

# work programme

2009/10

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## list of acronyms

AsgiSA	Accelerated and Shared Growth Initiative for South Africa	IES	Income and Expenditure Survey
BSF	Business Sampling Frame	IMF	International Monetary Fund
CAPEX	Capital Expenditure	ISI	International Statistical Institute
CPI	Consumer Price Index	LFS	Labour Force Survey
CPIX	Consumer Price Index excluding interest on mortgage bonds	LCS	Living Conditions Survey
CRM	Client Relationship Management	LMS	Learner Management System
CSAS	Census Survey and Administration	LOGIS	Logistical Information System
DDGs	Deputy Directors-General	LSS	Large Sample Survey
DEMSA	Demographic Association of Southern Africa	MDG	Millennium Development Goals
DMID	Data Management and Information Delivery	MoU	Memorandum of Understanding
DPC	Data Processing Centre	MTEF	Medium-Term Expenditure Framework
DPW	Department of Public Works	NEPAD	New Partnership for Africa's Development
DTI	Department of Trade and Industry	NGOs	Non-governmental Organisations
EA	Enumeration Area	NMS	Network Management Services
EDRMS	Electronic Document Records Management System	NPISH	Non-profit Institution Serving Households
EE	Employment Equity	NRA	National Resource Accounts
EEAs	Environmental Economic Accounts	NSC	National Statistics Committee
ENE	Estimates of National Expenditure	NSDS	National Strategy for Development of Statistics
ESDMF	End-to-end Statistical Data Management Facility	NSS	National Statistics System
EWS	Early Warning System	PCAS	Policy Coordination and Advisory Services
Exco	Executive Committee	PES	Post-enumeration Survey
FICA	Financial Intelligence Centre Act	PFMA	Public Finance Management Act
FMLS	Facilities Management, Logistics and Security	PIC	Public Investment Corporation
FOSAD	Forum of South African Directors-General	PMF	Project Management Framework
GDP	Gross Domestic Product	PPI	Producer Price Index
GHS	General Household Survey	PSETA	Public Service Sector Education and Training Authority
ICT	Information Communication Technology	QES	Quarterly Employment Statistics

QLFS	Quarterly Labour Force Survey
RTDMS	Real Time Data Management System
SADC	Southern African Development Community
SAM	Social Accounting Matrix
SAN	Storage Area Network
SAQA	South African Qualifications Authority
SARS	South African Revenue Service
SASA	South African Statistical Association
SASQAF	South African Statistical Quality Assessment Framework
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SIC	Standard Industrial Classification
SLAs	Service Level Agreements
SMS	Stakeholder Management System
SRM	Stakeholder Relationship Management
Stats SA	Statistics South Africa
SUT	Supply and Use Tables
TSA	Tourism Satellite Account
VPN	Virtual Private Network







foreword



Mr Trevor A Manuel (MP)  
Minister in the Presidency  
National Planning

As the country finds itself in the midst of economic turbulence, we can be confident in the knowledge that we have put in place policies and infrastructure that can withstand some of the sharper edges of these difficult times.

As we stand at the threshold of the execution of a new Parliament, President and mandate for the country, we are reminded of the words of the President of the Republic of South Africa, Mr Jacob Zuma, in his first State of the Nation address: '...And, working with the people and supported by our public servants, we will build a developmental state, improve public services and strengthen democratic institutions.' This work programme seeks to capture the essence and spirit of what the President was speaking about through the alignment of Stats SA's key priorities with those of one of its principal stakeholders, namely government.

I am confident that the organisation is closing the loop on its key tasks as we are about to enter a new era of planning and execution. The fundamental priorities of benchmarking and rebasing the GDP, the overhauling of the PPI, the completion of the geo-referenced dwelling frame, conducting the pilot for Census 2011, the development of a National Statistical Development Strategy, the hosting of the ISI, and the rolling out of the ISibalo Capacity Building Programme will solidify the foundation for the new challenges ahead.

The President further placed Stats SA at the heart of the work of the developmental state when he said: 'In another intervention to create an enabling environment for investment, government will move towards a single integrated business registration system. This will improve customer service and reduce the cost of doing business in South Africa.' As Stats SA has material interest in this project, its participation in bringing this to fruition will be critical to achieve success.

