data science, digital tools, emerging statistical techniques, and modern survey methodologies to strengthen the organisation's ability to respond to changing information needs, improve data quality, and enhance service delivery. Ultimately, skills development is not only an investment in people, it is an investment in institutional resilience, operational excellence, and the long-term credibility of the National Statistics System.

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, fostering a dynamic environment where individuals take responsibility, seek creative solutions, and uphold high standards. This shift requires a mindset of "It starts with me," promoting continuous learning and professionalism. It will guide our transformation journey, fostering meaningful engagements in a caring environment, led by ethical and decisive leadership. Aligning our culture with strategy will enhance efficiency and positivity in the workplace

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 prioritises 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.

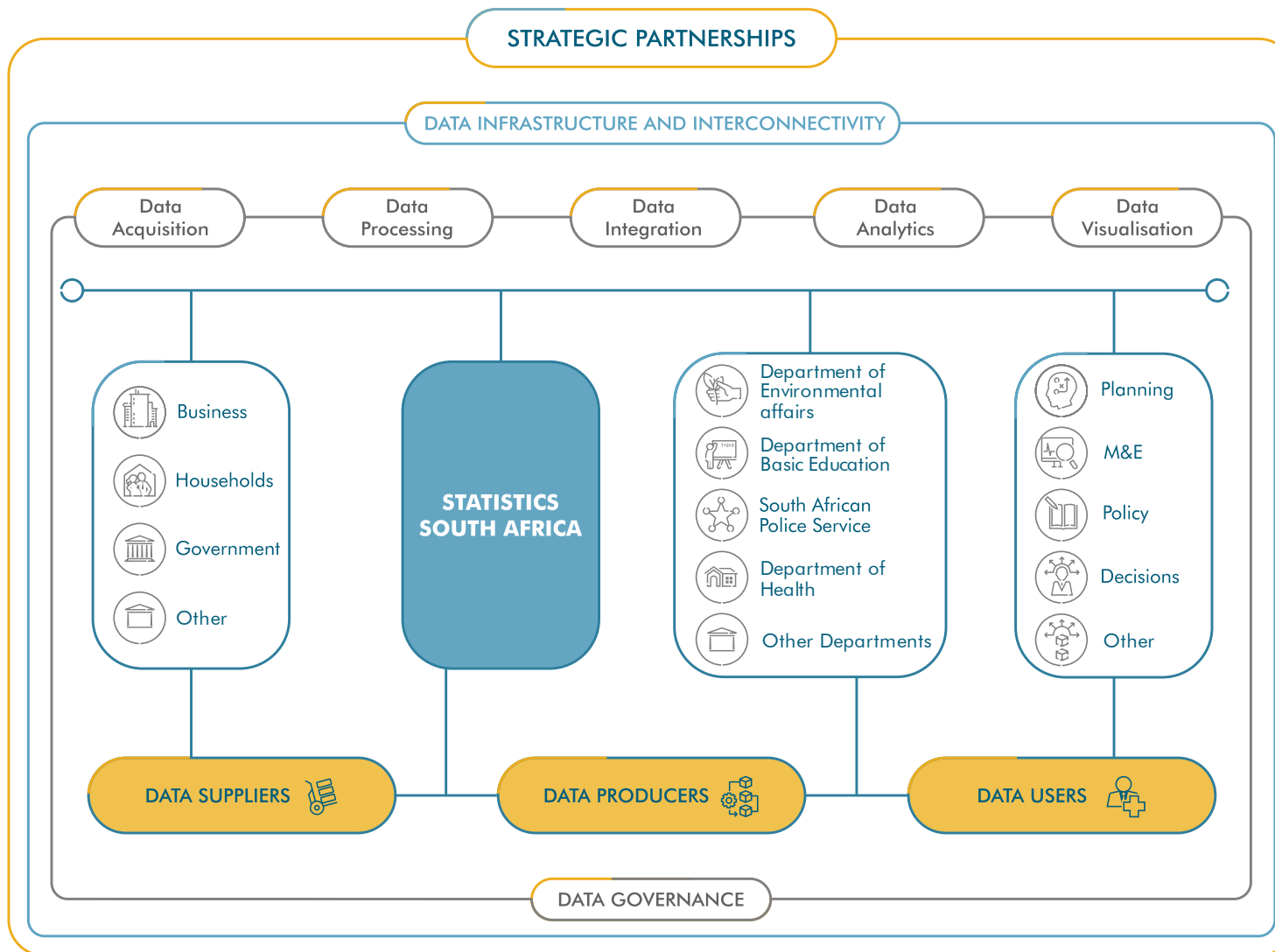
Data ecosystem



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.

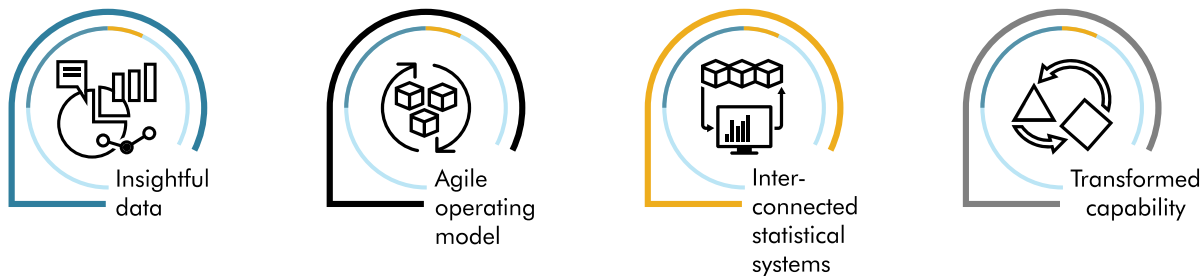


1.2.4 Strategic impact

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



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 – 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 the National Statistics 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*:



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

Strategic outcome 2: Agile operating model

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*:



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

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 utilise statistical data efficiently.

Outcome statement: By 2030, the national statistics 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 as amended.

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, 1999 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*:



- Drive statistical reform by rolling out the Statistics Act, 1999 as amended
- Lead and direct 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:



- 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

1.2.6 Key strategic risks

The following strategic risks have been identified in line with the strategic outcomes that may impact on the execution of the strategy:

Outcome	Strategic risk	Mitigation strategy
Insightful data	Coverage and quality gaps might inhibit the organisation to respond to emerging data needs, impacting on the relevance of Stats SA	<ul style="list-style-type: none"> • Develop the NSDS to guide statistical development and practice to address the data, quality and skills gap in the NSS • Invest in alternative data sources • Envision a data ecosystem that capitalises on new entrants, methodologies and technology to respond to user demand
Agile operating model	External disruptions impacting negatively on the business operations and sustainability of the organisation	<ul style="list-style-type: none"> • Establish strategic partnerships to capitalise on capabilities in the international statistics community and private sector • Invest in innovation and research to advance new and innovative methodologies and technologies • Invest in new emerging digital capabilities such as AI and ML

Outcome	Strategic risk	Mitigation strategy
Interconnected statistical system	Slow pace of implementation of the Statistics Amendment Act, 2024 and minimal cooperation by entities in the NSS will lead to fragmentation of the statistical system, resulting in a growing data gap	<ul style="list-style-type: none"> Fast-track the implementation of the amended Statistics Act, 1999, 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 resource base, resulting in an increase in workload, and limiting career and other opportunities that impacts on the quality of work	<ul style="list-style-type: none"> Invest in non-monetary incentives to boost staff morale Provide opportunities to staff to be exposed to other areas
	Lack of adequate skills and capability within the statistical system to respond and capitalise on the digital economy	<ul style="list-style-type: none"> Implementation of the skills development strategy

1.2.7 Linking the MTEF budget to strategic outcomes

Strategic outcome	2026/27	2027/28	2028/29
	(R million)	(R million)	(R million)
Insightful data	669 962	703 519	707 649
Agile operating model	1 173 023	1 226 345	1 277 648
Interconnected statistical systems	46 110	47 528	49 660
Transformed capability	1 094 452	1 116 823	1 166 678
Total	2 983 547	3 094 215	3 201 635

1.3 Environmental analysis

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.

1.3.1.1 Political environment

South Africa's current political environment is defined by coalition governance, fluctuating public confidence, and an increasingly complex governance landscape. In this context, credible, independent statistical information is more crucial than ever for guiding policy and planning.

The demand for timely and reliable data continues to rise across society. With the 2026 municipal elections approaching, the need for robust demographic and population statistics becomes even more pressing to support democratic processes. Parliament has reaffirmed that Stats SA's work underpins the credibility of democracy, especially in monitoring poverty, inequality, unemployment, and progress toward the Sustainable Development Goals. In times of political uncertainty, official statistics also play a vital role in ensuring transparency and shaping investor confidence.

Although its role is widely recognised, Stats SA remains underfunded, which weakens its ability to fully deliver on its mandate and support national planning. The current political climate – marked by coalition tensions, shifting public trust, and heightened scrutiny – places greater pressure on the organisation to remain apolitical, transparent, and methodologically rigorous. Upholding the principles of the Statistics Act, 1999 is therefore essential to protecting institutional integrity.

Stats SA's core mandate remains unchanged: to generate and disseminate high-quality statistical data that informs decisions aimed at improving the lives of South Africans. This includes measuring inclusive growth, job creation, poverty levels, and the cost of living. With almost 300 statistical releases annually, extending down to provincial level. Stats SA has developed an Integrated Indicator Framework (IIF) to align national, continental, and global data needs. Engagement with external stakeholders has highlighted persistent data gaps – especially at lower geographic levels – reinforcing the need to expand local-level statistical production. Researching the use of alternative data sources to address the data gap is a major strategic initiative that the organisation will focus on over the medium term.

To protect the relevance and resilience of national statistics amid political tension, Stats SA will continue to safeguard its independence, uphold rigorous methodological standards, pursue adequate funding, and strengthen public communication and advocacy to foster trust. In an era of uncertainty and technological changes almost daily, trusted statistics become a stabilising force, reinforcing democratic credibility and supporting evidence-based decision-making.

1.3.1.2 Economic reality

South Africa's economic reality is characterised by slow growth, fiscal pressures, and persistent socio-economic challenges, even as its improved standing in international financial markets and removal from the grey list in the 2025/26 financial year help to restore investor confidence and strengthen credit ratings. These conditions heighten the need for credible, independent, and timely socio-economic statistics.

Weak growth, widening inequality, and climate-related risks demand more granular and reliable data to guide policy. Stats SA already produces over 240 economic and environmental statistical releases, which are fundamental to economic planning and fiscal oversight. However, fiscal constraints limit expansion, particularly of economic series needed at lower geographic levels and the services sector of the economy.

This environment brings both pressure and opportunity for Stats SA. While underfunding and political volatility present risks, the agency's role is increasingly vital. By safeguarding its independence, upholding rigorous statistical standards, and ensuring the continuous availability of high-quality economic and social data, Stats SA remains a stabilising force supporting economic recovery, democratic governance, and evidence-based decision-making.

Accurate and reliable economic data are now more critical than ever. Stats SA measures key national indicators – including GDP, CPI, PPI, financial statistics, and unemployment – which form the backbone of policy formulation. To sustain the quality of these indicators, Stats SA will prioritise high-impact economic series, and reassess the frequency, coverage, and affordability of its outputs.

While emerging technologies and alternative data sources offer opportunities to enhance official statistics, they will require medium-term investment to build capability across the national statistics system. Stats SA will continue modernising its survey operations to improve efficiency, protect data quality, and ensure that national indicators remain robust inputs into government's policy and planning responses to a declining economic environment.

1.3.1.3 Societal changes

South Africa's societal realities are marked by persistent poverty, structural unemployment, demographic pressures, and deep inequality, and unequal access to services that intensify the demand for credible, independent, and granular official statistics. In this environment, Stats SA plays a critical stabilising role, providing the evidence base needed for effective planning, social policy, and democratic accountability.

Despite long-term improvements, poverty remains widespread. The poverty trends report indicates that a large proportion of South Africans continue to live in poverty, mostly affecting children, black Africans, women, large households, and rural communities. These conditions create rising demand for disaggregated poverty and living-conditions statistics to support targeted interventions.

South Africa continues to experience severe labour market pressures, with unemployment persistently above 30%. This has intensified demand for timely, reliable labour market statistics and increased pressure on Stats SA to sustain frequent, high-quality employment and economic surveys. To reflect population and household growth, Stats SA has revised its master sample for household surveys, resulting in a larger QLFS sample. A parallel survey will be implemented in 2026/27 to assess the impact of this revision. However, declining budgets place the QLFS at significant risk, as the expanded sample requires additional fieldworkers and increased operational capacity to ensure consistent, high-quality data collection.

Vulnerable groups in South Africa – children, youth, women, black Africans, persons living with disabilities and rural communities – continue to face layered social and economic hardships including lack of access to services, poor education outcomes, and unemployment. These conditions significantly increase demand for more frequent, detailed, and geographically granular statistics. Stats SA currently publishes the South African Multidimensional Poverty Index; however, additional fund allocation will allow dedicated surveys to measure key social dynamics concerning persons living with disabilities and other deprivation indicators.

Societal complexity drives increased demand for poverty and inequality metrics, labour-market data, gender and youth outcomes, migration and population statistics, and access-to-services indicators. Government, civil society, academic researchers, and international bodies rely on these indicators for policy formulation, targeted service delivery, and SDG reporting. However, fiscal constraints limit Stats SA's ability to expand surveys, increase geographic disaggregation, and respond to emerging data needs while also modernising data-collection methods.

To address some of these pressures, Stats SA has commenced with the redesigning of the household survey programme to integrate surveys, improve cost efficiency, and introduce a modular approach that accommodates new social topics. Testing and piloting of the Continuous Population Survey (CPS) is planned for 2026/27, but full implementation will depend on additional funding.

1.3.1.4 Technology changes

Technological changes are fundamentally reshaping how national statistical offices (NSOs) operate. The Organisation for Economic Cooperation and Development (OECD) reports that digital transformation is altering institutional operations and raising expectations from data users, requiring NSOs to adapt their digital capabilities quickly. Similarly, United Nations Economic Commission for Europe (UNECE) highlights that NSOs now operate in an environment marked by new data sources, privacy concerns, declining response rates, and the rise of AI – forcing them to rethink their roles and modernise their strategies. Today's users demand faster data turnaround times, more granular, real-time, and interactive statistics and access across digital platforms (mobile, dashboards, APIs) whilst facing financial constraints.

The PARIS21 framework emphasises that AI is reshaping how societies produce and use data, offering NSOs opportunities to improve efficiency, timeliness, and accessibility. However, AI adoption requires responsible and ethical data management and privacy protection. Strong institutional, human, and technical capacity and capability will be required to move forward in the digital age.

Technological changes are creating both unprecedented opportunities and significant pressures for NSOs. They must transform digitally, adopt AI responsibly, integrate new data ecosystems, and strengthen governance while managing financial constraints and rising public expectations. The future relevance and credibility of official statistics depend on how effectively NSOs navigate these shifts.

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.

Stats SA's current technology and infrastructure is 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's strategic shift to the new data ecosystem is to invest in the integration of administrative data, big data, geospatial data, private sector and transactional data. Traditional systems cannot fully handle the volume, velocity, and variety of modern data streams. It is therefore critical that the organisation invests in an enterprise architecture that will facilitate and enable new technologies.

Driving these technological changes require the organisation to modernise its ICT infrastructure to keep pace with innovation, adopt AI and automation responsibly, build capacity in AI and data science, redesign workflows, and integration of new administrative and big-data sources. Stats SA is in the process of developing a digital business transformation strategy that aims to drive innovation, digitalisation and automation across the statistics value chain. A data governance and management strategy and framework will be developed over the medium term to ensure good governance of statistical data in the data ecosystem.

1.3.1.5 Environmental changes

Similar to technological advancements, so are the environmental changes which people experience daily. Climate change has influenced a lot of political and environmental policies and regulations worldwide, which have to be implemented to protect the planet, hence the implementation of Just in Transition in South Africa. 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 jeopardising food security and migration patterns, requiring relevant data that, when analysed, can offer better insights for policymakers. 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.

1.3.1.6 Industry changes

Data is increasingly viewed as a strategic asset in the digital age, valued for its ability to generate insights, optimise operations, and enhance services. Across the private sector, data drives competitive advantage by revealing market trends and improving customer experiences. For governments, it is an essential resource for evidence-based decision-making, efficient service delivery, and innovation that supports national development. As the global data landscape evolves rapidly, national statistical offices (NSOs) are under growing pressure to modernise, adopting new technologies and innovative methods to remain relevant and meet rising demands for timely, high-quality information.

Rapid technological advancements, particularly in artificial intelligence, advanced computing, and big-data ecosystems, are reshaping the global statistics industry, presenting both opportunities and strategic imperatives for national statistical offices (NSOs). AI-powered automation, agentic systems, and emerging computing architectures are accelerating data processing and enabling more timely, granular, and complex statistical outputs, with early adopters reporting substantial efficiency gains and cost reductions. At the same time, the explosion of new digital and administrative data sources requires NSOs to modernise traditional workflows, strengthen governance frameworks, and build institutional capacity to harness these data responsibly. As AI becomes a foundational enabler across statistical domains, global frameworks emphasise the need for NSOs to develop “AI readiness” to remain credible and relevant in an increasingly hyperconnected, data-rich environment. Ensuring digital trust, strengthening data protection, and investing in cybersecurity remain essential as users demand faster access to high-quality, real-time statistics.

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.

1.3.1.7 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 Protection of Personal Information Act (POPIA), 2013 (Act No. 4 of 2013) 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.

The most significant legislative shift affecting Stats SA is the Statistics Amendment Act, 2024, signed into law in December 2024 and formally brought into effect on 1 October 2025. This Act introduces major reforms to the national statistical system. First, it amends the Statistics Act, 1999, updating definitions and expanding the Statistician-General's powers, including authority to develop and implement both the National Statistics System and a National Strategy for the Development of Statistics, strengthening coordination across all data-producing entities in the state. Second, it requires organs of state to establish statistics units, submit annual statistics plans and reports, and participate in a newly established Statistical Clearing House – a central mechanism intended to standardise and improve the quality of official statistics across government.

One of the most consequential changes is the formal restructuring of South Africa's census cycle, shifting from the previous 5-year legal requirement to a 10-year census interval, in line with longstanding practice. This adjustment reshapes long-term planning, funding cycles, and field operations for Stats SA.

Taken together, these legislative changes significantly expand Stats SA's mandate, formalise its leadership role in the national data ecosystem, increase intergovernmental coordination obligations, and require systemic improvements in data governance and quality assurance. They also impose new institutional responsibilities on other government departments, which will influence Stats SA's oversight, technical support, and regulatory functions going forward.

1.3.2 Internal environment

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 and inefficient 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 that 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 2 501 filled posts out of 3 301 funded posts, resulting in a vacancy rate of 24% as of 31 December 2025. The vacancy rate continues to rise due to the declining fiscus. A comprehensive reprioritisation process is underway to identify and protect critical posts. In 2026/27, Stats SA will review its organisational establishment to respond to new and emerging requirements stemming from the revised strategy, amendments to the Statistics Act, 1999, and the implications of the ongoing modernisation process. To mitigate the challenges created by the high vacancy rate, the organisation will also develop a forward-looking retention and succession plan.

Employment equity: Females represent more than 55,6% 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 144, which translates to 5,7% 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 where funding allows.

Skills and capability: Organisational capability to deliver on its mandate remains constrained by the limited budget. This has affected the implementation of the training programme aimed at equipping staff with the skills required for future demands. Stats SA's skills development strategy is focused on preparing employees for a rapidly evolving digital landscape. The strategy prioritises investment in data science, data management, systems development, and leadership for transformation and change. Over the next four years, key initiatives will include conducting a comprehensive skills audit, establishing partnerships with universities in priority areas, and rolling out online training programmes.

Organisational capital

Strategy and performance: Stats SA is a high-performing organisation. The organisation consistently achieved more than 90% of its targets as set out in the annual performance plans despite a declining fiscus. The organisation received an unqualified audit opinion in 2024/25, 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.

Organisational design: The modernisation of the statistical value chain continues to shape and influence the organisational structure. In addition, the new strategy and amendments to the Statistics Act, 1999 will necessitate further structural adjustments. The organisation has initiated a comprehensive structure review to ensure that the future design is fit-for-purpose and fully aligned with the new five-year strategic plan.