As we present this work programme to the fourth democratically elected Parliament we do so mindful of the impact that the reorganisation of government would have on the production of statistics in the country. We need to dispassionately look at what is produced by Stats SA and how it relates to the new mandate and trajectory of the country. The organisation has to be introspective when considering the nature of its relationship with what the state needs to deliver and how it is going to respond to these challenges – now as well as in the future. We will, as we proceed, elevate the use of evidence as the basis for decision-making.





foreword to the 2009/10 work programme



Mr Howard Gabriels  
Chairperson of the Statistics Council

On 24 April 2009, the Statistician-General presented the work programme to the Statistics Council for advice in terms of section 5(1) of the Statistics Act of 1999. This work programme represents the final year of the current five-year strategy, as contained in the 2005/06 – 2009/10 Strategic plan of Stats SA.

The work programme identifies the following key external priorities for the next financial year:

- Preparations for Census 2011  
Census 2011 is the most important activity that Stats SA will undertake. During this financial year the pilot will be conducted to fine-tune the systems that have been put in place to successfully run the census.
- Conducting the Living Conditions Survey  
The Living Conditions Survey is a new survey that will provide data on the dimensions of poverty in South Africa. The survey has already commenced and the results will be released during 2010/11.
- Improving key economic indicators  
Over the next year Stats SA will be benchmarking and rebasing the GDP and will initiate the re-engineering of the PPI.
- Piloting the Income and Expenditure Survey  
The next IES will be conducted in 2010. The pilot IES is scheduled to take place during 2009/10.

Key internal priorities include:

- Focus on quality  
A quality review programme will be introduced over the year, which includes rolling out the South African Statistical Quality Assessment Framework (SASQAF).
- Integrated fieldwork strategy  
An integrated fieldwork strategy was developed and the implementation of this strategy will have a major impact on the quality of data collection across all surveys.

- Capacity building  
There will be a continued focus on capacity building to enhance the managerial, analytical and methodological capability within the organisation.

The Council made a strong recommendation that Stats SA should develop an Integrated Marketing and Communications strategy to ensure that it communicates effectively with its clients at all levels. Without effective communication, Stats SA will not be able to build trust in official statistics.

In August 2009, South Africa will host the 57<sup>th</sup> conference of the International Statistics Institute (ISI). It is expected that about 3 000 statisticians from across the world will gather in Durban. This is the first time in the 122-year history of the ISI that the conference will take place in sub-Saharan Africa.

To ensure that the hosting of the ISI 2009 conference leaves a lasting legacy, Stats SA has developed the ISibalo Capacity Building Programme. The overall objectives of ISibalo are:

- Providing broader African scholarly participation within the statistical fraternity;
- Ensuring ongoing participatory activities in key focal areas of statistical development through the promotion and dissemination research in statistical sciences in SADC and the African continent;
- Building statistical capacity in SADC and Africa, especially among young statisticians and women; and
- Bridging the divide through working cooperatively in statistics education.

The Statistics Act provides that 'the Minister must, on recommendation of the Statistician-General, prioritise the work programme of Statistics South Africa, in accordance with the purpose of official statistics and statistical principles contemplated in section 3 and both having been advised in this regard by the council'.

The Statistics Council recommends the approval of the work programme for the 2009/10 financial year.

Going forward, Stats SA will review its strategic direction for the next five years which comes at a crucial moment in the development of our country. After the fourth democratic elections in April 2009, the new government placed performance monitoring and evaluation as one of its major focus areas. This aims at ensuring that all spheres of government deliver on the election promises of addressing the needs of the people of our country. In addition, the global financial crisis poses new challenges for developing countries such as South Africa.

In this context, Stats SA must review all its surveys and data series in both economic and population and social statistics to determine its relevance in the changing environment. Once the relevance of the data collected by Stats SA is determined, it must then focus on improving the quality of all its products and services.











Mr Pali Lehohla  
Statistician-General (Stats SA)

This work programme is the ninth that I present to the Minister responsible for Statistics, and to the fourth Parliament and the people of South Africa.

The work programme comes against a backdrop of great strain to the economy, not only in South Africa but across the world. Related to these difficult times are initiatives aimed at a coordinated response to the world economic meltdown. Part of the coordinated response is the outcry for transparency and accountability, including more frequent reporting by financial institutions.