Culture & Leadership style: Leadership has endorsed a comprehensive culture-shift programme to support the successful implementation of the new strategic plan. The programme promotes a culture rooted in accountability, innovation, and personal responsibility, captured in the ethos of "It Starts With Me." This approach is intended to cultivate a future-focused working environment that empowers employees, strengthens organisational cohesion, and enhances overall performance. The culture-shift programme will be implemented progressively over the medium term and will include targeted initiatives such as leadership engagement sessions, behavioural change workshops, employee empowerment campaigns, and the integration of culture-change principles into performance management processes. These efforts aim to embed the desired organisational values and ensure that staff at all levels actively contribute to building a modern, agile, and high-performing institution.

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, 1999, 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 governance positions are among the prioritised posts to be filled.

Management processes: The business environment is rapidly evolving, requiring organisations to adopt management processes that enable them to navigate complexity, seize opportunities, and achieve their goals effectively. Stats SA's strategic direction is well articulated and was developed collaboratively with the organisation's leadership. However, challenges continue to surface during strategy execution. Current planning and reporting processes are not fully aligned, staff morale remains low, and leadership communication on forthcoming transformation initiatives has been insufficient, contributing to resistance to change.

In response to these management challenges, Stats SA will, over the medium term, develop an integrated planning and reporting system designed to strengthen strategic and operational monitoring and evaluation. This system will support coherence across organisational processes and improve accountability for results. Furthermore, the organisation will continue to invest in management capability to lead transformation and change in an increasingly disruptive environment, ensuring that leaders at all levels are equipped to guide the organisation through ongoing modernisation.

Statistical production process: Stats SA's operating model, as reflected in the SVC, has been effective over the years, enabling the publication of over 250 statistical products annually. 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 organisation's strategy is to optimise the efficiency and effectiveness of the statistical production process through the modernisation and innovation of core business processes. Central to this modernisation agenda is the adoption of digital technologies that reduce manual interventions, improve data quality, shorten turnaround times, and enhance overall productivity. The adoption of Computer-assisted Personal Interviewing (CAPI) for mostly the household survey programme improved data collection efficiency.

As part of this shift, Stats SA will intensify its transition toward web-based data collection for economic surveys. This approach will allow respondents to submit information more conveniently and securely, reduce reliance on traditional collection methods, and support real-time monitoring of response rates and data quality. The move to digital data-collection platforms also lays the foundation for improved integration across the statistical value chain, enabling more seamless processing, validation, and dissemination of economic statistics.

Statistical frames: Stats SA deploys two distinct statistical frames that form the basis for drawing samples for surveys in social and economic statistics. Firstly, it is the Geospatial Information Frame (GIF) that consists of layers of georeferenced structures such as dwellings, businesses, place names, enumeration areas, small areas and other administrative boundaries that form the base reference for the planning, field operations and dissemination of censuses and household surveys. The ever-present challenge is to ensure that the GIF is maintained and updated to accurately reflect geographic changes in the country. The strategic focus going forward is to deploy Artificial Intelligence and machine learning capabilities that use automated spatial feature extraction from satellite and drone imagery to maintain the GIF.

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 impact statistical outputs such as ISIC Rev.5, SNA 2025, and EEA. Stats SA aims to conclude the development of national classifications (adopting/adapting of the international version to a national standard, namely ISIC Rev.5 to SIC 8). While implementation of the ISIC Rev.5 is an integral part of the overall development process, separate training programmes for specialists involved in the development and use of the classifications will be conducted in 2026/27 for capacity development on the effective, efficient and proper use of the classification. The implementation of these standards may be delayed due to budget constraints. The strategic focus over the medium term is drafting

a standardisation framework for the NSS, which in turn will inform the operational model for developing and implementation of statistical standards and classifications for NSS entities.

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. 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's integrated stakeholder management strategy aims to enhance the coordination and integration of stakeholder management activities under a unified approach, thereby enhancing the experience of stakeholders in the use of statistical products and services. A key focus area will be developing a communication, publicity and advocacy strategy to position Stats SA as a key player in the data ecosystem.

Statistical coordination: Section 14 of the Statistics Act, 1999 outlines the responsibility for statistical coordination in the country. The Statistics Amendment Act, 2024 that was promulgated in October 2025, makes provision for the participation of partners in the statistics system in the development of the National Strategy for Development of Statistics (NSDS) to address the data, quality and skills gap in the national statistics system. The organisation will also embark on the development of regulations to strengthen the implementation of the Statistics Act, 1999. 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 indicators relating to the District Development Model, to align data needs at the district level.

1.3.3 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.

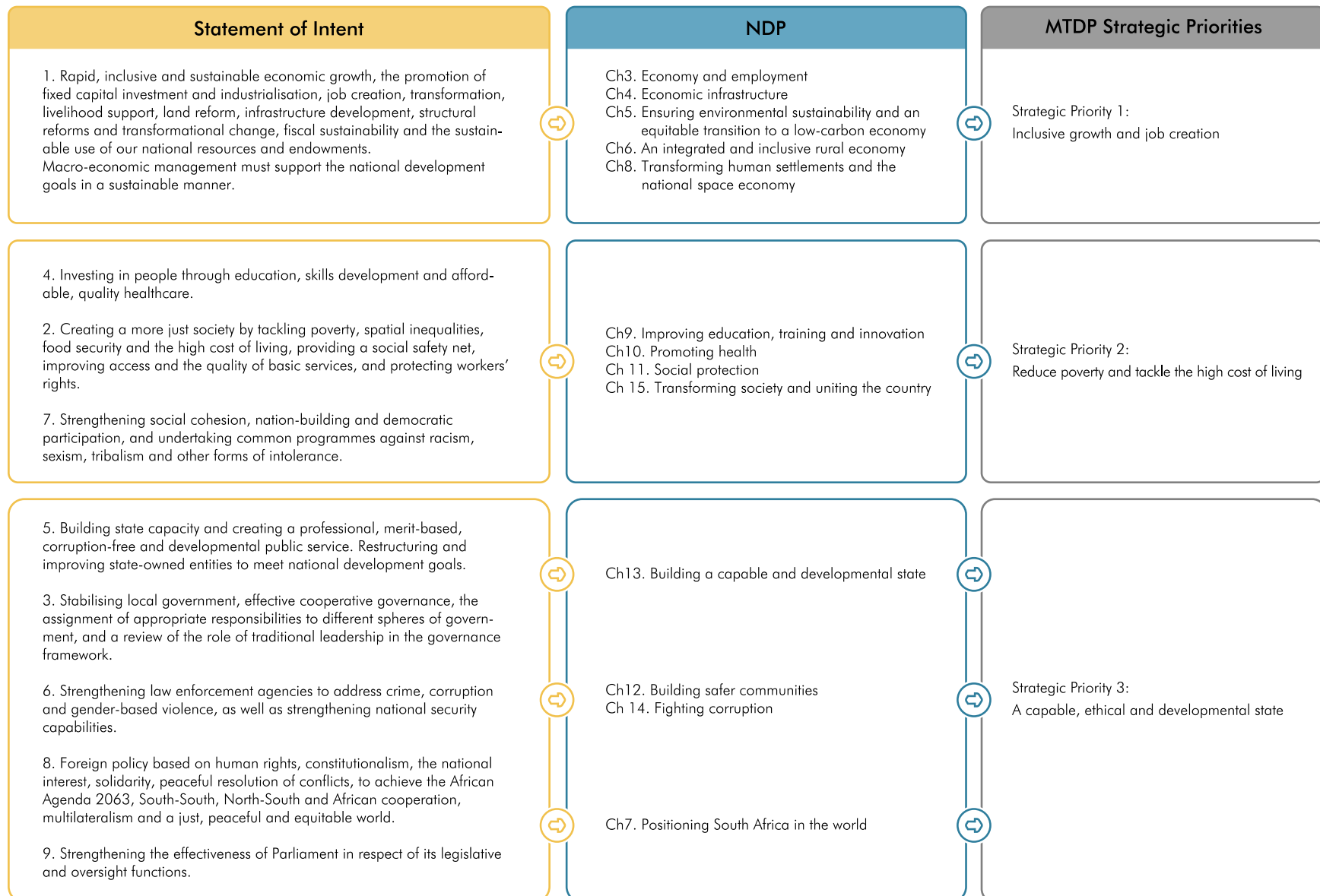
However, the National Statistics System, through the implementation of the National Strategy for Development of Statistics (NSDS), aims to address the information, quality and capacity gaps. It aims to leverage alternative data sources, forge partnerships, and adopt emerging methodologies and technologies 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 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 other organs of state in collaboration with Stats SA.

Stats SA developed an Integrated Indicator Framework (IIF) that aligns the statistical information needs across various policy agendas at national, continental and global level. The IIF informs the national indicators that Stats SA is responsible to produce as official statistics for the country. Stats SA defined the following statistical themes to coordinate the statistical landscape in the country:

Priorities in the MTDP	Impact indicators (where Stats SA is the primary data source)	Statistical themes
Strategic Priority 1: Inclusive growth and job creation	Real gross domestic product (GDP) growth Investment as a % of GDP Consumer and producer price indices Official unemployment rate Number employed	Economic dynamics Price stability Employment, job creation and decent work Sustainable resource management
Strategic Priority 2: Reduce poverty and tackle the high cost of living	Lower bound poverty rate Food poverty rate Gini coefficient Total life expectancy in years Percentage access to clean drinking water Percentage access to sanitation and refuse removal Percentage access to grid electricity	Life circumstances, service delivery, poverty and inequality Education and skills, and health Rural development and food security
Strategic Priority 3: A capable, ethical and developmental state	Incidence rate of violence experienced by sex/gender, age and disability Percentage increase of households feeling safe in their community Number of international tourists visiting South Africa	Safety and security Peace and stability Governance

1.5 Key priorities for 2026/27

The key priorities for 2026/27 are outlined below:

- Roll out amendments to the Statistics Act, 2024
- Sustaining the quality of national indicators
- Modernising and innovating survey operations, including CPS and CAWIS
- Driving a digital transformation and change agenda
- Investing in skills for the future.

1.6 Revisions to legislative and other mandates

The proclamation was gazetted on 30 September 2025 to announce that the Statistics Amendment Act, 2024 has come into operation on 1 October 2025. The amendment designates the SG as the head of Stats SA and the SG of the Republic of South Africa.

1.7 Overview of the 2026/27 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, which mandates it to advance the production, dissemination, use and coordination of official and other statistics to assist 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 statistical principles and the purpose of official statistics.

1.7.1 Selected performance indicators

Performance indicators by programme and related outcome

Indicator	Programme	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of GDP estimate releases per year	Economic Statistics	An ethical, 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		16	16	16	16	16	16	16
Number of price index releases per year	Economic Statistics		48	48	48	60	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		15	16	16	16	16	16	16

1.7.2 Expenditure overview

Over the medium term, the department will focus on sustaining and protecting the quality of statistical information, rolling out the continuous population survey, modernising and innovating its business operating model, and strengthening statistical reform. Expenditure is expected to increase at an average annual rate of 3,9%, from R2,9 billion in 2025/26 to R3,2 billion in 2028/29, driven by additional funding of R208,4 million over the next 3 years for the procurement of IT infrastructure and to finance a shortfall in the department's operational expenditure, particularly vehicles used for data collection. Compensation of employees is the department's main cost driver, accounting for an estimated 64,3% (R6 billion) of its budget over the period ahead.

Sustaining and protecting the quality of statistical information

Reliable and trustworthy statistics provide essential data for informed decision-making within and outside of government. To this end, the department aims to release at least 300 publications per year over the medium term on socioeconomic statistics, including GDP, price indexes, and the labour market. Expenditure for this work is within the *Economic Statistics* and *Population and Social Statistics* programmes, which receive a combined allocation of R1,9 billion over the medium term.

The ability of the statistical system to respond to the growing demand of users for insightful data and information remains a challenge. In response to this, the department aims to partner with other data suppliers over the period ahead and investigate alternative data sources to augment and strengthen the supply of statistical information in the country. This includes determining whether administrative data from the Companies and Intellectual Property Commission and National Treasury can be used to supplement results from sample surveys with the aim of reducing sample sizes and thereby reducing costs. This work will be carried out in the *Economic Statistics* programme, which is allocated R995,9 million over the MTEF period.

Implementing the continuous population survey

The department commenced with the reconceptualisation and redesign of the continuous population survey in 2025/26. This was intended to integrate several existing surveys (including the general household, income and expenditure, and living conditions surveys) into a single continuous data collection vehicle with the objective of producing more frequent lower-level data. In 2025/26, the department updated the sampling frame, commenced with testing various methodologies and engaged external stakeholders on key data needs. The continuous population survey is scheduled to be piloted between July and December 2026 and will focus on a comprehensive assessment of the questionnaire; workload allocation; quality assurance processes; monitoring and evaluation; training methodologies; and communication, publicity and advocacy strategies. The full implementation of the survey is planned for 2027/28, after which it will become a permanent component of the household survey programme. To carry out these activities, R545,9 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 still in the process of modernising its business operating model to enhance efficiencies across statistical production and governance functions. Strategic priorities in the modernisation effort over the medium term will include transitioning to digital data collection methods for key economic surveys, the continuous population survey and the business register. These transitions will be complemented by the automation of critical processes within the statistical value chain to improve accuracy, timeliness and cost-effectiveness.

The department has also initiated research on the use of artificial intelligence in the areas of data processing and statistics dissemination to assess the viability of artificial intelligence-driven solutions before committing to significant investments. The department, through the *Statistical Support and Informatics* and *Statistical Operations and Provincial Coordination* programmes, is collaborating with Microsoft on these experimental learning projects.

In response to increasing demand for data and statistics and as part of modernising, the department is in the process of establishing an interconnected statistical system that facilitates data acquisition, processing, integration, analysis and visualisation. This long-term initiative addresses the need to establish a data ecosystem and national statistics system, and will initially entail the development of a national strategy for the development of statistics and a national data strategy in collaboration with partners in both the public and private sectors.

To carry out activities related to the modernisation project, R185,9 million is allocated over the medium term in the *Business Modernisation* subprogramme in the *Statistical Support and Informatics* programme.

Strengthening statistical reform

The Statistics Amendment Act, 2024 was officially promulgated in 2025 with the aim of strengthening statistical coordination at all levels of society. Implementation of the amendments will be phased in from 2026/27 to ensure smooth adoption by and alignment among all stakeholders. Key provisions include the establishment and operationalisation of a national statistics system and the development of a national strategy for the development of statistics. These measures aim to enhance collaboration and coordination among all producers of official statistics, ensuring consistency, quality and the comparability of data across sectors. Over the next 3 years, amendments to be prioritised include drafting some of the regulations and statistical plans for some entities of the national statistics system, and creating awareness on the amendments to organs of state on their responsibility to establish statistics units. These activities will be carried out through an allocation of R143,3 million over the medium term in the *South African National Statistics System* programme.

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

R million	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23-2025/26	2026/27		
Programme 1	719,1	746,9	768,5	779,1	2,7%	25,1%	842,3	853,4	891,5	4,6%	27,9%
Programme 2	283,8	288,9	297,7	317,8	3,8%	9,9%	315,1	332,9	347,9	3,1%	10,7%
Programme 3	280,1	322,0	161,4	273,5	-0,8%	8,6%	304,0	317,5	304,2	3,6%	10,0%
Programme 4	133,6	149,9	149,5	158,7	5,9%	4,9%	171,2	178,8	186,9	5,6%	5,8%
Programme 5	308,2	256,8	318,8	324,4	1,7%	10,1%	343,2	358,7	374,7	4,9%	11,6%
Programme 6	2 040,7	924,3	890,1	954,2	-22,4%	40,1%	961,6	1 005,5	1 046,8	3,1%	32,5%
Programme 7	32,1	35,0	31,6	47,7	14,1%	1,2%	46,1	47,5	49,7	1,3%	1,5%
Subtotal	3 797,6	2 723,9	2 617,6	2 855,3	-9,1%	100,0%	2 983,5	3 094,2	3 201,6	3,9%	100,0%
Total	3 797,6	2 723,9	2 617,6	2 855,3	-9,1%	100,0%	2 983,5	3 094,2	3 201,6	3,9%	100,0%
Change to 2025 Budget estimate				-			77,9	57,2	28,3		

Economic classification

Current payments	3 457,4	2 393,7	2 257,0	2 486,5	-10,4%	88,3%	2 593,4	2 711,2	2 800,2	4,0%	87,3%
Compensation of employees	1 702,8	1 738,1	1 666,0	1 822,9	2,3%	57,8%	1 910,1	1 996,5	2 058,5	4,1%	64,3%
Goods and services ¹	1 754,6	655,6	591,0	663,5	-27,7%	30,6%	683,4	714,8	741,6	3,8%	23,1%
<i>of which:</i>											
<i>Communication</i>	51,1	29,2	27,3	30,9	-15,5%	1,2%	31,2	32,3	33,4	2,7%	1,0%
<i>Computer services</i>	230,6	108,8	163,2	146,3	-14,1%	5,4%	154,2	165,0	172,5	5,6%	5,3%
<i>Fleet services (including government motor transport)</i>	46,0	65,9	54,8	32,6	-10,9%	1,7%	53,9	56,7	58,3	21,4%	1,8%
<i>Operating leases</i>	204,3	219,5	213,4	200,9	-0,6%	7,0%	184,8	193,3	198,1	-0,5%	6,2%
<i>Property payments</i>	55,3	50,7	56,2	63,2	4,5%	1,9%	57,6	60,4	63,0	-0,1%	1,9%
<i>Travel and subsistence</i>	543,1	103,3	30,4	90,6	-45,0%	6,4%	100,6	104,9	109,5	6,5%	3,4%
Interest and rent on land	0,0	-	0,1	-	-100,0%	0,0%	-	-	-	0,0%	0,0%
Transfers and subsidies¹	21,1	13,6	6,9	4,0	-42,5%	0,4%	24,6	0,8	2,3	-17,3%	0,3%
Public corporations and private enterprises	0,0	0,0	0,0	0,0	-48,3%	0,0%	0,0	0,0	0,0	0,0%	0,0%
Households	21,0	13,6	6,9	4,0	-42,5%	0,4%	24,5	0,8	2,3	-17,3%	0,3%
Payments for capital assets	319,2	316,6	346,1	364,8	4,6%	11,2%	365,5	382,1	399,2	3,0%	12,4%
Buildings and other fixed structures	289,2	309,8	328,5	335,9	5,1%	10,5%	351,3	367,2	383,7	4,5%	11,9%
Machinery and equipment	29,9	6,9	15,6	28,2	-1,9%	0,7%	10,0	10,5	10,9	-27,1%	0,3%
Software and other intangible assets	-	-	2,0	0,7	0,0%	0,0%	4,2	4,4	4,6	88,6%	0,1%
Payments for financial assets	-	-	7,6	-	0,0%	0,1%	-	-	-	0,0%	0,0%
Total	3 797,6	2 723,9	2 617,6	2 855,3	-9,1%	100,0%	2 983,5	3 094,2	3 201,6	3,9%	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 (%)
	2022/23	2023/24	2024/25				2025/26	2022/23-2025/26	2026/27		
R thousand											
Households											
Social benefits											
Current	20 669	13 396	4 394	4 000	-42,2%	93,1%	24 548	838	2 264	-17,3%	100,0%
Employee social benefits	20 669	13 396	4 394	4 000	-42,2%	93,1%	919	838	2 264	-17,3%	14,5%
Early retirement and voluntary exit programmes	–	–	–	–	–	–	23 629	–	–	–	85,4%
Other transfers to households											
Current	379	206	2 506	–	-100,0%	6,8%	–	–	–	–	–
Employee social benefits	–	100	2 424	–	–	5,5%	–	–	–	–	–
Employee ex-gratia payment	–	49	82	–	–	0,3%	–	–	–	–	–
Claims against the state	379	57	–	–	-100,0%	1,0%	–	–	–	–	–
Public corporations and private enterprises											
Other transfers to public corporations											
Current	3	4	9	4	10,1%	–	4	4	4	–	0,0%
Communication	3	4	9	4	10,1%	–	4	4	4	–	0,0%
Other transfers to private enterprises											
Current	26	2	14	–	-100,0%	0,1%	–	–	–	–	–
Claims against the state	–	–	14	–	–	–	–	–	–	–	–
Census 2021 claims	26	2	–	–	-100,0%	0,1%	–	–	–	–	–
Total	21 077	13 608	6 923	4 004	-42,5%	100,0%	24 552	842	2 268	-17,3%	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 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29	
Statistics South Africa		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	3 301	–	2 581	1 666,0	0,6	2 527	1 822,9	0,7	2 435	1 910,1	0,8	2 341	1 996,5	0,9	2 305	2 058,5	0,9	-3,0%	100,0%
1–6	1 031	–	787	292,8	0,4	732	285,4	0,4	715	291,2	0,4	701	308,0	0,4	708	332,2	0,5	-1,1%	30,0%
7–10	1 570	–	1 286	815,7	0,6	1 172	812,0	0,7	1 055	800,4	0,8	946	788,1	0,8	951	832,3	0,9	-6,7%	41,7%
11–12	457	–	338	345,6	1,0	393	425,5	1,1	406	462,0	1,1	421	501,4	1,2	392	494,1	1,3	-0,1%	17,2%
13–16	243	–	170	211,9	1,2	229	300,1	1,3	259	356,4	1,4	273	399,0	1,5	255	399,9	1,6	3,6%	11,1%
Programme	3 301	–	2 581	1 666,0	0,6	2 527	1 822,9	0,7	2 435	1 910,1	0,8	2 341	1 996,5	0,9	2 305	2 058,5	0,9	-3,0%	100,0%
Programme 1	514	–	347	230,9	0,7	321	241,1	0,8	316	242,4	0,8	316	251,2	0,8	333	262,4	0,8	1,2%	13,6%
Programme 2	568	–	470	281,4	0,6	448	296,3	0,7	408	293,7	0,7	409	310,3	0,8	407	324,2	0,8	-3,2%	17,3%
Programme 3	218	–	161	138,2	0,9	203	188,3	0,9	209	214,8	1,0	200	224,3	1,1	172	206,8	1,2	-5,3%	8,2%
Programme 4	242	–	178	138,5	0,8	179	145,5	0,8	184	157,2	0,9	186	164,0	0,9	189	171,4	0,9	1,8%	7,9%
Programme 5	245	–	167	141,4	0,8	169	153,7	0,9	185	171,3	0,9	178	179,1	1,0	178	187,1	1,1	1,6%	7,6%
Programme 6	1 466	–	1 231	705,7	0,6	1 172	759,1	0,6	1 101	794,1	0,7	1 020	830,0	0,8	996	867,3	0,9	-5,3%	44,0%
Programme 7	48	–	27	30,0	1,1	36	38,8	1,1	32	36,6	1,1	31	37,5	1,2	31	39,2	1,3	-4,5%	1,3%