The work programme is presented to the fourth democratically elected Parliament; a Parliament that has made institutional arrangement changes that have a significant impact on statistics. On 10 May 2009, the President of the Republic of South Africa announced to the nation a new Cabinet which reflected structural changes to the previous executive arm of the state. He explained the decision to reorganise government thus:

*'We wanted a structure that would enable us to achieve visible and tangible socio-economic development within the next five years. It should be a structure which would enable us to effectively implement our policies.'*

Out of this announcement was, amongst other changes of significance, the creation of two entities in the Presidency – each under a Minister, namely National Planning and the Performance Monitoring and Evaluation Administration. These changes have profound implications on how statistics are organised, collated and reported upon. Whilst Stats SA has demonstrated over time its ability to hold its own, the changes bring about an emphasis that implies that there has to be a change in the ethos and direction in the work of Stats SA. In the short to medium term, there is a distinct need for Stats SA to measure outcomes more effectively.

Whilst the current work programme reflects the current status of the organisation, moving forward would require Stats SA to create conditions for a medium to long-term focus. In that regard as far as economics statistics is concerned, Stats SA will reposition itself to address matters of structure in addition to business cycles statistics which was its main focus. In the terrain of population and social statistics, the shift will be towards planning information in addition to the traditional monitoring information that the organisation has produced.

These changes will be introduced as we close our chapter to the current 2009/10 financial year and introduce a new five-year strategic plan in line with the Medium-Term Strategic Framework of Government for the 2009–2014 period. A preview of things to come is represented by our

response to the planning requirements. To address regional planning requirements and agricultural and rural development statistics, Stats SA has entered into training agreements with the universities of Stellenbosch and Fort Hare respectively.

Highlights of the current work programme include benchmarking and rebasing the GDP, revamping of the Producer Price Index (PPI) which in many ways requires as much attention as we gave to the Consumer Price Index, and finalising the Living Conditions Survey. The second area is ensuring operational effectiveness and efficiency, and the implementation mechanism is through integrated planning, monitoring and reporting, devolution of work elements to district offices, and implementing the integrated fieldwork strategy. Thirdly, our focus is on developing a National Strategy for the Development of Statistics and rolling out the South African Statistical Quality Assessment Framework.

I would like to thank Minister Trevor Manuel for his strategic direction and unwavering support, the Statistics Council and its Chairperson Mr Howard Gabriels for their guidance, and the Audit Committee and its Chairperson Ms Mamoorosi Qacha for their role in promoting good governance in Stats SA. Last, but certainly not least, thank you to the committed staff of Stats SA and the public whose contribution to the success of our surveys is invaluable.





Africa Statistical Research and Capacity Development

1 national statistics

## 1.1 The strategic importance of statistics

In the last quarter of 2008, the world witnessed the beginning of a very severe financial crisis last seen in the fourth quarter of 1929. The crisis has now turned into an economic and social crisis as many economies enter a recession phase. Global demand for commodities has collapsed with the consequence of job losses not only in the economies of the developing world but in those of the developed world as well. The recent implosion in world demand has added to the list of global development challenges afflicting the world today. Climate change, food crises and the concomitant environmental degradation are but some of the issues dominating the global development agenda. Economic and social development gains of the last two decades in the developing world especially are being threatened and corroded by the onslaught of an imminent economic recession. The impact of the financial crisis, and now economic recession, threatens world peace and gains in governance.

The world has responded by, amongst others, pumping funds and stimulus packages to address in part, the free-fall. Furthermore, questions on the need for regulation and mandatory reporting have now been raised. The implications of these questions directly impact on official statistics. In this context, we need to deliberate on how official statistics are organised in response to an impending regulatory environment.

These global policy challenges highlight the importance of having timely, consistent and relevant data at all levels. It has become more important than ever to produce high-quality and globally comparable statistical information.

Statistics South Africa ponders these matters at great length as well. In this endeavour it is not alone but moves along with other agencies in the world.

## 1.2 Setting out national priorities

The focus on micro-economic reforms in the past decade, and the efforts especially since 2004 to remove the obstacles to growth, have shed light on what prospectively needed to be done and could be done.