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

Table 14.5 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 (%)
	2022/23	2023/24	2024/25					2025/26	2022/23-2025/26	2026/27		
R thousand												
Departmental receipts	2 696	1 818	2 219	1 352	1 352	-20,6%	100,0%	1 090	1 105	1 120	-6,1%	100,0%
Sales of goods and services produced by department	847	1 082	916	954	954	4,0%	47,0%	924	935	945	-0,3%	84,6%
Sales by market establishments	33	29	25	9	9	-35,2%	1,2%	–	–	–	-100,0%	–
<i>of which:</i>												
<i>Parking</i>	33	29	25	9	9	-35,2%	1,2%	–	–	–	-100,0%	–
Other sales	814	1 053	891	945	945	5,1%	45,8%	924	935	945	–	84,6%
<i>of which:</i>												
<i>Replacement of security cards</i>	–	5	–	5	5	–	0,1%	4	5	5	–	0,4%
<i>Commission on insurance</i>	814	1 047	891	940	940	4,9%	45,7%	920	930	940	–	84,2%
<i>Sales of assets less than R5 000</i>	–	1	–	–	–	–	–	–	–	–	–	–
Sales of scrap, waste, arms and other used current goods	–	–	35	6	6	–	0,5%	4	5	6	–	0,5%
<i>of which:</i>												
<i>Sale of wastepaper</i>	–	–	35	6	6	–	0,5%	4	5	6	–	0,5%
Interest, dividends and rent on land	88	70	141	50	50	-17,2%	4,3%	50	50	50	–	4,5%
Interest	88	70	141	50	50	-17,2%	4,3%	50	50	50	–	4,5%
Sales of capital assets	–	14	7	–	–	–	0,3%	–	–	–	–	–
Transactions in financial assets and liabilities	1 761	652	1 120	342	342	-42,1%	47,9%	112	115	119	-29,7%	10,4%
Total	2 696	1 818	2 219	1 352	1 352	-20,6%	100,0%	1 090	1 105	1 120	-6,1%	100,0%

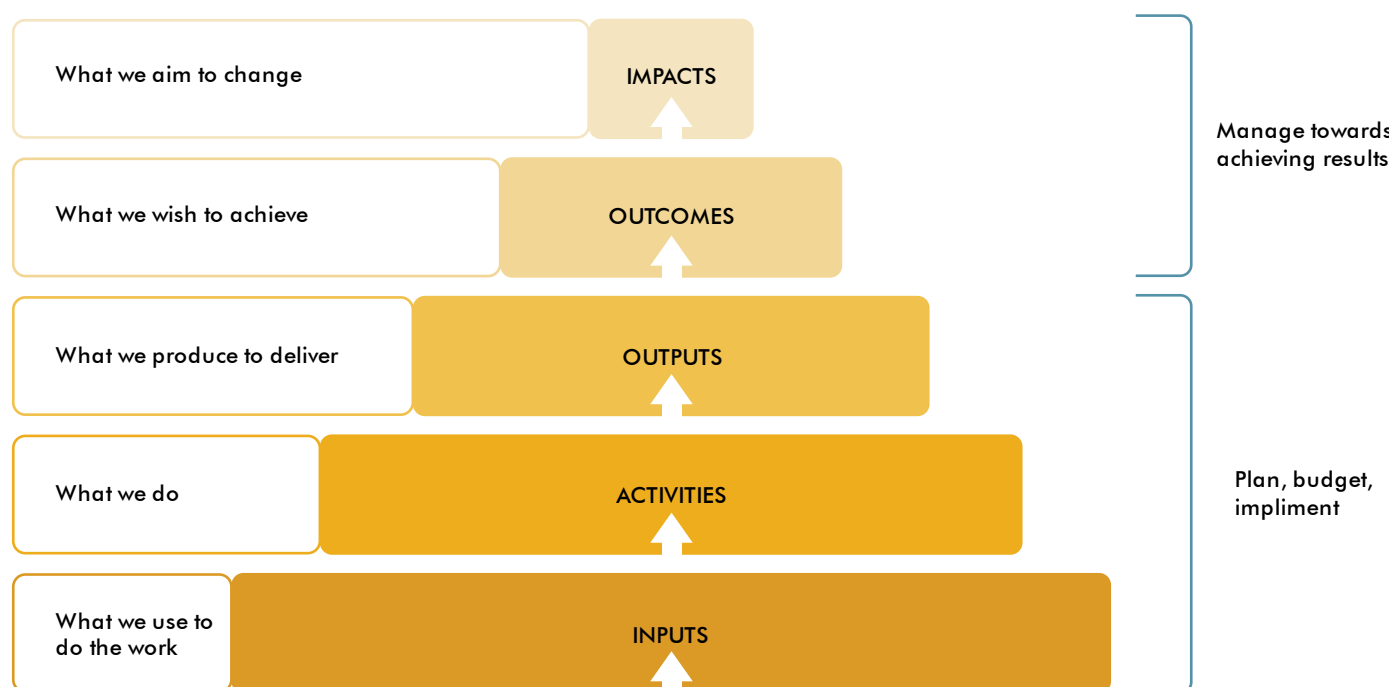




Annual performance plan

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.

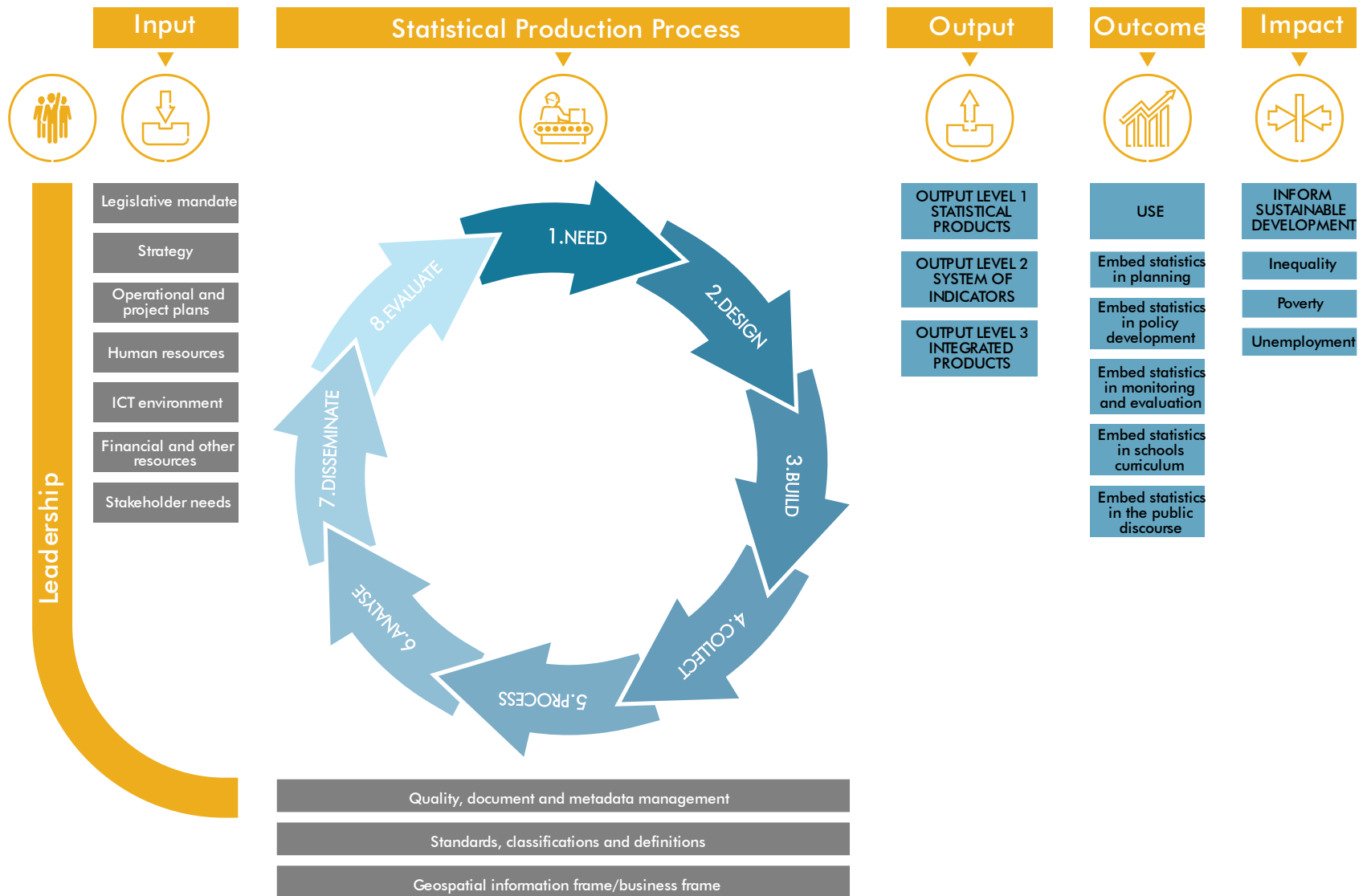
Outcomes: The outcomes we wish to achieve have been described in line with the purpose of official statistics in the Statistics Act, 1999, which is to assist organs of state, businesses, other organisations and the public by providing statistics to inform planning, decision-making or other actions, and 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.

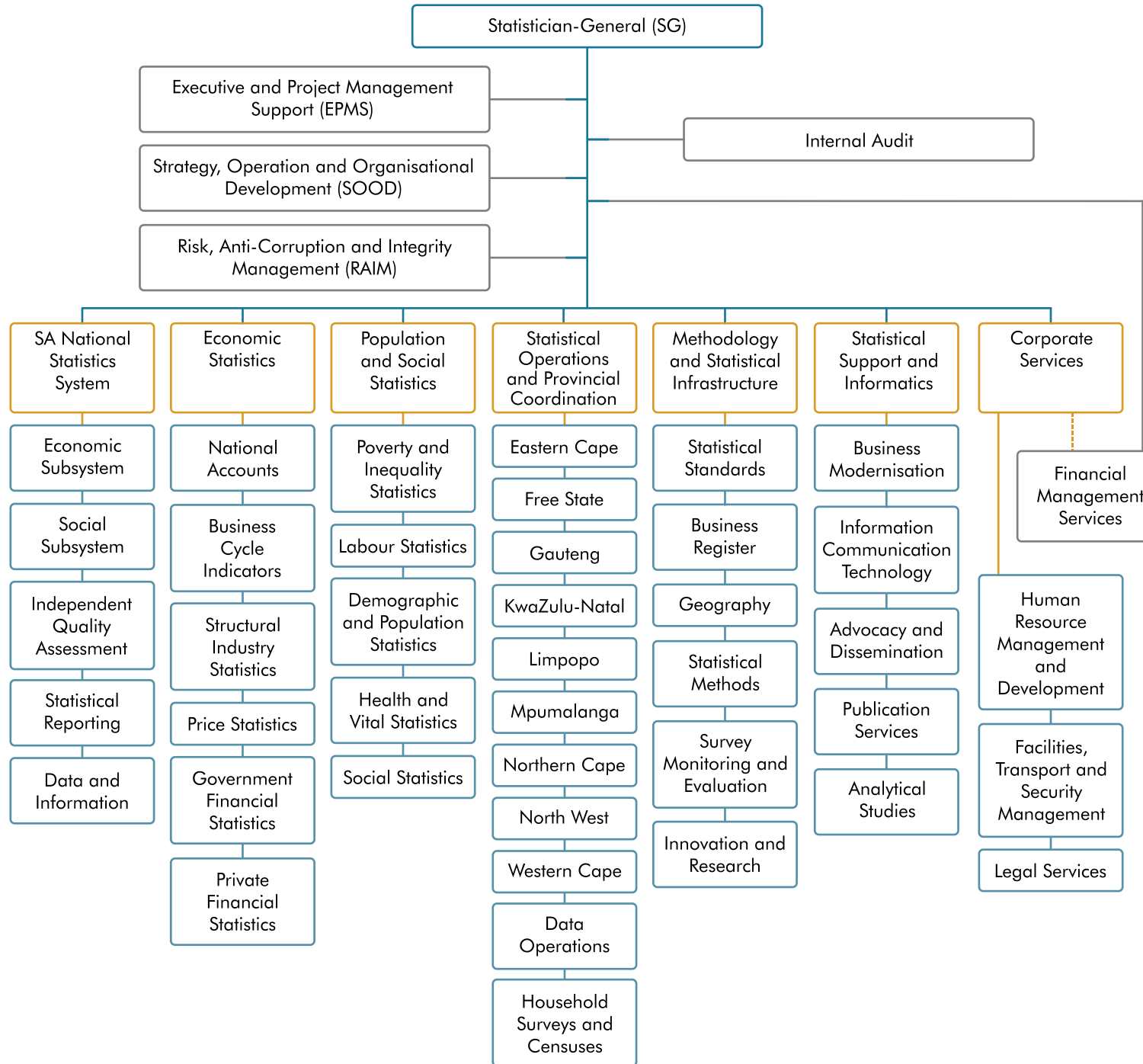
Input: The inputs enable the statistical value chain. The legislative mandate has been added as the critical input that will guide the statistical operations of the statistical system.

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, 1994 (Act No. 103 of 1994) 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), 1999 (Act No. 1 of 1999).

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, 1999.

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

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 the Continuous Population Survey (CPS) approved	Compiled report on support provided to Census 2022 and Post-enumeration Survey (PES)	Compiled report on support provided to the Income and Expenditure Survey (IES) 2022/23	Compiled report on support provided to the CPS 2024/25	• 1 report on project management support provided to the CPS 2025/26 approved	• 1 report on project management support provided to the CPS 2026/27 approved	• 1 report on project management support provided to the CPS 2027/28 approved	• 1 report on project management support provided to the CPS 2028/29 approved
		Reports on CAWIS	Number of reports on project management support provided to Computer-assisted Web Interview Systems (CAWIS) approved					• 1 report on project management support provided to CAWIS 2026/27 approved	• 1 report on project management support provided to CAWIS 2027/28 approved	• 1 report on project management support provided to CAWIS 2028/29 approved
	Transformed capability	Management information repository (MIR)	Number of MIR interfaces developed	Developed 25% of prioritised MIR functionalities	Developed 25% (Phase 2) of prioritised MIR functionalities	Developed 25% (Phase 3) of prioritised MIR functionalities	• 2 interfaces developed	• 2 MIR interfaces developed	• 2 MIR interfaces developed	• 2 MIR interfaces developed
	Interconnected statistical system	International engagement strategy	Number of international engagements strategies approved					• 1 international engagement strategy approved	• 1 international engagement strategy implemented	• 1 international engagement strategy 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: Executive and Project Management Support)						
1.1	Number of reports on project management support provided to the CPS approved	1 report on project management support provided to the CPS 2026/27 approved by March 2027				1
1.2	Number of reports on project management support provided to CAWIS approved	1 report on project management support provided to CAWIS 2026/27 approved by March 2027				1
1.3	Number of MIR interfaces developed	2 MIR interfaces developed by March 2027				2
1.4	Number of international engagements strategies approved	1 international engagement strategy approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Administration (Subprogramme: Strategy, Operations and Organisational Development)										
2.	Transformed capability	Organisational structure	Number of organisational structures approved	[Redacted]			• 1 organisational structure reviewed	• 1 organisational structure approved	• 1 organisational structure implemented (Phase 1)	• 1 organisational structure implemented (Phase 2)
		Culture-shift programme	Number of culture-shift programmes implemented	[Redacted]			• 1 culture-shift programme implemented (Phase 1)	• 1 culture-shift programme implemented (Phase 2)	• 1 culture-shift programme implemented (Phase 3)	[Redacted]

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 organisational structures approved	1 organisational structure approved by November 2026			1	
2.2	Number of culture-shift programmes implemented	1 culture-shift programme implemented (Phase 2) by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Administration (Subprogramme: Risk, Anti-corruption and Integrity Management)										
3.	Transformed capability	Disaster risk reduction	Number of disaster risk reduction plans reviewed	Compiled report on COVID-19 measures and controls implemented	A Business Impact Analysis was not conducted	A disaster risk reduction plan was not compiled	• 1 disaster risk reduction plan implemented	• 1 disaster risk reduction plan reviewed	• 1 disaster risk reduction plan evaluated	
	Interconnected Statistical Systems	Legislative and regulatory framework for statistics	Number of regulations on the Statistics Amendment Act approved				• 2 regulations on the Statistics Amendment Act approved	• 2 regulations on the Statistics Amendment Act approved	• 2 regulations on the Statistics Amendment Act approved	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 reviewed	1 disaster risk reduction plan reviewed by March 2027				1
3.2	Number of regulations on the Statistics Amendment Act approved	2 regulations on the Statistics Amendment Act approved by March 2027			1	1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Administration (Subprogramme: Human Resource Management and Development)										
4.	Transformed capability	Talent management	Number of succession plans approved Number of retention plans approved	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 succession plan approved • 1 retention plan approved	• 1 retention plan and succession plan implemented (Phase 1)	• 1 retention plan and succession plan implemented (Phase 2)
		Skills audit	Number of skills audits conducted	A report on talent management was not compiled		Preparation for the skills audit has commenced	• 1 skills audit conducted (Phase 1)	• 1 skills audit conducted (Phase 2)	• 1 skills audit conducted (Phase 3)	
		Employment equity	Percentage of women on SMS level	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	• 2% points increase in women on SMS level
		Employment equity	Percentage of staff with disabilities	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	• 0,2% point increase in staff with disabilities
		Employment equity	Percentage of youth employment	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	• 2% points increase in youth employment
		Gender-based violence programme	Number of gender-based violence programmes implemented	Conducted gender-based violence programmes in July and November 2022	Implemented gender-based violence programme	Conducted gender-based violence awareness campaigns	• 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

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Human Resource Management and Development)						
4.1	Number of succession plans approved	1 succession plan approved by March 2027				1
4.2	Number of retention plans approved	1 retention plan approved by March 2027				1
4.3	Number of skills audits conducted	1 skills audit conducted (Phase 2) by March 2027				1
4.4	Percentage of women on SMS level	2% points increase in women on SMS level by March 2027 (Baseline: 44,7%)				2%
4.5	Percentage of staff with disabilities	0,2% point increase in staff with disabilities by March 2027 (Baseline: 1,1%)				0,2%
4.6	Percentage of youth employment	2% points increase in youth employment by March 2027 (Baseline: 6,7%)				2%
4.7	Number of gender-based violence programmes implemented	1 gender-based violence programme implemented by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Administration (Subprogramme: Facilities, Transport and Security Management)										
5.	Agile operating model	Office accommodation rationalised	Number of district offices rationalised		Conducted assessment on office accommodation	Compiled a report on the rollout of the accommodation plan	• 3 district offices rationalised	• 3 district offices rationalised	• 3 district offices rationalised	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 2027				3

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	Fruitless and wasteful expenditure incurred in 2023/24 amounted to R227 thousand	<ul style="list-style-type: none"> 85% of fruitless and wasteful expenditure reduced 	<ul style="list-style-type: none"> 90% of fruitless and wasteful expenditure reduced 	<ul style="list-style-type: none"> 95% of fruitless and wasteful expenditure reduced 	<ul style="list-style-type: none"> 100% 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	Irregular expenditure incurred in 2023/24 amounted to R13,395 million	<ul style="list-style-type: none"> 90% of irregular expenditure reduced 	<ul style="list-style-type: none"> 95% of irregular expenditure reduced 	<ul style="list-style-type: none"> 100% of irregular expenditure reduced 	<ul style="list-style-type: none"> 100% of irregular expenditure reduced
		Audit findings	Percentage decrease in number of audit findings		Findings increased from 41 to 46, representing 12,2%	Unqualified audit opinion with findings on predetermined objectives and compliance with laws and regulations	<ul style="list-style-type: none"> 50% decrease in audit findings 	<ul style="list-style-type: none"> 50% decrease in audit findings 	<ul style="list-style-type: none"> No audit findings 	<ul style="list-style-type: none"> No audit findings
		Clean audit opinion	Clean audit opinion attained		Unqualified audit opinion	Audit findings decreased from 43 to 24	<ul style="list-style-type: none"> Unqualified audit opinion 	<ul style="list-style-type: none"> Clean audit opinion 	<ul style="list-style-type: none"> Clean audit opinion 	<ul style="list-style-type: none"> Clean audit opinion
		Reduction of unauthorised expenditure	Percentage of unauthorised expenditure (UE) reduced		UE incurred in 2022/23 amounted to R807,987 million	UE incurred in 2023/24 amounted to R128,307 million	<ul style="list-style-type: none"> 100% of unauthorised expenditure reduced 	<ul style="list-style-type: none"> 100% of unauthorised expenditure reduced 	<ul style="list-style-type: none"> 100% of unauthorised expenditure reduced 	<ul style="list-style-type: none"> 100% of unauthorised expenditure reduced
		Procurement spend to women-owned enterprises	Percentage procurement spend to women-owned enterprises					<ul style="list-style-type: none"> 25% procurement spend to women-owned enterprises 	<ul style="list-style-type: none"> 25% procurement spend to women-owned enterprises 	<ul style="list-style-type: none"> 25% procurement spend to women-owned enterprises
		Procurement spend to youth owned enterprises	Percentage procurement spend to youth owned enterprises					<ul style="list-style-type: none"> 15% procurement spend to youth owned enterprises 	<ul style="list-style-type: none"> 15% procurement spend to youth owned enterprises 	<ul style="list-style-type: none"> 15% procurement spend to youth owned enterprises

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Administration (Subprogramme: Financial Management Services)										
6.	Transformed capability	Procurement spend to people with disabilities owned enterprises	Percentage procurement spend to people with disabilities owned enterprises				2025/26	2026/27	2027/28	2028/29
							• 10% procurement spend to people with disabilities owned enterprises	• 10% procurement spend to people with disabilities owned enterprises	• 10% procurement spend to people with disabilities owned enterprises	• 10% procurement spend to people with disabilities owned enterprises

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets				
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 1: Administration (Subprogramme: Financial Management Services)							
6.1	Percentage of fruitless and wasteful expenditure reduced	90% of fruitless and wasteful expenditure reduced by March 2027 (Baseline: R227 thousand)					90%
6.2	Percentage of irregular expenditure reduced	95% of irregular expenditure reduced by March 2027 (Baseline: R13 395 million)					95%
6.3	Percentage decrease in number of audit findings	50% decrease in audit findings attained by July 2026 (Baseline: 2024/25 audit report)		50%			
6.4	Clean audit opinion attained	Clean audit opinion attained by August 2026		1			
6.5	Percentage of unauthorised expenditure reduced	100% of unauthorised expenditure reduced by March 2027 (Baseline: R83,303 million)					100%
6.6	Percentage procurement spend to women-owned, enterprises	25% procurement spend to women-owned enterprises by March 2027					25%
6.7	Percentage procurement spend to youth owned enterprises	15% procurement spend to youth owned enterprises by March 2027					15%
6.8	Percentage procurement spend to people with disabilities owned enterprises	10% procurement spend to people with disabilities owned enterprises by March 2027					10%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 1: Administration (Subprogramme: Internal Audit)										
7.	Agile operating model	Report on quality assurance review	Number of quality assurance reviews conducted				• 1 quality assurance review conducted	• 1 quality assurance programme implemented		
		Reports on priority projects	Number of reports on the audit of the CPS pilot project approved				• 1 report on the audit of the CPS pilot project approved	• 1 report on the audit of the CPS project approved		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Internal Audit)						
7.1	Number of quality assurance reviews conducted	1 quality assurance review conducted by March 2027				1
7.2	Number of reports on the audit of the CPS pilot project approved	1 report on the audit of the CPS pilot project approved by March 2027				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.

Programme 1 contributes to the strategic outcome “Transformed capability”, which requires 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. To this end, the organisation will review its organisational structure and establishment to respond to new and emerging requirements stemming from the revised strategy, amendments to the Statistics Act, 1999 and the implications of the ongoing modernisation process. To mitigate the challenges created by the high vacancy rate, the organisation will also develop a forward-looking retention and succession plan.

Leadership has endorsed a comprehensive culture-shift programme to support the successful implementation of the new strategic plan. The culture-shift programme will be implemented progressively over the medium term and will include targeted initiatives such as leadership engagement sessions, knowledge sharing and empowering sessions, and the integration of culture-change principles into performance management processes.

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. 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 where funding allows. Engagements are ongoing with National Treasury on the challenges the organisation is facing with its Compensation of Employees allocation, and budget allocation overall.

Stats SA will continue with its efforts to transform the accommodation environment and the national footprint by rationalising district offices, as well as improving plans to reduce risk in times of disasters.

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 (%)
	2022/23	2023/24	2024/25				2025/26	2022/23-2025/26	2026/27		
R million											
Departmental Management	58,2	58,8	57,9	62,4	2,3%	7,9%	63,3	66,0	69,0	3,4%	7,7%
Corporate Services	124,1	124,9	118,7	132,9	2,3%	16,6%	132,8	138,8	145,0	2,9%	16,1%
Financial Administration	92,5	87,2	85,7	91,4	-0,4%	11,8%	117,2	95,9	100,2	3,1%	12,1%
Internal Audit	17,9	19,0	19,0	19,9	3,6%	2,5%	19,4	20,2	21,1	2,0%	2,3%
Office Accommodation	426,4	457,0	487,3	472,5	3,5%	61,2%	509,7	532,4	556,2	5,6%	61,8%
Total	719,1	746,9	768,5	779,1	2,7%	100,0%	842,3	853,4	891,5	4,6%	100,0%
Change to 2025 Budget estimate				–			63,3	39,0	40,6		

Economic classification

Current payments	427,5	435,8	437,2	442,6	1,2%	57,8%	467,2	486,1	507,5	4,7%	56,5%
Compensation of employees	227,7	228,7	230,9	241,1	1,9%	30,8%	242,4	251,2	262,4	2,9%	29,2%
Goods and services	199,7	207,1	206,2	201,5	0,3%	27,0%	224,8	234,9	245,1	6,7%	27,2%
<i>of which:</i>											
<i>Audit costs: External</i>	10,9	11,3	11,9	9,9	-3,0%	1,5%	10,3	10,7	11,2	4,2%	1,2%
<i>Communication</i>	3,1	2,4	2,9	4,3	11,7%	0,4%	14,4	14,8	15,3	52,2%	1,7%
<i>Operating leases</i>	93,1	106,9	111,7	82,7	-3,9%	13,1%	98,0	102,2	106,8	8,9%	11,9%
<i>Property payments</i>	53,8	49,0	55,2	61,9	4,8%	7,3%	56,5	59,3	61,9	–	6,9%
<i>Travel and subsistence</i>	12,8	7,8	4,4	8,8	-11,8%	1,1%	9,4	10,1	10,5	6,0%	1,2%
<i>Operating payments</i>	8,4	8,6	5,0	5,7	-12,4%	0,9%	5,1	5,4	5,6	-0,4%	0,6%
Interest and rent on land	0,0	–	0,1	–	-100,0%	0,0%	–	–	–	–	–
Transfers and subsidies	2,4	0,5	2,5	0,2	-53,5%	0,2%	23,9	0,0	0,2	1,2%	0,9%
Households	2,4	0,5	2,5	0,2	-53,5%	0,2%	23,9	0,0	0,2	1,2%	0,9%
Payments for capital assets	289,3	310,5	328,7	336,2	5,1%	42,0%	351,3	367,2	383,7	4,5%	42,6%
Buildings and other fixed structures	289,2	309,8	328,5	335,9	5,1%	41,9%	351,3	367,2	383,7	4,5%	42,6%
Machinery and equipment	0,0	0,8	0,3	0,3	111,3%	0,0%	–	–	–	-100,0%	–
Total	719,1	746,9	768,5	779,1	2,7%	100,0%	842,3	853,4	891,5	4,6%	100,0%
Proportion of total programme expenditure to vote expenditure	18,9%	27,4%	29,4%	27,3%	–	–	28,2%	27,6%	27,8%	–	–

Details of transfers and subsidies

Households											
Social benefits											
Current	2,4	0,5	0,5	0,2	-53,5%	0,1%	23,9	0,0	0,2	1,2%	0,9%
Employee social benefits	2,4	0,5	0,5	0,2	-53,5%	0,1%	0,2	0,0	0,2	1,2%	0,0%
Early retirement and voluntary exit programmes	–	–	–	–	–	–	23,6	–	–	–	0,9%
Other transfers to households											
Current	–	0,0	2,0	–	–	0,1%	–	–	–	–	–
Employee social benefits	–	0,0	2,0	–	–	0,1%	–	–	–	–	–

Personnel information

Administration personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29					
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2025/26-2028/29	2026/27-2028/29	
Administration																			
Salary level	514	–	347	230,9	0,7	321	241,1	0,8	316	242,4	0,8	316	251,2	0,8	333	262,4	0,8	1,2%	100,0%
1–6	158	–	94	38,2	0,4	95	39,6	0,4	97	41,2	0,4	99	43,1	0,4	130	58,4	0,5	10,8%	33,7%
7–10	246	–	184	118,3	0,6	116	77,1	0,7	119	82,3	0,7	123	88,2	0,7	119	89,8	0,8	0,7%	37,4%
11–12	67	–	43	44,7	1,0	67	72,4	1,1	51	57,3	1,1	41	47,8	1,2	42	51,2	1,2	-14,6%	14,0%
13–16	43	–	26	29,7	1,1	43	52,0	1,2	48	61,5	1,3	53	72,1	1,4	43	63,0	1,5	–	14,9%

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
<p>There is a risk that insufficient funding will constrain the organisation's ability to fill key posts, strengthen ICT infrastructure, and address governance and operational deficiencies. These constraints may compromise the successful execution of the organisation's new strategic direction and mandate.</p>	<p>Reprioritise and realign resources to the strategy annually</p> <p>Review the organisational structure and establishment to align to the strategy</p> <p>Consider alternative funding models</p> <p>Implement the skills development strategy</p>
<p>There is a risk that staff resistance to transformation and change initiatives may impede the organisation's capability to successfully execute its new strategic direction</p>	<p>Roll-out a culture-shift programme that embraces transformation and change</p> <p>Empower management in "Leading change"</p>
<p>There is a risk that the organisation may fail to achieve its employment equity targets, leading to non-compliance with national employment equity obligations</p>	<p>Prioritise the appointment of women in SMS, youth and people living with disabilities where funding allows</p>

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 indices;
 - 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 indices.
- *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

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	<ul style="list-style-type: none"> 150 monthly, quarterly and annual industry and trade statistics published 	<ul style="list-style-type: none"> 159 monthly, quarterly and annual industry and trade statistics published 	<ul style="list-style-type: none"> 162 monthly, quarterly and annual industry and trade statistics published 	<ul style="list-style-type: none"> 162 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	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	Compiled reports on updated weights for mining indices, on updated weights for manufacturing indices, on updated weights for manufacturing production capacity indices	<ul style="list-style-type: none"> 3 reports on weights approved for: mining (2020-2022), manufacturing (2020-2022) and manufacturing production capacity (2020-2022) 	<ul style="list-style-type: none"> 3 reports on updated weights for indices approved for: mining, manufacturing and manufacturing production capacity 	<ul style="list-style-type: none"> 3 reports on updated weights for indices approved for: mining, manufacturing and manufacturing production capacity 	<ul style="list-style-type: none"> 3 reports on updated weights for indices approved for: mining, manufacturing and manufacturing production capacity
		Report on implementation of deflators for the Tourist Accommodation Survey	Number of reports on implementation of deflators for the Tourist Accommodation Survey approved	Compiled report on implementation of deflators for motor trade sales	Compiled research report on deflators for the Tourist Accommodation Survey	A report on results of piloting deflation of the Tourist Accommodation Survey was not compiled	<ul style="list-style-type: none"> 1 report on piloting deflators for the Tourist Accommodation Survey approved 	<ul style="list-style-type: none"> 1 report on implementation of deflators for the Tourist Accommodation Survey approved 		
	Agile operating model	Computer-assisted Web-Interviews System (CAWIS) pilot	Number of CAWIS piloted				<ul style="list-style-type: none"> 1 CAWIS piloted (Phase 1) 	<ul style="list-style-type: none"> 1 CAWIS implemented (Phase 1) 	<ul style="list-style-type: none"> 1 CAWIS piloted (Phase 2) 	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 of the private sector as reported by local government institutions) published	1 annual release on selected building statistics of the private sector as reported by local government institutions for 2025 published by June 2026	1			
8.7	Number of reports on business cycle indicators (building statistics) published	1 annual report on building statistics for 2024 published by October 2026			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
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

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

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)						
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 releases on business cycle indicators (insolvencies) published within one month after the reference month	9 monthly releases on insolvencies published as scheduled		3	3	3
8.17	Number of reports on updated weights for mining indices approved	1 report on updated weights for mining indices approved by March 2027				1
8.18	Number of reports on updated weights for manufacturing indices approved	1 report on updated weights for manufacturing indices approved by March 2027				1
8.19	Number of reports on updated weights for manufacturing production capacity indices approved	1 report on updated weights for manufacturing production capacity indices approved by February 2027				1
8.20	Number of reports on implementation of deflators for the Tourist Accommodation Survey approved	1 report on implementation of deflators for the Tourist Accommodation Survey approved by March 2027				1
8.21	Number of CAWIS piloted	1 CAWIS piloted (Phase 1) by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 2 reports on 2020 surveys (real estate & business services, and construction)	Published report on manufacturing financial and manufacturing production statistics (2021)	Published report on mining statistics (2022); wholesale trade statistics (2022); retail trade statistics (2022); motor trade statistics (2022); accommodation statistics (2022); food & beverages statistics (2022); post and telecommunications statistics (2022)	• 2 reports on 2023 surveys (personal services, and transport & storage) published	• 3 reports on 2024 surveys (electricity, gas & water; real estate & business services; and construction) published	• 2 reports on 2025 surveys (manufacturing financial and manufacturing production statistics) published	• 6 reports on 2026 surveys (mining, wholesale trade, retail trade, motor trade, accommodation, food & beverages) published
		Statistical information on agriculture	Number of releases on agriculture statistics published	Published 1 release on agriculture statistics	Published annual release on 2022 agriculture statistics	Published release on 2023 agriculture statistics	• 1 annual release on 2024 agriculture statistics published	• 1 annual release on 2025 agriculture statistics published	• 1 annual release on 2026 agriculture statistics published	• 1 annual release on 2027 agriculture 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 2: Economic Statistics (Subprogramme: Structural Industry Statistics)						
9.1	Number of periodic reports on industry statistics published (electricity, gas & water)	1 report on 2024 electricity, gas & water published by June 2026	1			
9.2	Number of periodic reports on industry statistics published (real estate & business services)	1 report on 2024 real estate & business services published by August 2026		1		
9.3	Number of periodic reports on industry statistics published (construction)	1 periodic report on 2024 construction published by August 2026		1		
9.4	Number of releases on agriculture statistics published	1 release on 2025 agriculture statistics published by November 2026			1	

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 2: Economic Statistics (Subprogramme: Price Statistics)										
10.	Insightful data	Statistical information on Consumer Price Indices (CPI)	Number of CPI releases published within one month of the reference period	Published monthly CPI releases	Published 12 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 Producer Price Indices (PPI)	Number of PPI releases published within one month of the reference period	Published monthly PPI releases	Published 12 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 Construction Materials Price Indices (CMPI)	Number of CMPI releases published within one month of the reference period	Published monthly CMPI releases	Published 12 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 Export and Import Unit Value Indices (XMUVI)	Number of XMUVI releases published within two months of the reference period	Published monthly XMUVI releases	12 monthly XMUVI releases published	Published 12 monthly XMUVI releases	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published
		Statistical information on Residential Property Price Indices (RPPI)	Number of RPPI releases published within five months of the reference period			Published 10 monthly RPPI releases	• 12 monthly RPPI releases published	• 6 monthly RPPI releases published		
		Releases on improving price indices	Number of releases on updated PPI weights published	Achieved late. Published report as a discussion document with experimental Residential Property Price Indices	Published release on updated PPI weights	Published release on updated CPI weights	• 1 release on updated PPI weights published	• 1 release on updated PPI weights published	• 1 release on updated PPI weights published	• 1 release on updated PPI weights published

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 2: Economic Statistics (Subprogramme: Price Statistics)										
10.	Insightful data	Methodological information on price statistics	Number of reports on sources and methods published					• 4 reports on sources and methods published	• 3 reports on sources and methods published	• 3 reports on sources and methods published

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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	6 monthly RPPI releases published as scheduled	3	3		
10.6	Number of releases on updated PPI weights published	1 release on updated PPI weights published by February 2027				1
10.7	Number of reports on sources and methods published	4 reports on sources and methods published as scheduled		1		3

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 4 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 financial statistics of the private sector published	• 4 quarterly releases on financial statistics of the private sector published	• 4 quarterly releases on financial statistics of the private sector 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 2021	Published annual release on financial statistics of the private sector 2022	Published annual release on financial statistics of the private sector 2023	• 1 annual release on private sector financial statistics published	• 1 annual release on financial statistics of the private sector published	• 1 annual release on financial statistics of the private sector published	• 1 annual release on financial statistics of the private sector published
		Statistical information on capital expenditure	Number of quarterly releases on capital expenditure published within one quarter after the reference period	Published 2 discussion documents on quarterly capital expenditure	Published 4 quarterly releases on 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

No.	Output indicator	Annual target	Quarterly targets			
			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 the private sector 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 (2025) published by November 2026			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		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 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	• 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	• 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	Published annual release 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	• 1 release on the non-financial census of municipalities published
		Reports on the use of administrative data for Quarterly Financial Statistics of Selected Municipalities (QFSSM and FCM)	Number of reports on the implementation of National Treasury (NT) administrative data for QFSSM and FCM approved	Compiled research report on feasibility study for QFSSM administrative data	Compiled report on testing of administrative data for QFSSM	Compiled report on testing of administrative data for QFSSM	• 1 report on implementation of administrative data for QFSSM approved	• 1 report on implementation of NT administrative data for QFSSM and FCM approved	• 1 report on automation of NT administrative data for QFSSM and FCM approved	
		Reports on survey of public corporations	Number of reports on the piloting of the survey of public corporations approved				• 1 feasibility study on a survey of public corporations conducted	• 1 report on the piloting of the survey of public corporations approved	• 1 report on the implementation of the survey of public corporations approved	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 2026	1			
12.2	Number of releases on the financial census of municipalities with audited data published	1 annual release on the financial census of municipalities with audited data published by June 2026	1			
12.3	Number of releases on the capital expenditure of the public corporations with audited data published	1 annual release on capital expenditure of the public corporation published by October 2026			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 2026		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 2026		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 2026			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 2026			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 releases on the non-financial census of municipalities published	1 annual release on the non-financial census of municipalities published by March 2027				1
12.10	Number of reports on the implementation of NT administrative data for QFSSM and FCM approved	1 report on the implementation of NT administrative data for QFSSM and FCM approved by March 2027				1
12.11	Number of reports on the piloting of the survey of public corporations approved	1 report on the piloting of the survey of public corporations approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 2: Economic Statistics (Subprogramme: National Accounts)										
13.	Insightful data	Statistical information on Gross Domestic Product (GDP)	Number of GDP releases published within one quarter of the reference period	Published GDP releases	Published 4 quarterly releases on GDP	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			Published regional GDP release	• 1 regional GDP release published	• 1 regional GDP release published	• 1 regional GDP release published	• 1 regional GDP release published
		Statistical information on benchmarked GDP	Number of GDP benchmark releases published					• 1 GDP benchmark release 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 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	Published 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

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 2026		1		
13.3	Number of GDP benchmark releases published	1 GDP benchmark release published by September 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 2026			1	

2.2.5 Programme 2: Explanation of planned performance

The programme focuses on providing insightful data. To this end, it produces a range of statistics that describe 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 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 users from the public and private sectors, academia, and non-governmental institutions, both local and international. In addition, these series allow for the estimation of 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 developing a better understanding of price behaviour in the services sector of the economy and of natural capital accounts.

The branch is considering different approaches to ensure the business operating model becomes more agile. This is possible by increasing the use of technology during the data collection phase of the statistical value chain to improve 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 enhance its staff members' capabilities. Continuous staff development is vital to ensure the workforce is prepared to adapt to 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	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Programme Management for Economic Statistics	5.3	4.3	4.6	5.2	-1.0%	1.6%	5.9	6.2	6.5	7.7%	1.9%
Business Cycle Indicators	38.3	39.2	40.0	43.6	4.4%	13.6%	44.1	46.0	48.1	3.4%	13.9%
Structural Industry Statistics	54.6	58.5	61.5	63.2	5.0%	20.0%	63.6	66.4	69.5	3.2%	20.0%
Price Statistics	92.3	88.1	90.0	95.6	1.2%	30.8%	92.5	100.4	104.9	3.2%	29.9%
Private Sector Finance Statistics	42.0	46.4	47.6	49.8	5.8%	15.6%	49.6	51.8	54.1	2.8%	15.6%
Government Finance Statistics	27.7	27.1	28.2	29.6	2.2%	9.5%	28.8	30.1	31.4	2.1%	9.1%
National Accounts	23.6	25.3	25.8	30.8	9.2%	8.9%	30.6	32.0	33.4	2.7%	9.6%
Total	283.8	288.9	297.7	317.8	3.8%	100.0%	315.1	332.9	347.9	3.1%	100.0%
Change to 2025 Budget estimate				-			(9.9)	(6.9)	(7.1)		

Economic classification

Current payments	283.3	288.4	296.6	316.8	3.8%	99.7%	315.1	332.4	347.8	3.2%	99.9%
Compensation of employees	264.5	272.8	281.4	296.3	3.9%	93.8%	293.7	310.3	324.2	3.0%	93.2%
Goods and services	18.8	15.6	15.2	20.5	3.1%	5.9%	21.5	22.1	23.6	4.7%	6.7%
<i>of which:</i>						-					-
<i>Bursaries: Employees</i>	0.3	0.3	0.3	0.6	20.1%	0.1%	0.6	0.6	0.7	3.9%	0.2%
<i>Consultants: Business and advisory services</i>	-	-	-	1.4	-	0.1%	1.9	1.9	2.0	13.6%	0.6%
<i>Consumables: Stationery, printing and office supplies</i>	0.4	0.4	0.3	0.9	34.0%	0.2%	1.1	1.1	1.1	6.1%	0.3%
<i>Travel and subsistence</i>	9.5	7.5	8.5	10.2	2.6%	3.0%	12.2	12.4	13.2	8.8%	3.8%
<i>Training and development</i>	1.1	0.2	0.2	0.5	-23.7%	0.2%	0.5	0.6	0.6	5.4%	0.2%
<i>Operating payments</i>	3.8	3.7	2.6	2.3	-15.7%	1.0%	3.7	4.0	4.4	24.7%	1.2%
Transfers and subsidies	0.4	0.5	0.5	0.4	-3.0%	0.1%	-	0.5	0.1	-31.5%	0.1%
Households	0.4	0.5	0.5	0.4	-3.0%	0.1%	-	0.5	0.1	-31.5%	0.1%
Payments for capital assets	0.1	-	0.6	0.6	78.9%	0.1%	-	-	-	-100.0%	-
Machinery and equipment	0.1	-	0.6	0.6	78.9%	0.1%	-	-	-	-100.0%	-
Total	283.8	288.9	297.7	317.8	3.8%	100.0%	315.1	332.9	347.9	3.1%	100.0%
Proportion of total programme expenditure to vote expenditure	7.5%	10.6%	11.4%	11.1%	-	-	10.6%	10.8%	10.9%	-	-

Details of transfers and subsidies

Households											
Social benefits											
Current	0.4	0.5	0.3	0.4	-3.0%	0.1%	-	0.5	0.1	-31.5%	0.1%
Employee social benefits	0.4	0.5	0.3	0.4	-3.0%	0.1%	-	0.5	0.1	-31.5%	0.1%
Other transfers to households											
Current	-	0.0	0.2	-	-	-	-	-	-	-	-
Employee social benefits	-	0.0	0.2	-	-	-	-	-	-	-	-

Personnel information

Economic Statistics personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26 - 2028/29	2026/27 - 2028/29	
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	–	470	281.4	0.6	448	296.3	0.7	408	293.7	0.7	409	310.3	0.8	407	324.2	0.8	-3.2%	100.0%
1 – 6	129	–	95	48.9	0.5	91	49.7	0.5	107	61.9	0.6	136	82.8	0.6	165	105.8	0.6	22.1%	33.4%
7 – 10	351	–	303	171.5	0.6	269	167.1	0.6	205	139.5	0.7	161	114.7	0.7	134	99.8	0.7	-20.8%	40.8%
11 – 12	56	–	48	32.9	0.7	55	40.1	0.7	56	42.9	0.8	65	52.4	0.8	54	46.1	0.9	-0.6%	14.3%
13 – 16	32	–	24	28.0	1.2	33	39.3	1.2	40	49.3	1.2	47	60.4	1.3	54	72.5	1.3	17.8%	11.5%

1. Data has 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 leads to outdated methods, hindering innovation.	Continuous engagement with business partners ensures modern technology is embedded in the SVC.
The risk of high turnover of knowledgeable and experienced staff causes delays, reduced data quality, and product discontinuity, failing to meet targets and produce high-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 in accordance with the relevant guidelines.
The risk of inadequate funding leads to limited marketing, reduced stakeholder interaction, and a reduced workforce, resulting in reduced coverage, scope, frequency, and timeliness of the series, an 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 using alternative data sources to augment statistical series.
The risk that Stats SA fails to access and efficiently use administrative data sources leads to inefficiencies in the SVC, resulting in under-coverage, higher costs, and the discontinuation of the Residential Property Price Index.	Amendment and enforcement of the Statistics Act, 1999. 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 leads to system failures, resulting in publication delays, inadequate quality control, 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		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	Compiled concept note on MYPE estimation	Published release on mid-year population estimates at national and provincial levels Published technical report on MYPE estimation	• 1 release on mid-year population estimates at national and provincial levels published	• 1 release on mid-year population estimates at national and provincial levels published	• 1 release on mid-year population estimates at national and provincial levels published	• 1 release on mid-year population estimates at national and provincial levels published
		Statistical information on the changing dynamics of the population	Number of long-term population projection at national and provincial level published				• 1 long-term population projection at national and provincial level published	• 1 long-term population projection at national and provincial level published	• 1 long-term population projection at national and provincial level published	• 1 long-term population projection at national and provincial level published
		Statistical information on the changing dynamics of the population	Number of mid-year population projections at district level published					• 1 mid-year population projection at district level published	• 1 mid-year population projection at district level published	• 1 mid-year population projection at district level published
		Statistical information on the changing dynamics of the population	Number of mid-year population estimates at district level published	Compiled mid-year population estimates at district level		Published mid-year population estimates at district level	• 1 mid-year population estimates at district level published	• 1 mid-year population estimates at district level published	• 1 mid-year population estimates at district level published	• 1 mid-year population estimates at district level published
		Statistical information on the changing dynamics of the population	Number of provincial reports on mid-year population estimates at district level published				• 9 provincial reports on mid-year population estimates at district level published	• 9 provincial reports on mid-year population estimates at district level published	• 9 provincial reports on mid-year population estimates at district level published	• 9 provincial reports on mid-year population estimates at district level published
		Statistical information on the changing dynamics of the population	Number of mid-year population estimates at local municipal level published			• Compiled concept notes on local municipal MYPE estimation and concept note on household estimation	• 1 mid-year population estimates at local municipal level published	• 1 mid-year population estimates at local municipal level published	• 1 mid-year population estimates at local municipal level published	• 1 mid-year population estimates at local municipal level published

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
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 household estimates published				• 1 mid-year household estimates published	• 1 mid-year household estimates published	• 1 mid-year household estimates published	• 1 mid-year household estimates published	
		Statistical information on demography and the population of the country	Number of thematic reports on reproductive health published	Compiled report on natural demographic processes	Published report on natural demographic processes of fertility	Compiled technical report on fertility from Census data. Published report on age and sex structure from Census 2022	• 1 technical report on mortality approved	• 1 thematic report on reproductive health published	• 1 report on the profile of women of reproductive age published	• 1 report on natural demographic processes published	
		Statistical information on demography and the population of the country	Number of demographic compendiums published					• 1 demographic compendium published			
		Statistical information on migration statistics	Number of thematic reports on migration statistics published	Not achieved. A report on the assessment of alternative data sources for migration statistics was not compiled	Published report on the migration profile	Published report on migration statistics based on various data sources, including Census 2022	• 1 report on migration statistics published	• 1 thematic report on migration statistics published	• 1 report on migration statistics based on GHS 2026 published	• 1 report on migration statistics published	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 2026		1		
14.2	Number of long-term population projections at national and provincial level published	1 long-term population projection at national and provincial level published by January 2027				1
14.3	Number of mid-year population projections at district level published	1 mid-year population projection at district level published by November 2026			1	
14.4	Number of mid-year population estimates at district level published	1 mid-year population estimates at district level published by September 2026		1		
14.5	Number of provincial reports on mid-year population estimates at district level published	9 provincial reports on mid-year population estimates at district level published by November 2026			9	
14.6	Number of mid-year population estimates at local municipal level published	1 mid-year population estimate at local municipal level published by February 2027				1
14.7	Number of mid-year household estimates published	1 mid-year household estimate published by March 2027				1
14.8	Number of thematic reports on reproductive health published	1 thematic report on reproductive health published by February 2027				1
14.9	Number of demographic compendiums published	1 demographic compendium published by March 2027				1
14.10	Number of thematic reports on migration statistics published	1 thematic report on migration statistics published by February 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 12 monthly releases on international tourism	Published 12 monthly releases on international tourism and migration	Published 12 monthly releases on international 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 statistics (2023)	Published annual report on international tourism statistics (2024)	• 1 annual report on international tourism statistics (2025) published	• 1 annual report on international tourism statistics (2026) published	• 1 annual report on international tourism statistics (2027) published	• 1 annual report on international tourism statistics (2028) published
		Statistical information on vital statistics	Number of releases on vital statistics (births) published	Published annual release on recorded live births (2021)	Published annual release on recorded live births (2022)	Published annual release on recorded live births (2023)	• 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	• 1 annual release on recorded live births (2027) published
		Statistical information on vital statistics	Number of releases on vital statistics (deaths) published	Not achieved. Annual releases for 2019 and 2020 were not published	Published annual release on mortality and causes of death (2019)	Published annual release on mortality and causes of death (2021)	• 2 annual releases on mortality and causes of death (2022 & 2023) published	• 2 annual releases on mortality and causes of death (2024 & 2025) published	• 1 annual release on mortality and causes of death (2026) published	• 1 annual release on mortality and causes of death (2027) published
		Statistical information on vital statistics	Number of releases on vital statistics (marriages and divorces) published	Published annual release on marriages and divorces (2021)	Published annual release on marriages and divorces (2022)	Published annual release on marriages and divorces (2023)	• 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	• 1 annual release on marriages and divorces (2027) published
		Statistical information on health	Number of reports on health statistics published	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	• 1 annual report on health statistics published

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets				
			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 (2026) published by March 2027	[Greyed out]				1
15.3	Number of releases on vital statistics (births) published	1 annual release on recorded live births (2025) published by November 2026	[Greyed out]		1	[Greyed out]	
15.4	Number of releases on vital statistics (deaths) published	2 annual releases on mortality and causes of death (2024 & 2025) published by March 2027	[Greyed out]				2
15.5	Number of releases on vital statistics (marriages and divorces) published	1 annual release on marriages and divorces (2025) published by February 2027	[Greyed out]				1
15.6	Number of reports on health statistics published	1 annual report on health statistics published by March 2027	[Greyed out]				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance		Medium-term targets	
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	Published annual release on domestic tourism statistics	Published annual release on domestic tourism statistics (2022)	Published annual release on domestic tourism statistics	• 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 technical reports on the integration of the national domestic tourism surveys 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 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	• 1 technical report on the integration of the national domestic tourism surveys approved
		Statistical information on household service delivery	Number of GHS 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 statistics published	• 1 annual GHS release on social and household service delivery statistics published	• 1 annual GHS release on social and household service delivery statistics published	• 1 annual GHS release on social and household service delivery statistics published
		Development indicators publication	Number of releases on selected development indicators for provinces published	Published annual release on development indicators	Published annual release on development indicators	Published annual release on development indicators	• 1 annual releases on development indicators published	• 1 annual release on selected development indicators for provinces published	• 1 annual release on selected development indicators for provinces published	• 1 annual release on selected development indicators for provinces published
		Development indicators publication	Number of releases on selected development indicators for metros published	Published annual release on metro development indicators	Published annual release on metro development indicators	Published annual release on metro development indicators	• 1 annual release on metro development indicators published	• 1 annual release on selected development indicators for metros published	• 1 annual release on selected development indicators for metros published	• 1 annual release on selected development indicators for metros published
		Statistical information on marginalised groups	Number of reports on marginalised groups indicators published	Published annual report 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 thematic report on marginalised groups (Series 6)	An annual thematic report on marginalised groups (Series 7) was not published	Published annual thematic report on marginalised groups (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)	1 annual thematic report on marginalised groups published (Series 11)

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

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance		Medium-term targets	
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Statistical information on gender	Number of thematic reports on gender published	Published annual thematic report on gender (Series 9)	Published annual thematic report on gender (Series 10)	Published annual thematic report on gender (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)	• 1 annual thematic report on gender published (Series 15)
		Statistical information on crime	Number of releases on victims of crime statistics published	Published annual release on victims of crime statistics	1 annual release on victims of crime statistics published	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
		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		• 1 release on governance statistics published
		Statistical information on children	Number of thematic reports on child statistics published	Compiled child statistics report (Series 1)	Published child statistics report (Series 2)	Published annual thematic report on child statistics (Series 3)		• 1 thematic report on child statistics published (Series 5)		• 1 thematic report on child statistics published (Series 6)
		Research reports on alternative data sources on education and children	Number of research reports on alternative data sources approved	Compiled research report on alternative data sources on education	Compiled research report on alternative data sources	Compiled research report on alternative data sources on education and child statistics	• 1 research report on alternative data sources on education and child statistics approved	• 1 research report on alternative data sources approved	• 1 research report on alternative data sources approved	• 1 research report on alternative data sources approved

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 2026			1	
16.2	Number of technical reports on the integration of the national domestic tourism surveys approved	1 technical report on the integration of the national domestic tourism surveys approved by March 2027				1
16.3	Number of GHS releases on social and household service delivery statistics published	1 annual GHS release on social and household service delivery statistics published by May 2026	1			
16.4	Number of releases on selected development indicators for provinces published	1 annual release on selected development indicators for provinces published by May 2026	1			
16.5	Number of releases on selected development indicators for metros published	1 annual release on selected development indicators for metros published by May 2026	1			
16.6	Number of reports on marginalised groups indicators published	1 annual report on marginalised groups indicators published by February 2027				1
16.7	Number of thematic reports on marginalised groups published	1 annual thematic report on marginalised groups (Series 9) published by February 2027				1
16.8	Number of thematic reports on gender published	1 annual thematic report on gender (Series 13) published by August 2026		1		
16.9	Number of releases on victims of crime statistics published	1 annual release on victims of crime statistics published by August 2026		1		
16.10	Number of releases on governance statistics published	1 release on governance statistics published by October 2026			1	
16.11	Number of thematic reports on child statistics published	1 thematic report on child statistics (Series 5) published by February 2027				1
16.12	Number of research reports on alternative data sources approved	1 research report on alternative data sources approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 labour market releases	Number of reports on labour market dynamics published	Published annual report on labour market statistics	Published annual report on labour market statistics	Published annual report on labour market statistics (2023)	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics published	• 1 annual report on labour market dynamics published	• 1 annual report on labour market dynamics published
		Statistical information on labour matters	Number of reports on Survey of Activities of Young Persons (SAYP) published			Published Survey of Employers and Self-Employed (SESE) report	• 1 Volunteer Activities Survey (VAS) report published	• 1 report on SAYP published		• 1 report on SESE published

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 (2025) published by December 2026			1	
17.4	Number of reports on Survey of Activities of Young Persons (SAYP) published	1 report on SAYP published by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)										
18.	Insightful data	Statistical information on poverty	Number of reports on national poverty lines for 2026 published	Published report on national poverty lines for 2022	Published report on national poverty lines for 2023	Published report on national poverty lines for 2024	<ul style="list-style-type: none"> 1 report on national poverty lines for 2025 published 	<ul style="list-style-type: none"> 1 report on national poverty lines for 2026 published 	<ul style="list-style-type: none"> 1 report on national poverty lines for 2027 published 	<ul style="list-style-type: none"> 1 report on national poverty lines for 2028 published
		Statistical information on inequality	Number of reports on inequality trends published		Published report on subjective poverty based on GHS data series		<ul style="list-style-type: none"> 1 report on money-metric poverty trends published 	<ul style="list-style-type: none"> 1 report on inequality trends published 		
		Statistical information on poverty and food security	Number of reports on food security published	Published report on food security using the GHS data series	A report on food security based on the GHS data series was not published	Published report on food security	<ul style="list-style-type: none"> 1 report on subjective poverty published 	<ul style="list-style-type: none"> 1 report on food security published 		
		CPS pilot	Number of CPS piloted			Compiled document on CPS methodology. Compiled CPS concept note. Compiled CPS project charter.	<ul style="list-style-type: none"> 1 CPS rotation strategy approved 	<ul style="list-style-type: none"> 1 CPS piloted 	<ul style="list-style-type: none"> 1 release on CPS published 	
		Data collection tool	Number of data collection tools approved					<ul style="list-style-type: none"> 1 data collection tool approved 		
		Report on IES module inclusion in CPS	Number of reports on IES module inclusion in CPS approved					<ul style="list-style-type: none"> 1 report on IES module inclusion in CPS approved 		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 national poverty lines for 2026 published	1 report on national poverty lines for 2026 published by August 2026		1		
18.2	Number of reports on inequality trends published	1 report on inequality trends published by September 2026		1		
18.3	Number of reports on food security published	1 report on food security published by February 2027				1
18.4	Number of CPS piloted	1 CPS piloted by March 2027				1
18.5	Number of data collection tools approved	1 data collection tool approved by March 2027				1
18.6	Number of reports on IES module inclusion in CPS approved	1 report on IES module inclusion in CPS approved by March 2027				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 will be obtained by 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, Stats SA will commemorate the Census journey, marking 30 years of data collection that have consistently contributed to the provision of high-quality data at the national, provincial, and local government levels to support evidence-based planning and decision-making.

The persistently high levels of inequality and ongoing challenges in poverty reduction necessitate a comprehensive understanding of household consumption patterns, encompassing both goods and services. Furthermore, increasing concerns about food security at the global and national levels emphasise the need for robust, specialised measurement of household income and expenditure, poverty and inequality, multidimensional poverty, and household food security. In response to these demands, Stats SA is exploring ways to integrate and collect income and expenditure indicators through the anticipated Continuous Population Survey. In addition to this initiative, Stats SA will continue to release national poverty lines on an annual basis, adjusted for inflation to reflect changes in the cost of living. Regular updates based on price movements for goods and services are essential to ensure that the national poverty lines remain accurate, credible, and relevant over time.

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 the 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 tested and piloted in 2026/27. This survey will create a more agile and cost-effective operating model for survey data collection, providing 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. In specific, 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 rely on survey data in the foreseeable future, efforts are underway to assess the availability and potential use of a range of administrative data sources. This approach aims to harness and unlock data within the broader data ecosystem to complement, and potentially in the longer term replace, selected survey-based data sources, in line with established statistical principles, standards, and frameworks. Work has already commenced in key areas, including the utilisation of 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. In addition, administrative crime data from the South African Police Service (SAPS) and the Governance, Public Safety and Justice Survey (GPSJS) are used alongside the General Household Survey (GHS) and other survey data to produce statistical information and analytical reports.

Transformed capability: Extensive skilling and reskilling in data analytics, data mining, and other related digital capabilities are 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 (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23-2025/26		2026/27	2027/28	2028/29	2025/26-2028/29	2026/27-2028/29
Programme Management for Population and Social Statistics	1,8	2,5	2,1	3,9	30,8%	1,0%	4,7	4,9	5,1	9,4%	1,6%
Demographic and Population Statistics	21,0	23,1	15,2	25,9	7,2%	8,2%	25,3	26,4	27,6	2,1%	8,6%
Health and Vital Statistics	16,0	17,0	23,5	17,3	2,5%	7,1%	17,3	18,0	18,8	3,0%	5,8%
Social Statistics	22,4	24,3	23,3	27,4	7,0%	9,4%	27,1	28,3	29,6	2,5%	9,2%
Labour Statistics	44,0	45,0	44,0	46,6	1,9%	17,3%	46,8	48,8	51,0	3,0%	15,8%
Poverty and Inequality Statistics	174,9	210,1	53,3	152,3	-4,5%	57,0%	182,8	191,0	172,1	4,1%	59,0%
Total	280,1	322,0	161,4	273,5	-0,8%	100,0%	304,0	317,5	304,2	3,6%	100,0%
Change to 2025 Budget estimate				–			(18,8)	(19,9)	(48,4)		

Economic classification

Current payments	279,1	313,1	152,6	259,6	-2,4%	96,9%	304,0	317,5	304,1	5,4%	100,0%
Compensation of employees	210,8	246,0	138,2	188,3	-3,7%	75,5%	214,8	224,3	206,8	3,2%	69,8%
Goods and services	68,2	67,1	14,4	71,3	1,5%	21,3%	89,1	93,2	97,3	10,9%	30,2%
<i>of which:</i>											
Computer services	2,6	–	3,4	5,7	30,7%	1,1%	11,2	15,4	16,3	41,8%	4,6%
Consultants: Business and advisory services	0,0	0,0	3,1	8,2	580,0%	1,1%	4,0	4,1	4,3	-19,5%	1,3%
Fleet services (including government motor transport)	–	0,6	0,0	0,2	–	0,1%	17,0	17,7	18,5	371,8%	5,7%
Travel and subsistence	57,0	59,2	3,4	44,0	-8,3%	15,8%	45,5	47,2	49,1	3,7%	15,3%
Training and development	0,1	0,6	0,2	2,1	149,2%	0,3%	1,6	1,4	1,5	-10,7%	0,5%
Operating payments	1,8	1,8	1,0	0,9	-19,9%	0,5%	2,1	2,2	2,3	35,6%	0,7%
Transfers and subsidies	0,5	8,3	0,3	2,7	78,7%	1,1%	–	–	0,0	-74,9%	0,0%
Households	0,5	8,3	0,3	2,7	78,7%	1,1%	–	–	0,0	-74,9%	0,0%
Payments for capital assets	0,6	0,6	0,9	11,2	171,3%	1,3%	–	–	–	-100,0%	–
Machinery and equipment	0,6	0,6	0,9	11,2	171,3%	1,3%	–	–	–	-100,0%	–
Payments for financial assets	–	–	7,6	–	–	0,7%	–	–	–	–	–
Total	280,1	322,0	161,4	273,5	-0,8%	100,0%	304,0	317,5	304,2	3,6%	100,0%
Proportion of total programme expenditure to vote expenditure	7,4%	11,8%	6,2%	9,6%	–	–	10,3%	10,3%	9,5%	–	–

Details of transfers and subsidies

Households											
Social benefits											
Current	0,5	8,3	0,3	2,7	78,7%	1,1%	–	–	0,0	-74,9%	0,0%
Employee social benefits	0,5	8,3	0,3	2,7	78,7%	1,1%	–	–	0,0	-74,9%	0,0%
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 2026		Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)	
		Actual			Revised estimate			Medium-term expenditure estimate											
Number of funded posts	Number of posts additional to the establishment	2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Population and Social Statistics	218	–	161	138,2	0,9	203	188,3	0,9	209	214,8	1,0	200	224,3	1,1	172	206,8	1,2	-5,3%	100,0%
Salary level																			
1–6	42	–	31	19,2	0,6	24	15,7	0,7	13	8,6	0,7	26	18,5	0,7	14	10,7	0,8	-15,9%	9,0%
7–10	95	–	68	46,7	0,7	98	71,8	0,7	97	75,0	0,8	69	58,5	0,8	65	57,9	0,9	-12,9%	39,5%
11–12	48	–	41	47,5	1,2	48	59,2	1,2	55	71,3	1,3	49	66,9	1,4	42	59,9	1,4	-4,7%	25,0%
13–16	33	–	21	24,8	1,2	33	41,7	1,3	45	60,0	1,3	57	80,4	1,4	52	78,3	1,5	16,4%	26,5%

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 declining resources and lower response rates.	<p>Provide support to survey operations by updating quality programmes and ensuring they receive regular feedback on the quality of completed questionnaires in each province.</p> <p>Collaborate closely in developing quality indicators for data collection as a tool for continuous improvement, as well as continuous training.</p>
Inadequate geographic alignment of data to the most recent geographic boundaries.	Provide support in maintaining the new Master Sample frame for household surveys.
Limited financial resources hinder the organisation's access to alternative data sources, including big data, restricting the expansion and sustainability of official statistics.	Continue identifying appropriate alternative data sources, and support and work with SANSS to address reforms and refine business process flows for data collection.

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

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Methods)										
19.	Agile operating model	New master sample	Number of reports on master sample utilisation approved	Conducted PES for Census 2022	Compiled research report on the design of the new master sample	Redesigned master sample for CPS and other surveys	• 1 test on the new master sample for CPS conducted	• 1 report on master sample utilisation approved	• 1 report on master sample utilisation approved	• 1 report on master sample utilisation approved
		Methodological practices for economic and social statistics	Number of reports on methodological practices approved				3 reports on methodological practices approved	• 2 reports on methodological practices approved	• 2 reports on methodological practices approved	• 2 reports on methodological practices approved
		Emerging methodologies	Number of reports on emerging methodologies approved					• 1 report on emerging methodologies approved	• 1 report on emerging methodologies approved	• 1 report on emerging methodologies approved
		Methodological Support	Percentage of methodological support provided to stakeholders					• 90% methodological support provided to stakeholders	• 90% methodological support provided to stakeholders	• 90% methodological support provided to stakeholders

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Methods)						
19.1	Number of reports on master sample utilisation approved	1 report on master sample utilisation approved by March 2027				1
19.2	Number of reports on methodological practices approved	2 reports on methodological practices approved by March 2027				2
19.3	Number of reports on emerging methodologies approved	1 report on emerging methodologies approved by March 2027				1
19.4	Percentage of methodological support provided to stakeholders	90% methodological support provided to stakeholders by March 2027				90%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Standards)										
20.	Agile operating model	International standards to improve statistical practices	Number of international Standard on Central Product Classification (CPC Ver. 3.0) adopted	Adopted international standard on Institutional Sector Classification	Adopted international classification on the Harmonized System (HS 2022)	Compiled preliminary report on the adoption of International Standard on Industrial Classification (ISIC Rev.5)	• 1 international Standard on Industrial Classification of all Economic Activities (ISIC Rev.5) adopted	• 1 international Standard on Central Product Classification (CPC Ver. 3.0) adopted	• 1 international classification of Statistical Activities Version 2.0 (CSA Ver. 2.0) adopted	• 1 preliminary report on the adoption of classification of standards approved
		Statistical standards	Number of statistical standards developed					• 1 statistical standard developed	• 1 statistical standard developed	• 1 statistical standard developed
		Statistical standards	Number of statistical standards reviewed					• 3 statistical standards reviewed	• 3 statistical standards reviewed	• 3 statistical standards reviewed

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Standards)						
20.1	Number of international Standard on Central Product Classification (CPC Ver. 3.0) adopted	1 international Standard on Central Product Classification (CPC Ver. 3.0) adopted by March 2027				1
20.2	Number of statistical standards developed	1 statistical standard developed by September 2026		1		
20.3	Number of statistical standards reviewed	3 statistical standards reviewed by March 2027				3

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Business Register)										
21.	Agile operating model	Statistical Business Register (SBR) improvements	Number of reports on SBR improvements implemented				<ul style="list-style-type: none"> 1 assessment on the maturity level of the SBR conducted 	<ul style="list-style-type: none"> 1 report on SBR improvements implemented (Phase 1) 	<ul style="list-style-type: none"> 1 report on SBR improvements implemented (Phase 2) 	<ul style="list-style-type: none"> 1 report on alternatives to improve the SBR IT environment dimension approved (Phase 3)
		Financial sampling frame	Number of preliminary financial sampling frames produced				<ul style="list-style-type: none"> 1 preliminary financial sampling frame produced 	<ul style="list-style-type: none"> 1 preliminary financial sampling frame produced 	<ul style="list-style-type: none"> 1 preliminary financial sampling frame produced 	
		Financial sampling frame	Number of final financial sampling frames produced				<ul style="list-style-type: none"> 1 final financial sampling frame produced 	<ul style="list-style-type: none"> 1 final financial sampling frame produced 	<ul style="list-style-type: none"> 1 final financial sampling frame produced 	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Business Register)						
21.1	Number of reports on SBR improvements implemented	1 report on SBR improvements implemented (Phase 1) by March 2027				1
21.2	Number of preliminary financial sampling frames produced	1 preliminary financial sampling frame produced by November 2026			1	
21.3	Number of final financial sampling frames produced	1 final financial sampling frame produced by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Geography)										
22.	Agile operating model	Geo-enabled master sample for mixed-mode data collection	Number of master samples for mixed-mode data collection developed	Geo-enabled statistical frame	The master sample was 77% completed	Additional sources were not evaluated	• 1 geo-enabled master sample for CPS and household surveys updated (Phase 2)	• 1 master sample for mixed-mode data collection developed	• 1 master sample for mixed-mode data collection updated	• 1 master sample for mixed-mode data collection updated
		Methodology for urban-rural continuum	Number of methodologies for urban-rural continuum developed					• 1 methodology for urban-rural continuum developed	• 1 methodology for urban-rural continuum implemented	• 1 methodology for urban-rural continuum reviewed
		Assessment report on datasets to enhance Geospatial Information Frame (GIF)	Number of assessment reports on additional datasets to enhance GIF approved					• 1 assessment report on additional datasets to enhance GIF approved	• 1 report on enhanced GIF with additional datasets approved	• 1 report on enhanced GIF with additional datasets updated

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Geography)						
22.1	Number of master samples for mixed-mode data collection developed	1 master sample for mixed-mode data collection developed by March 2027				1
22.2	Number of methodologies for urban-rural continuum developed	1 methodology for urban-rural continuum developed by March 2027				1
22.3	Number of assessment reports on additional datasets to enhance GIF approved	1 assessment report on additional datasets to enhance GIF approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Survey Monitoring and Evaluation)										
23.	Agile operating model	Quality management system (QMS) manual	Number of quality assurance manuals approved				• 1 QMS concept note approved	• 1 quality assurance manual approved	• 1 QMS element approved	• 1 QMS element approved
		Evaluation of CPS pilot	Number of reports on the evaluation of CPS pilot approved					• 1 report on CPS pilot evaluation approved	• 1 report on CPS pilot evaluation approved	
		Monitoring of CPS pilot	Number of reports on the monitoring of CPS pilot approved					• 1 report on CPS pilot monitoring approved	• 1 report on CPS pilot monitoring approved	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Survey Monitoring and Evaluation)						
23.1	Number of quality assurance manuals approved	1 quality assurance manual approved by March 2027				1
23.2	Number of reports on the evaluation of CPS pilot approved	1 report on CPS pilot evaluation approved by March 2027				1
23.3	Number of reports on the monitoring of CPS pilot approved	1 report on CPS pilot monitoring approved by March 2027				1

2.4.5 Programme 4: Explanation on planned performance

The programme contributes towards achieving the organisational strategic outcomes of 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. Statistical 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. Over the medium term the Branch will focus on drafting a standardisation framework for the NSS which in turn will inform the operational model for developing statistical standards and classifications for SANSS partners. In addition, the branch will focus on the adoption or adaption of 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) contributes as a transversal frame in the statistical value chain through its layers of geo-referenced features such as dwellings, businesses, place names, enumeration areas, small areas and national administrative boundaries. The GIF forms the base reference for planning, operations and dissemination of censuses and surveys. Geospatial information and reliable evidence are fundamental to achieving domestic and global developmental agendas. 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, coverage, 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 VAT-registered 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). Furthermore, work is undertaken to develop a more suitable sampling frame for the Quarterly Employment Statistics survey by identifying and testing variables for the frame creation and sample selection. Inclusion of the employment frame into the suite of products that are generated in the Branch represents an expansion of the reach of the SBR and further affirms the mandate of the branch in respect of providing sampling frames that are fit for purpose and suitable for the needs of surveys. Initiatives to evaluate identified administrative data sources in the state that are relevant for the maintenance of the Statistical Business Register will be pursued further.

Agile operating model: Application of sound statistical methods is the cornerstone of quality statistics. In line with this, the branch is also responsible for researching, 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; statistical research to innovate statistical methods, practices, and processes for improved efficiency and agility; 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.

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. While the development of the QMS is ongoing, the Branch will continue to implement and enhance current monitoring and evaluation processes as informed by the applicable organisational frameworks.

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	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23-2025/26					2025/26-2028/29	2026/27-2028/29
Programme Management for Methodology and Statistical Infrastructure	2,8	4,1	4,0	3,4	6,9%	2,4%	4,3	4,5	4,7	11,2%	2,5%
Statistical Methods	23,9	21,5	20,9	20,6	-4,8%	14,7%	27,8	29,0	30,3	13,6%	16,2%
Statistical Standards	8,3	7,5	8,1	10,5	8,4%	5,8%	11,1	11,5	12,1	4,6%	6,5%
Business Register	38,0	40,0	42,7	47,4	7,6%	28,4%	49,6	51,8	54,2	4,6%	29,0%
Geography	46,7	57,2	54,3	55,0	5,6%	36,0%	55,3	57,7	60,4	3,1%	32,3%
Survey Monitoring and Evaluation	13,4	17,6	17,4	19,2	12,8%	11,4%	20,9	21,8	22,8	5,9%	12,2%
Innovation and Research	0,5	2,0	2,1	2,5	73,8%	1,2%	2,3	2,4	2,5	0,4%	1,3%
Total	133,6	149,9	149,5	158,7	5,9%	100,0%	171,2	178,8	186,9	5,6%	100,0%
Change to 2025 Budget estimate				–			(2,7)	(3,1)	(3,1)		
Economic classification											
Current payments	133,5	149,3	148,9	158,7	5,9%	99,8%	171,2	178,7	186,7	5,6%	99,9%
Compensation of employees	127,5	135,1	138,5	145,5	4,5%	92,4%	157,2	164,0	171,4	5,6%	91,8%
Goods and services	6,0	14,2	10,4	13,2	29,7%	7,4%	14,0	14,7	15,3	5,1%	8,2%
<i>of which:</i>						–					–
Computer services	3,1	3,2	6,7	3,4	3,4%	2,8%	3,4	3,7	3,9	4,6%	2,0%
Infrastructure and planning services	–	6,0	–	–	–	1,0%	1,9	1,9	1,9	–	1,1%
Agency and support/outsourced services	–	–	–	0,1	–	0,0%	2,0	2,2	2,2	199,1%	1,2%
Consumables: Stationery, printing and office supplies	0,1	0,1	0,1	0,6	96,4%	0,2%	0,9	0,9	1,0	17,2%	0,5%
Travel and subsistence	0,6	1,5	1,3	3,8	86,0%	1,2%	2,3	2,4	2,5	-12,8%	1,4%
Operating payments	0,7	1,0	0,7	1,0	10,8%	0,6%	1,3	1,3	1,3	10,5%	0,7%
Transfers and subsidies	0,1	0,5	0,4	–	-100,0%	0,2%	0,1	0,0	0,2	–	0,1%
Households	0,1	0,5	0,4	–	-100,0%	0,2%	0,1	0,0	0,2	–	0,1%
Payments for capital assets	–	0,1	0,2	–	–	0,1%	–	–	–	–	–
Machinery and equipment	–	0,1	0,2	–	–	0,1%	–	–	–	–	–
Total	133,6	149,9	149,5	158,7	5,9%	100,0%	171,2	178,8	186,9	5,6%	100,0%
Proportion of total programme expenditure to vote expenditure	3,5%	5,5%	5,7%	5,6%	–	–	5,8%	5,8%	5,8%	–	–

Details of transfers and subsidies

Households											
Social benefits											
Current	0,1	0,5	0,4	-	-100,0%	0,2%	0,1	0,0	0,2	-	0,1%
Employee social benefits	0,1	0,5	0,4	-	-100,0%	0,2%	0,1	0,0	0,2	-	0,1%

Personnel information

Methodology and Statistical Infrastructure personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29	
Methodology and Statistical Infrastructure		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	242	-	178	138,5	0,8	179	145,5	0,8	184	157,2	0,9	186	164,0	0,9	189	171,4	0,9	1,8%	100,0%
1-6	25	-	16	7,6	0,5	20	10,0	0,5	25	13,1	0,5	30	16,4	0,5	35	20,1	0,6	20,5%	16,1%
7-10	140	-	111	76,0	0,7	103	71,4	0,7	92	63,9	0,7	92	66,6	0,7	91	69,4	0,8	-3,8%	49,2%
11-12	46	-	30	30,5	1,0	26	28,0	1,1	28	31,3	1,1	35	41,2	1,2	42	52,1	1,2	17,3%	18,8%
13-16	31	-	21	24,3	1,2	30	36,1	1,2	39	48,9	1,3	30	39,9	1,3	20	29,8	1,5	-12,2%	15,9%

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 incomplete sampling frames 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.	<p>Resource the unit with relevant skills.</p>

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

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 5: Statistical Support and Informatics (Subprogramme: Advocacy and Dissemination)										
24.	Insightful data	Publicity and Advocacy Strategy	Number of publicity and advocacy strategies approved					• 1 publicity and advocacy strategy approved	• 1 publicity and advocacy strategy implemented (Phase 1)	1 publicity and advocacy strategy implemented (Phase 2)
		Stats SA website	Number of Stats SA website enhancements implemented	Re-engineered 40% of Stats SA website	Phase 3 was not enhanced	Phase 4 of the website revamp was not achieved	• 1 Stats SA website enhanced (Phase 5)	• 1 Stats SA website implemented	• 1 Stats SA website reviewed	• 1 website governance implemented
		User Satisfaction Survey (USS)	Number of User Satisfaction Surveys conducted	Conducted USS	Not achieved. The survey was retracted due to technical challenges	A USS was not conducted	• 1 USS conducted	• 1 USS conducted	• 1 USS conducted	• 1 USS conducted
		Communication and marketing support to priority projects	Number of CPS communication, publicity and advocacy plans piloted	Compiled report on support provided to Census 2022 and PES	Provided 100% communication and marketing support to dissemination of Census 2022 products as scheduled	A report on 100% communication and marketing support to dissemination of Census 2022 was not compiled	• 1 CPS communication, publicity and advocacy strategy approved	• 1 CPS communication, publicity and advocacy plan piloted	• 1 CPS publicity and advocacy plan implemented	• 1 report on support to CPS dissemination approved

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Advocacy and Dissemination)						
24.1	Number of publicity and advocacy strategies approved	1 publicity and advocacy strategy approved by March 2027				1
24.2	Number of Stats SA website enhancements implemented	1 Stats SA website implemented by March 2027				1
24.3	Number of User Satisfaction Surveys conducted	1 USS conducted by March 2027				1
24.4	Number of CPS communication, publicity and advocacy plans piloted	1 CPS communication, publicity and advocacy plan piloted by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 5: Statistical Support and Informatics (Subprogramme: Business Modernisation)										
25.	Transformed capability	Enterprise architecture platform	Number of enterprise architecture domains implemented	Established 1 enterprise architecture domain	Implemented enterprise architecture platform as scheduled	Implemented enterprise architecture digital roadmap	• 1 enterprise architecture digital roadmap implemented (Phase 2)	• 1 enterprise architecture domain implemented (Phase 3)	• 1 enterprise architecture domain implemented (Phase 4)	• 1 enterprise architecture domain implemented (Phase 5)
		CPS system	Number of CPS pilot systems developed	Modernised 1 business process	Modernised 2 business processes	Modernised 2 business processes	• 2 business processes modernised	• 1 CPS pilot system developed	• 2 business processes modernised	• 2 business processes modernised
		CAWI system	Number of CAWI systems developed (Phase1)					• 1 CAWI system developed (Phase1)	• 1 CAWI system developed (Phase 2)	
		Cloud adoption framework	Number of cloud adoption frameworks approved					• 1 cloud adoption framework approved		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 domain implemented (Phase 3) by March 2027				1
25.2	Number of CPS Pilot systems developed	1 CPS Pilot system developed by March 2027				1
25.3	Number of CAWI systems developed (Phase1)	1 CAWI system developed (Phase1) by March 2027				1
25.4	Number of cloud adoption Frameworks approved	1 cloud adoption Framework approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 53 databases within generic data storage	Developed 80 databases within generic data storage	Developed 60 databases within generic data storage	• 30 databases within generic data storage developed	• 26 databases within generic data storage developed		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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	26 databases within generic data storage developed by March 2027	6	6	6	8

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 5: Statistical Support and Informatics (Subprogramme: Information and Communication Technology)										
27.	Transformed capability	Email migration	Number of email migration initiatives implemented	Not achieved, but testing of systems is in progress	A report on ICT environment upgrade initiative was not compiled	Compiled report on the implementation of an ICT environment upgrade initiative: Data Centre Segregation (phase 2)	• 1 report on initiative implemented to upgrade ICT environment approved (Phase 3)	• 1 email migration initiative implemented		
		Security controls	Number of cloud security controls initiatives implemented					• 1 cloud security controls initiative implemented		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Information and Communication Technology)						
27.1	Number of email migration initiatives implemented	1 email migration initiative implemented by March 2027				1
27.2	Number of cloud security controls initiatives implemented	1 cloud security controls initiative implemented by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 5: Statistical Support and Informatics (Subprogramme: Analytical Studies)										
28.	Insightful data	Research on Artificial Intelligence (AI)	Number of research reports on the use of AI approved	Compiled 2 research reports on spatial analysis	Compiled 2 research reports on spatial analysis	Compiled 2 research reports on spatial analysis	• 2 research reports on spatial analysis compiled	• 2 research reports on the use of AI approved	• 2 research reports on the use of AI approved	• 2 research reports on the use of AI approved

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Analytical Studies)						
28.1	Number of research reports on the use of AI approved	2 research reports on the use of AI approved by March 2027				2

2.5.5 Programme 5: Explanation on planned performance

Insightful data: The SSI programme leverages technology to transform and optimise data ecosystems, ensuring that they effectively serve statistics users while adapting to evolving requirements of the Integrated Indicator Framework (IIF). *Why it matters:* Optimised data ecosystems improve decision-making, increase efficiency, and ensure sustainability by aligning with both current and future statistics consumer expectations. Key outputs to achieve insightful data include: the implementation of the integrated stakeholder management strategy, which aims to place stakeholders at the centre of our operations by delivering products and services that are in line with the statistics consumer expectations; design and implement data management platforms to position Stats SA as a key player in the data ecosystem; to innovate interactive platforms by continuously enhancing the website and data collection platforms to improve, accessibility and use of our statistical products and services and effective collection of data; 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 enables infrastructure and digital solutions' capacity management. EA provides Stats SA with an environment that allows easy and faster adoption of newer technologies while supporting smooth business process 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 integrates the organisation's fundamental elements to streamline efforts, reduce costs and bring about the required value.

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. 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	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23-2025/26		2026/27	2027/28	2028/29	2025/26-2028/29	2026/27-2028/29
Programme Management for Statistical Support and Informatics	2,8	4,2	3,8	6,2	30,0%	1,4%	6,4	6,7	7,0	4,2%	1,9%
Advocacy and Dissemination	38,1	36,4	25,3	39,8	1,4%	11,6%	41,7	43,6	45,6	4,6%	12,2%
Business Modernisation	51,4	52,9	199,6	55,6	2,7%	29,8%	59,2	61,9	64,7	5,2%	17,3%
Publication Services	28,1	26,1	50,7	26,5	-1,9%	10,9%	40,2	42,1	44,0	18,4%	11,7%
Information, Communication and Technology	182,2	131,8	33,7	187,5	1,0%	44,3%	186,5	194,9	203,5	2,8%	54,3%
Analytical Studies	5,7	5,5	5,7	8,9	16,2%	2,1%	9,1	9,6	10,0	4,0%	2,7%
Total	308,2	256,8	318,8	324,4	1,7%	100,0%	343,2	358,7	374,7	4,9%	100,0%
Change to 2025 Budget estimate				-			20,9	21,8	22,7		

Economic classification

Current payments	280,6	255,2	304,3	311,1	3,5%	95,3%	330,9	345,9	361,5	5,1%	96,4%
Compensation of employees	136,4	138,8	141,4	153,7	4,1%	47,2%	171,3	179,1	187,1	6,8%	49,9%
Goods and services	144,2	116,4	163,0	157,3	2,9%	48,1%	159,5	166,8	174,3	3,5%	46,5%
<i>of which:</i>											
Computer services	136,5	100,0	151,7	134,7	-0,4%	43,3%	135,5	141,6	147,8	3,1%	39,5%
Consultants: Business and advisory services	0,0	0,0	0,0	0,1	280,3%	0,0%	3,3	3,4	3,6	303,0%	1,0%
Consumables: Stationery, printing and office supplies	0,7	0,3	0,7	1,4	25,1%	0,3%	1,3	1,3	1,4	0,9%	0,4%
Operating leases	0,1	5,4	5,3	3,7	213,0%	1,2%	7,1	7,4	7,7	27,9%	2,1%
Travel and subsistence	0,9	1,0	0,4	1,4	16,2%	0,3%	3,4	3,5	3,7	39,0%	1,0%
Operating payments	2,0	3,1	1,4	2,2	3,5%	0,7%	4,2	4,5	4,8	29,8%	1,3%
Transfers and subsidies	0,8	0,7	1,0	0,2	-38,9%	0,2%	0,2	0,0	0,0	-74,2%	0,0%
Public corporations and private enterprises	0,0	0,0	0,0	0,0	14,5%	0,0%	0,0	0,0	0,0	-	0,0%
Households	0,8	0,7	1,0	0,2	-39,2%	0,2%	0,2	-	-	-100,0%	0,0%
Payments for capital assets	26,9	0,9	13,5	13,1	-21,2%	4,5%	12,2	12,7	13,2	0,2%	3,5%
Machinery and equipment	26,9	0,9	11,5	12,4	-22,6%	4,3%	8,0	8,3	8,6	-11,4%	2,3%
Software and other intangible assets	-	-	2,0	0,7	-	0,2%	4,2	4,4	4,6	88,6%	1,2%
Total	308,2	256,8	318,8	324,4	1,7%	100,0%	343,2	358,7	374,7	4,9%	100,0%
Proportion of total programme expenditure to vote expenditure	8,1%	9,4%	12,2%	11,4%	-	-	11,6%	11,6%	11,7%	-	-

Details of transfers and subsidies

Households											
Social benefits											
Current	0,8	0,7	0,7	0,2	-39,2%	0,2%	0,2	-	-	-100,0%	0,0%
Employee social benefits	0,8	0,7	0,7	0,2	-39,2%	0,2%	0,2	-	-	-100,0%	0,0%
Other transfers to households											
Current	-	-	0,2	-	-	-	-	-	-	-	-
Employee social benefits	-	-	0,2	-	-	-	-	-	-	-	-
Public corporations and private enterprises											
Other transfers to public corporations											
Current	0,0	0,0	0,0	0,0	14,5%	-	0,0	0,0	0,0	-	0,0%
Communication	0,0	0,0	0,0	0,0	14,5%	-	0,0	0,0	0,0	-	0,0%

Personnel information

Statistical Support and Informatics personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29	
Statistical Support and Informatics		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	245	–	167	141,4	0,8	169	153,7	0,9	185	171,3	0,9	178	179,1	1,0	178	187,1	1,1	1,6%	100,0%
1–6	42	–	31	12,4	0,4	29	12,0	0,4	43	19,1	0,4	33	14,8	0,4	47	22,9	0,5	18,1%	22,8%
7–10	97	–	69	59,7	0,9	60	51,5	0,9	60	52,7	0,9	65	58,0	0,9	50	46,9	0,9	-6,0%	32,5%
11–12	73	–	45	44,9	1,0	53	56,2	1,1	51	56,8	1,1	46	54,0	1,2	44	54,5	1,2	-6,0%	26,1%
13–16	33	–	22	24,3	1,1	28	34,1	1,2	31	42,7	1,4	34	52,3	1,6	37	62,9	1,7	9,9%	18,6%

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
High staff turn-over and inability to retain skilled staff	Collaborate with HRM&D in the development of an HR retention strategy for ICT staff
Emerging risks pertaining to consumption of cloud services and use of artificial intelligence	Develop strategies outlining the adoption, costs effective and ethical use of cloud-based services and artificial intelligence
Inadequate resources (budget cuts) to deliver the organisational mandate	Continue to build resilience in our planning and operations to maintain the quality of our deliverables and outputs
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
Unreliable SITA services	Continue with engagements 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)

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

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Provinces)										
29.	Agile operating model	Statistical regions	Number of proposals on statistical regions approved	Compiled report on integrated fieldwork operations model pilot	Compiled report on integrated fieldwork operations model	Compiled report on the implementation of an integrated fieldwork operations model	• 1 integrated fieldwork operations model implemented (Phase 2)	• 1 proposal on statistical regions approved	• 1 statistical region piloted	• 1 report on statistical regions implemented (Phase 1)
		Provincial field operations on CPS	Number of CPS provincial field operations piloted	Developed Census 2022 dissemination plan	9 provincial reports on Income and Expenditure Survey data collection compiled	Compiled 9 provincial reports on Census 2022 dissemination	• 9 CPS provincial master samples updated	• 9 CPS provincial field operations piloted	• 9 CPS provincial field operations conducted	• 9 CPS provincial data disseminated

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

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Provinces)						
29.1	Number of proposals on statistical regions approved	1 proposal on statistical regions approved by March 2027				1
29.2	Number of CPS provincial field operations piloted	9 CPS provincial field operations piloted by March 2027				9

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Data Operations)										
30.	Agile operating model	Causes of death data	Percentage death notification forms processed	Processed 100% death notification forms (2019)	Not achieved. Processed 77% of death notification forms	Processed 100% death notification forms (2022)	• 100% death notification forms processed (2023)	• 100% death notification forms processed (2024)	• 100% death notification forms processed (2026)	• 100% death notification forms processed (2027)
		Causes of death data	Percentage death notification forms processed				• 100% death notification forms processed (2025)			
		CPS data processing	Number of CPS data processing piloted				• 1 CPS data processing piloted	• 1 CPS data processing implemented	• 1 CPS data processing implemented	
		CPS pilot data set	Number of CPS pilot data sets edited				• 1 CPS pilot data set edited	• 1 CPS data set edited	• 1 CPS data set edited	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 processed (2024) by May 2026	100%			
30.2	Percentage death notification forms processed	100% death notification forms processed (2025) by November 2026			100%	
30.3	Number of CPS data processing piloted	1 CPS data processing piloted by March 2027				1
30.4	Number of CPS pilot data sets edited	1 CPS pilot data set edited by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Household Surveys and Censuses)											
31.	Agile operating model	CPS out-of-scope for GIF	Number of CPS reports on out-of-scope for GIF approved				Compiled report on CPS field operations	• 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 piloted					• 1 CPS training strategy approved	• 1 CPS training strategy piloted	• 1 CPS training implemented	1 CPS training implemented
		Quality assurance tools	Number of quality assurance tools implemented	Compiled national report on digital data collection for household surveys	Compiled report on national digital data collection	Compiled report on improvements in national digital data collection		• 4 quality assurance tools reviewed	• 4 quality assurance tools implemented	• 4 quality assurance tools implemented	• 4 quality assurance tools implemented

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Household Surveys and Censuses)						
31.1	Number of CPS reports on out-of-scope for GIF approved	1 CPS report on out-of-scope for GIF approved by March 2027				1
31.2	Number of CPS training strategies piloted	1 CPS training strategy piloted by March 2027				1
31.3	Number of quality assurance tools implemented	4 quality assurance tools implemented by March 2027				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 2025/26. 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 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, aging field workforce 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	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23-2025/26					2025/26-2028/29	2026/27-2028/29
Programme Management for Statistical Operations and Provincial Coordination	5,5	3,8	3,7	5,3	-1,2%	0,4%	5,6	5,8	6,1	4,5%	0,6%
Provincial and District Offices	728,4	799,7	780,8	817,6	3,9%	65,0%	832,2	870,4	905,6	3,5%	86,5%
Data Operations	58,9	56,8	58,3	60,5	0,9%	4,9%	62,5	65,3	68,2	4,1%	6,5%
Household Survey and Censuses	1 247,9	64,1	47,4	70,8	-61,6%	29,7%	61,3	64,0	66,9	-1,9%	6,4%
Total	2 040,7	924,3	890,1	954,2	-22,4%	100,0%	961,6	1 005,5	1 046,8	3,1%	100,0%
Change to 2025 Budget estimate				–			29,9	31,7	29,4		

Economic classification

Current payments	2 021,3	916,8	886,0	949,9	-22,3%	99,3%	959,0	1 003,1	1 042,9	3,2%	99,7%
Compensation of employees	708,5	688,3	705,7	759,1	2,3%	59,5%	794,1	830,0	867,3	4,5%	82,7%
Goods and services	1 312,9	228,5	180,3	190,8	-47,4%	39,8%	164,9	173,1	175,6	-2,7%	17,0%
<i>of which:</i>											
Communication	39,2	18,7	16,5	14,8	-27,7%	1,9%	14,9	15,6	16,1	2,9%	1,5%
Fleet services (including government motor transport)	42,3	58,7	49,1	28,2	-12,6%	3,7%	32,7	34,5	35,1	7,5%	3,4%
Consumables: Stationery, printing and office supplies	2,8	1,0	0,9	3,4	7,3%	0,2%	4,1	4,2	4,4	8,3%	0,4%
Operating leases	111,0	106,5	96,3	114,5	1,0%	8,9%	79,8	83,8	83,6	-10,0%	8,2%
Travel and subsistence	461,7	25,8	11,7	19,3	-65,3%	10,8%	24,5	25,7	26,8	11,7%	2,6%
Operating payments	11,8	3,1	2,0	2,9	-37,6%	0,4%	3,4	3,6	3,7	9,5%	0,4%
Transfers and subsidies	17,0	3,1	2,2	0,6	-67,7%	0,5%	0,5	0,2	1,7	43,1%	0,1%
Public corporations and private enterprises	0,0	0,0	0,0	0,0	-66,7%	0,0%	0,0	0,0	0,0	-	0,0%
Households	16,9	3,1	2,2	0,6	-67,7%	0,5%	0,5	0,2	1,7	43,2%	0,1%
Payments for capital assets	2,4	4,4	1,9	3,7	15,8%	0,3%	2,1	2,2	2,3	-14,7%	0,2%
Machinery and equipment	2,4	4,4	1,9	3,7	15,8%	0,3%	2,1	2,2	2,3	-14,7%	0,2%
Total	2 040,7	924,3	890,1	954,2	-22,4%	100,0%	961,6	1 005,5	1 046,8	3,1%	100,0%
Proportion of total programme expenditure to vote expenditure	53,7%	33,9%	34,0%	33,4%	-	-	32,5%	32,5%	32,7%	-	-

Details of transfers and subsidies

Households											
Social benefits											
Current	16,6	3,0	2,1	0,6	-67,5%	0,5%	0,5	0,2	1,7	43,2%	0,1%
Employee social benefits	16,6	3,0	2,1	0,6	-67,5%	0,5%	0,5	0,2	1,7	43,2%	0,1%
Other transfers to households											
Current	0,4	0,1	0,1	-	-100,0%	-	-	-	-	-	-
Employee ex-gratia payment	-	0,0	0,1	-	-	-	-	-	-	-	-
Claims against the state	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	0,0	-	0,0%
Communication	0,0	0,0	0,0	0,0	-	-	0,0	0,0	0,0	-	0,0%
Other transfers to private enterprises											
Current	0,0	0,0	0,0	-	-100,0%	-	-	-	-	-	-
Claims against the state	-	-	0,0	-	-	-	-	-	-	-	-
Census 2021 claims	0,0	0,0	-	-	-100,0%	-	-	-	-	-	-

Personnel information

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

Number of posts estimated for 31 March 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29	
Statistical Operations and Provincial Coordination		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	1 466	–	1 231	705,7	0,6	1 172	759,1	0,6	1 101	794,1	0,7	1 020	830,0	0,8	996	867,3	0,9	-5,3%	100,0%
1–6	633	–	519	166,2	0,3	472	157,6	0,3	429	146,7	0,3	376	131,7	0,4	316	113,6	0,4	-12,5%	35,9%
7–10	622	–	543	336,8	0,6	509	356,9	0,7	465	371,0	0,8	421	386,7	0,9	477	452,4	0,9	-2,1%	43,7%
11–12	162	–	128	141,7	1,1	142	166,9	1,2	162	199,8	1,2	182	236,2	1,3	166	227,3	1,4	5,3%	16,4%
13–16	49	–	41	61,1	1,5	49	77,7	1,6	45	76,6	1,7	41	75,4	1,8	37	73,9	2,0	-8,9%	3,9%

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. Implementation of CPS updates
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		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 applied	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	• 1 clearance protocol for economic statistics subsystem applied
		Integrated Indicator Framework (IIF)	Number of reports on rationalised IIF for economic statistics subsystem approved	Compiled report on review of IIF for economic statistics subsystem	Compiled report on IIF for economic statistics subsystem	Compiled report on a rationalised IIF for economic statistics subsystem	• 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	• 1 report on rationalised IIF for economic statistics subsystem approved
		Memoranda of Understanding (MoU)/Service Level Agreements (SLA)	Number of MoUs/SLAs for economic statistics subsystem signed	Signed MoU with COEGA Development Corporation	Signed MoU with SA National Biodiversity Institute (SANBI)	Signed 2 MoUs with National Treasury and SA Reserve Bank, and Harry Gwala District Municipality	• 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
		Online self-assessment for statistical products within the economic sector	Number of reports on online self-assessment approved					• 2 reports on online self-assessment approved	• 2 reports on online self-assessment approved	2 reports on online self-assessment approved
		Statistical units for economic organs of state	Number of 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	• 1 report on statistical units for economic organs of state approved

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 applied	1 clearance protocol for economic statistics subsystem applied by March 2027				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 2027				1
32.3	Number of MoUs/SLAs for economic statistics subsystem signed	2 MoUs/SLAs for economic statistics subsystem signed by March 2027				2
32.4	Number of reports on online self-assessment approved	2 reports on online self-assessment approved by March 2027				2
32.5	Number of reports on statistical units for economic organs of state approved	1 report on statistical units for economic organs of state approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output Indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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 applied	Compiled clearance report for social statistics subsystem	Compiled clearance report for the SAPS Crime Statistics (2022/23)	Reviewed clearance protocol for the production of official statistics	• 1 clearance protocol for social statistics subsystem piloted	• 1 clearance protocol for social statistics subsystem applied	• 1 clearance protocol for social statistics subsystem applied	• 1 clearance protocol for social statistics subsystem applied
		Integrated Indicator Framework (IIF)	Number of reports on rationalised IIF for social statistics subsystem approved	Compiled report on review of IIF for social statistics subsystem	Compiled report on review of IIF for social statistics subsystem	Compiled report on rationalised IIF for social statistics subsystem	• 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	• 1 report on rationalised IIF for social statistics subsystem approved
		MoUs/SLA for social statistics subsystem	Number of MoUs/SLAs for social statistics subsystem signed	Signed MoU with ICASA	Signed MoU with the Department of Higher Education and Training	Signed 2 MoUs with the Department of Basic Education and SALGA	• 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 NSDS developed		Compiled report on stakeholder consultations on the NSDS			• 1 NSDS developed	• 1 NSDS adopted	• 1 NSDS I implemented
		Online self-assessment conducted for statistical products within the social sector	Number of online self-assessment reports approved					• 2 online self-assessment reports approved	• 2 online self-assessment reports approved	• 2 online self-assessment reports approved
		Statistical units for social organs of state	Number of 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 applied	1 clearance protocol for social statistics subsystem applied by March 2027				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 2027				1
33.3	Number of MoUs/SLAs for social statistics subsystem signed	2 MoUs/SLAs for social statistics subsystem signed by March 2027				2
33.4	Number of NSDS developed	1 NSDS developed by March 2027				1
33.5	Number of online self-assessment reports approved	2 online self-assessment reports approved by March 2027				2
33.6	Number of reports on statistical units for social organs of state approved	1 report on statistical units for social organs of state approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 7: South African National Statistics System (Subprogramme: Independent Quality Assessment)										
34.	Interconnected statistical system	SASQAF quality assessment reports	Number of SASQAF quality assessment reports approved	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)	Compiled 4 SASQAF quality assessments	• 4 SASQAF quality assessments conducted	• 4 SASQAF quality assessment reports approved	• 4 SASQAF quality assessment reports approved	• 4 SASQAF quality assessment reports approved
		SASQAF quality improvement plans	Number of SASQAF quality improvement plans approved					• 4 SASQAF quality improvement plans approved	• 4 SASQAF quality improvement plans approved	• 4 SASQAF quality improvement plans approved
		SASQAF data quality statements	Number of SASQAF data quality statements approved					• 4 SASQAF data quality statements approved	• 4 SASQAF data quality statements approved	• 4 SASQAF data quality statements approved
		SASQAF operational standards and guidelines	Number of SASQAF operational standards and guidelines revisions approved	Piloted SASQAF for administrative data sources	Compiled report on updated SASQAF for administrative data sources	Compiled report on the review of SASQAF standards and guidelines	• 1 report on the review of SASQAF operational standards and guidelines approved	• 1 SASQAF operational standards and guidelines revisions approved	• 1 SASQAF for administrative data sources reviewed	• 1 SASQAF for administrative data sources reviewed

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets				
			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 assessment reports approved	4 SASQAF quality assessment reports approved by March 2027					4
34.2	Number of SASQAF quality improvement plans approved	4 SASQAF quality improvement plans approved by March 2027					4
34.3	Number of SASQAF data quality statements approved	4 SASQAF data quality statements approved by March 2027					4
34.4	Number SASQAF operational standards and guidelines revisions approved	1 SASQAF operational standards and guidelines revisions approved by March 2027					1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Programme 7: South African National Statistics System (Subprogramme: Statistical Reporting)										
35.	Insightful data	SDG report	Number of preliminary reports on SDG indicators approved	Compiled 17 goal reports on SDG indicators	Compiled country report on SDG indicators	Compiled preliminary SDG report	• 1 country report on SDG indicators published	• 1 preliminary report on SDG indicators approved	• 1 country report on SDG indicators published	• 1 preliminary report on SDG indicators approved
		Integrated Indicator Framework (IIF)	Number of reports on updated IIF data values approved	1 report on updated IIF data values compiled	1 report on updated IIF data values compiled	Compiled report on updated IIF data values		• 1 report on updated IIF data values approved	• 1 report on updated IIF data values approved	• 1 report on updated IIF data values approved
	Interconnected statistical systems	Statistics Amendment Act (29 of 2024)	Number of reports on content of regulations approved	Compiled progress report on legislative reform	Compiled progress report on legislative reform	Compiled progress report on legislative reform	• 1 report on stakeholder consultation on Statistics Amendment Act (29 of 2024) approved	• 1 report on content of regulations approved	• 1 report on content of regulations approved	• 1 report on content of regulations approved
		Data strategy for South Africa	Number of reports on stakeholder consultation on 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	• 1 report on implementation of data strategy for South Africa approved

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Statistical Reporting)						
35.1	Number of preliminary reports on SDG indicators approved	1 preliminary report on SDG indicators approved by March 2027				1
35.2	Number of reports on updated Integrated Indicator Framework (IIF) data values approved	1 report on updated IIF data values approved by March 2027				1
35.3	Number of reports on content of regulations approved	1 report on content of regulations approved by March 2027				1
35.4	Number of reports on stakeholder consultation on a data strategy for South Africa approved	1 report on stakeholder consultation on a data strategy for South Africa approved by March 2027				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
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	Compiled report on updated IIF dissemination portal	Compiled report on IIF dissemination portal	Compiled report on IIF dissemination portal	• 1 IIF dissemination portal updated	• 1 IIF dissemination portal indicator updated	• 1 IIF dissemination portal indicator updated	• 1 IIF dissemination portal indicator updated
	Interconnected statistical system	Online SASQAF self-assessment	Number of online systems for SASQAF updated	Compiled report on development of additional features to online system for SASQAF self-assessment	Compiled report on updated online system for SASQAF independent assessment	Compiled report on updated online system for SASQAF independent assessment	• 1 online system for SASQAF updated	• 1 online system for SASQAF updated	• 1 online system for SASQAF updated	• 1 online system for SASQAF updated
		Online Integrated Indicator metadata repository (IIMR)	Number of online IIF metadata repositories updated	Developed specifications for online metadata repository for indicators	Compiled report on implementation of online metadata repository for indicators	Compiled a report on the review of an online metadata repository for indicators	• 1 online metadata repository for indicators reviewed	• 1 online IIF metadata repository updated	• 1 online IIF metadata repository updated	• 1 online IIF metadata repository updated
		Data Source Inventory System (DSIS)	Number of data source inventory systems piloted		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	• 1 data source inventory system updated
	Regulations on data access	Number of reports on data access regulations approved					• 1 report on data access regulations approved	• 1 report on data access regulations piloted	• 1 report on data access regulations implemented	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			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 indicator updated by March 2027				1
36.2	Number of online systems for SASQAF updated	1 online system for SASQAF updated by September 2026		1		
36.3	Number of online IIF metadata repositories updated	1 online IIF metadata repository updated by March 2027				1
36.4	Number of data source inventory systems piloted	1 data source inventory system piloted by March 2027				1
36.5	Number of reports on data access regulations approved	1 report on data access regulations approved by March 2027				1

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, 1999. 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 tabled the Statistics Amendment Bill in Cabinet in 2022/23. The Amendment Bill was 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 Amendment Act, 2024 came into effect on 01 October 2025.

The approval of the Statistics Amendment Act, 2024 will lead to 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, 1999. 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, 1999 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 2025/26, 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. A preliminary SDG country report for the 2027/28 reporting period will be drafted in 2026/27.

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

Table 14.18 South African National Statistics System 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 (%)
	2022/23	2023/24	2024/25				2025/26	2022/23-2025/26	2026/27		
R million											
Programme Management for the South African National Statistics System	2,7	3,5	4,5	7,4	40,3%	12,4%	7,3	7,6	8,0	2,4%	16,0%
Economic Subsystem	5,7	5,1	4,5	7,1	7,6%	15,4%	6,0	6,2	6,5	-3,0%	13,1%
Social Subsystem	4,8	4,6	6,3	9,3	24,9%	17,0%	8,7	8,5	8,8	-1,8%	18,1%
Independent Quality Assessment	4,9	5,1	4,4	7,6	15,8%	15,0%	7,1	7,4	7,7	0,9%	15,5%
Statistical Reporting	8,4	11,1	5,0	9,5	3,9%	23,2%	10,0	10,4	10,9	4,8%	21,9%
Data and Information Management	5,6	5,6	6,9	6,8	6,6%	17,0%	7,1	7,4	7,7	4,2%	15,4%
Total	32,1	35,0	31,6	47,7	14,1%	100,0%	46,1	47,5	49,7	1,3%	100,0%
Change to 2025 Budget estimate				-			(4,7)	(5,5)	(5,8)		
Economic classification											
Current payments	32,1	35,0	31,4	47,7	14,1%	99,7%	46,1	47,5	49,7	1,4%	100,0%
Compensation of employees	27,3	28,3	30,0	38,8	12,4%	84,9%	36,6	37,5	39,2	0,4%	79,1%
Goods and services	4,8	6,7	1,4	8,9	22,9%	14,8%	9,6	10,0	10,4	5,6%	20,9%
of which:											
Bursaries: Employees	-	-	-	0,5	-	0,4%	0,6	0,6	0,6	5,1%	1,2%
Consultants: Business and advisory services	1,9	4,5	0,0	1,4	-9,9%	5,4%	2,2	2,2	2,3	18,5%	4,7%
Consumables: Stationery, printing and office supplies	0,0	0,1	0,1	0,7	182,5%	0,5%	0,8	0,9	0,9	12,0%	1,8%
Travel and subsistence	0,6	0,4	0,7	3,0	69,4%	3,2%	3,3	3,5	3,6	7,2%	7,3%
Training and development	0,1	0,0	-	1,1	115,4%	0,8%	1,1	1,2	1,2	4,2%	2,5%
Operating payments	0,4	0,3	0,2	1,0	33,3%	1,3%	1,3	1,3	1,4	11,6%	2,8%
Transfers and subsidies	-	0,0	-	-	-	0,0%	-	-	-	-	-
Households	-	0,0	-	-	-	0,0%	-	-	-	-	-
Payments for capital assets	0,0	0,0	0,3	0,1	71,9%	0,3%	-	-	-	-100,0%	-
Machinery and equipment	0,0	0,0	0,3	0,1	71,9%	0,3%	-	-	-	-100,0%	-
Total	32,1	35,0	31,6	47,7	14,1%	100,0%	46,1	47,5	49,7	1,3%	100,0%
Proportion of total programme expenditure to vote expenditure	0,8%	1,3%	1,2%	1,7%	-	-	1,6%	1,5%	1,6%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	0,0	-	-	-	-	-	-	-	-	-
Employee social benefits	-	0,0	-	-	-	-	-	-	-	-	-

Personnel information

Table 14.19 South African National Statistics System personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		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											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29	
South African National Statistics System		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	48	–	27	30,0	1,1	36	38,8	1,1	32	36,6	1,1	31	37,5	1,2	31	39,2	1,3	-4,5%	100,0%
1–6	2	–	1	0,4	0,4	2	0,8	0,4	2	0,6	0,4	1	0,6	0,4	1	0,5	0,4	-15,8%	4,4%
7–10	19	–	8	6,7	0,8	18	16,2	0,9	17	15,9	1,0	16	15,5	1,0	16	16,1	1,0	-4,0%	50,5%
11–12	5	–	3	3,3	1,1	2	2,6	1,2	2	2,7	1,2	2	2,9	1,3	2	3,0	1,4	–	6,9%
13–16	22	–	15	19,5	1,3	14	19,2	1,4	12	17,3	1,4	12	18,6	1,5	12	19,6	1,6	-4,5%	38,2%

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 the national statistics system	Develop and implement the National Strategy for Development of Statistics (NSDS)
Inability to close the data gap within the IIF	Develop a data strategy Increase assessment of external data sources

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 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

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. The development of the 5-year Service Delivery Improvement Plan (SDIP) is informed by directives from the DPSA and is aligned with Stats SA's 5-year Strategic Plan. The SDIP aims to provide a focused approach to service delivery improvement within the department.

The organisational strategic direction remains focused on driving statistical development in South Africa through innovative solutions. These are some of the key elements outlined in the current strategy which was approved in the previous financial year. In addition, the same strategy 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, benchmarking with other statistical organisations on accepted international best practices on systems to adopt in the digital era, especially on leveraging evolving technologies to enhance service delivery to our citizens.

The department is positioned as the nation's official fact-finder, providing valuable data to society and policy-makers to improve South Africans' lives through data ecosystems. The demand for data is more critical than ever, especially considering global shifts such as climate change, technological disruptions, health crises, migration, and other transformative challenges that are impacting people across the world. These demands place National Statistics Offices (NSOs) at the forefront, necessitating continuous skills enhancement and process improvements. NSOs are collaborating with other participants in the data ecosystem to meet these demands. This increases the importance of people's capabilities both internally and externally.

Key focus areas in the SDIP are based on findings from the User Satisfaction Survey (USS), stakeholder inputs collected during consultation sessions and situational analysis conducted within the department during strategy development.

In addressing these findings, the following will be Stats SA's SDI focus areas:

- Continuous Population Survey (CPS) to integrate household survey operations and increase reach, and
- Computer-Assisted Web Interview System (CAWIS), to improve business statistical operations for business surveys.

These changes will require a focused approach on change management to address working environment issues impacting on staff morale. Therefore, Stats SA has launched a culture shift program encouraging individuals to adopt the mantra, "It starts with me," based on the Batho Pele principles. These initiatives are also captured as part of the strategic initiatives in the 5-year organisational strategy.

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 ISibalo 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 9 provincial offices and 63 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 2026/27

- Goal 1 Conduct the skills audit (Phase 2)
- 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 12 years of the contract have been exhausted (2 years for construction and 10 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 ISibalo 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.

3.6.1 Background

Stats SA has developed a Survey Evaluation framework which was recently piloted and is now in full implementation. The foundation of this framework is the SASQAF, but its focus is the in-depth assessment of the methodological aspects of the survey process. The primary users of this framework are the entities in Stats SA that conduct evaluation of statistical processes and products for purposes of continuous improvement. The overall objective of this framework is to provide a mechanism for measuring and reporting on the quality of statistics produced by Stats SA. It seeks to contribute to quality improvement of statistical processes and products through the evaluation of all processes in the Statistical Value Chain.

3.6.2 Aim of evaluation in Stats SA

The aim of evaluation is to ensure that statistics produced are accurate, reliable and useful for decision-making. Evaluation helps assess the quality and effectiveness of statistical activities and products, and whether they meet the needs of users. It also helps identify areas of improvement and supports accountability.

3.6.3 The evaluation plan

Over the medium term, Stats SA will conduct the following with respect to evaluation:

- Independent monitoring and evaluation of the CPS pilot.
- Coordination of self-assessment of economic surveys using the Code of Practice self-assessment tool.
- Implementation of the new monitoring and evaluation frameworks.





Annexures

Annexure 1: 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

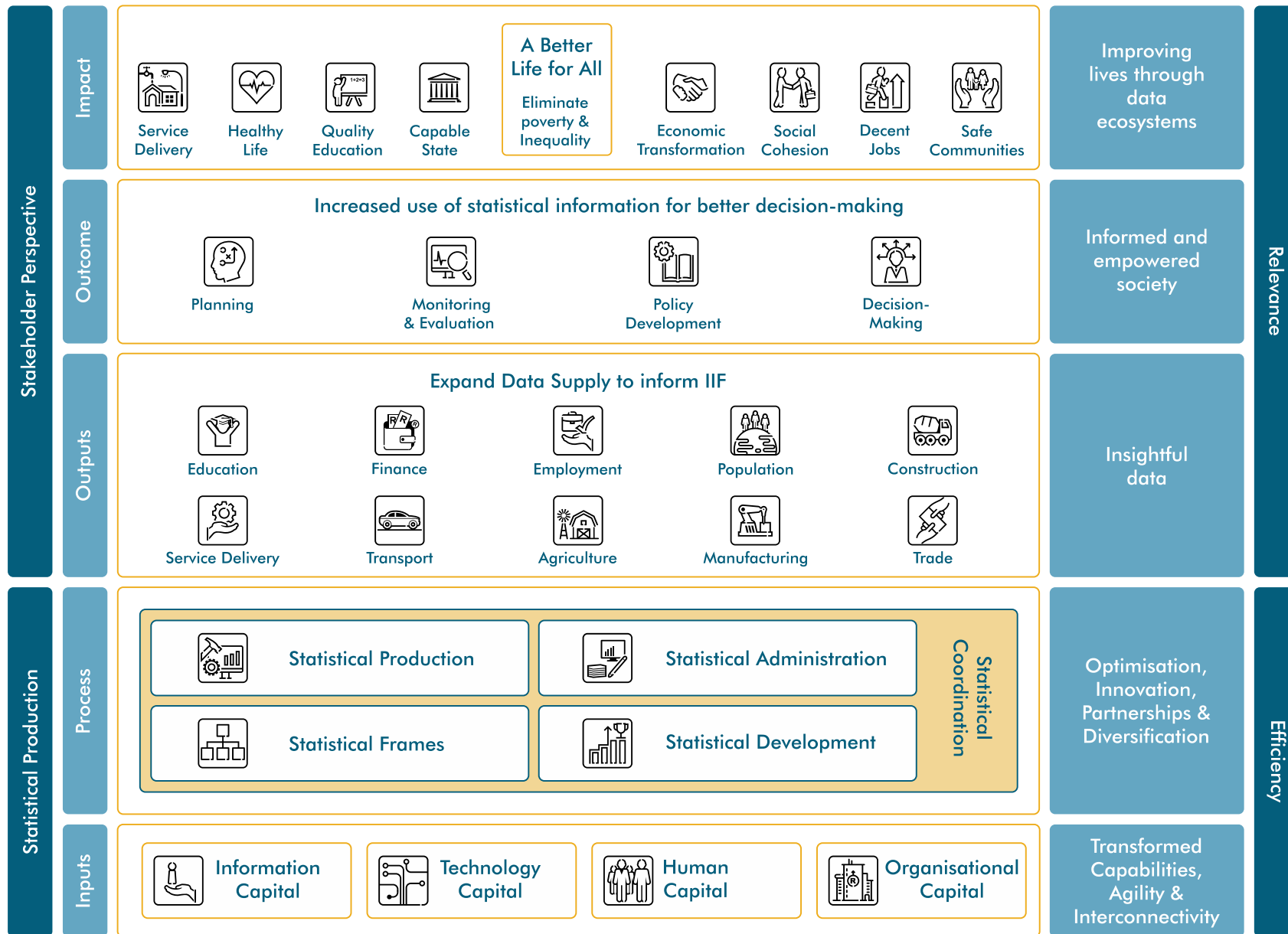
- **Confidentiality:** National statistics authorities, African statisticians and all those operating in the field of statistics in Africa shall absolutely guarantee the protection of the private life and business secrets of data providers (households, companies, public institutions and other respondents), 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: Changes to the 5-year strategic plan

- Culture and values: include the words “equity and inclusivity” under Caring and Respect to indicate our commitment to employment equity. It now reads as follows:
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 prioritises helpfulness and kindness, fostering a supportive environment especially to women, people with disabilities and youth. This is the basis for mantra in embracing diversity, equity, inclusion and mutual respect, guided by compassion and empathy, and celebrating each individual’s unique contributions.
- Key indicators and targets for Insightful data:

Outcome indicator	Indicator baseline	Five-year target
The production of key statistical indicators to inform decision-making sustained	270 official statistical releases and reports published	280 official statistical releases and reports retained <i>To read as follows:</i> 280 official statistical releases and reports published

Annexure 5: 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
Mballo 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 6: List of abbreviations

AFS	Annual Financial Statistics
AG	Auditor-General
AI	Artificial intelligence
ASS	African Statistical System
BM	Business Modernisation
BRT	Bus Rapid Transit
CAPI	Computer-assisted Personal Interview
CAWI	Computer-assisted Web Interview
CPI	Consumer price index
CPS	Continuous Population Survey
CRM	Client Relationship Management
CS	Community Survey
DBE	Department of Basic Education
DDG	Deputy Director-General
DDM	District Development Model
DHET	Department of Higher Education and Training
DPISA	Department of Public Service and Administration
DSIS	Data Source Inventory System
DTS	Domestic Tourism Survey
EA	Enterprise architecture
EEAs	Environmental Economic Accounts
ENE	Estimates of National Expenditure
Exco	Executive Committee
GDP	Gross domestic product
GFS	Government Financial Statistics
GHS	General Household Survey
GIF	Geospatial Integrated Framework
GIS	Geographic Information System
GPSJS	Governance, Public Safety and Justice Survey
HEMIS	Higher Education Management Information System
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resources Management
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IES	Income and Expenditure Survey
IIA	Institute of Internal Auditors
IIF	Integrated Indicator Framework
IOM	Integrated Operations Model
ISIC	International Standard Industrial Classification of all Economic Activities

IT	Information Technology
LCS	Living Conditions Survey
LLMs	Large language models
LURITS	Learner Unit Record and Information Tracking System
MFMA	Municipal Finance Management Act
ML	Machine learning
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCA	Natural Capital Accounting
NDP	National Development Plan
NSDS	National Strategy for the Development of Statistics
NSS	National Statistics System
OECD	Organisation for Economic Cooperation and Development
PES	Post-enumeration Survey
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PPI	Producer price index
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/South African
SADC	Southern African Development Community
SANSS	South African National Statistics System
SAPS	South African Police Service
SARS	South African Revenue Service
SASQAF	South African Statistical Quality Assessment Framework
SAT	South African Tourism
SAYP	Survey of Activities of Young People
SBR	Statistical Business Register
SDDS	Special Data Dissemination Standard
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SEEA	System of Environmental Economic Accounting
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SIC	Standard Industrial Classification
SIS	Structural Industry Statistics
SMS	Senior Management Staff

SMS	Stakeholder Management System
Stats SA	Statistics South Africa
SUT	Supply and Use Tables
SVC	Statistical value chain
TSA	Tourism Satellite Account
UN	United Nations
UNECE	United Nations Economic Commission for Europe
USS	User Satisfaction Survey
VAS	Volunteer Activities Survey
XMUVI	Export and import unit value indices

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