It is in this context that the Accelerated and Shared Growth Initiative for South Africa (AsgiSA) is being implemented, ensuring that all the critical blockages such as infrastructure bottlenecks, integrated industrial policy and programmes, the skills challenge, regulatory gridlocks, and efficiency of government services are addressed in a focused and systematic manner.

As part of continuity of change, President Jacob Zuma in his State of the Nation Address, outlined the ten priorities for the nation:

- Speeding up economic growth and transforming the economy to create decent work and sustainable livelihoods;
- Strengthen our skills and human resource base;
- Improve the health profile of the nation;
- Comprehensive rural development strategy linked to land and agrarian reform and food security;
- Intensify the fight against crime and corruption;
- Massive programme to build economic and social infrastructure;
- Build cohesive, caring and sustainable communities;
- Sustainable resource management and use;
- Pursuing African advancement and enhanced international cooperation; and
- Building a developmental state including improvement of public services and strengthening democratic institutions.

### 1.3 Measuring performance on national priorities

The South African Constitution aims to improve the quality of life of all South Africans. Stats SA plays a critical role in promoting the ideals of the Constitution, by measuring the quality of life of South Africans. The Statistics Act (Act No. 6 of 1999) provides for Stats SA to implement measurement by leading and coordinating a national statistics system that:

- informs public policy, programme implementation and evaluation;
- provides authoritative official statistics that are scientifically produced and non-partisan; and
- provides information on the evolving nature of the economy and society.

Gathering critical statistical information in a synchronised way depends on national statistical capacity to produce a comprehensive set of official statistics. Therefore, building and strengthening statistical capacity remains the overarching concern of the national statistical community. Scaling up investments in building strong national statistical systems and compiling a strategic plan for achieving this is absolutely critical in this new environment.

Cabinet approved a set of key development indicators that provide pointers to the changes occurring in the South African society. These are the markers that help define the milestones in the journey of social change.

The Policy Coordination and Advisory Services (PCAS) in the Presidency, in collaboration with Stats SA, clusters of Directors-General and government departments compiled data on each of the 72 indicators, informed by international good practice and adapted to South African conditions. The information has been clustered into ten broad themes:

- Economic growth and transformation
- Employment
- Poverty and inequality
- Household and community assets
- Health

- Education
- Social cohesion
- Safety and security
- International relations
- Good governance

### 1.4 Measuring performance on international priorities

As already mentioned, it is widely recognised that quality statistics are needed for evidence-based policy-making and planning, as well as for the tracking of progress towards nationally and internationally agreed-upon development agendas. African countries have witnessed an increase in the demand for quality statistics during the last decade because of, inter alia, initiatives such as the Millennium Development Goals (MDGs) and the New Partnership for Africa's Development (NEPAD). In 2006 at their annual meeting in Ouagadougou, Burkina Faso, African Ministers of Finance, Planning and Economic Development have renewed their support for statistical development on the continent. The contribution of PARIS21, the African Symposia for Statistical Development and the annual sessions of the United Nations Statistics Commission have all spurred the advent of measurement on the continent.

### 1.5 Stats SA's mandate

The role of Stats SA is to provide the state with information about the economic, demographic, social and environmental situation in the country. This is in line with the Statistics Act, and the fundamental principles of official statistics of the United Nations. The Statistics Act is based on these fundamental principles and the Special Data Dissemination Standards of the International Monetary Fund which are monitored through the annual surveillance programme of Report on Standard and Codes. With greater emphasis on the desire for regulation in response to the financial and economic crisis, the context and response from Stats SA depends on how it strategically positions itself going forward.



## 1.6 The fundamental principles of official statistics

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

- a) **Impartiality:** Official statistics provide an indispensable element in the information system of 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.



Africa Research Programme for Young Statisticians

## 2 strategic direction



## 2.1 Introduction

Government has developed a Medium-Term Strategic Framework (MTSF) to guide Government's Programme in the Electoral Mandate Period (2004–2009) based on the core objectives of increasing employment and reducing poverty. The MTSF has identified the development challenges and serves as a backdrop to guide planning and budgeting across the three spheres of government.

Stats SA's broad strategic approach and objectives have been informed by the MTSF. This document serves as the last work programme in the current five-year election cycle, towards the 2004 Manifesto – 'A People's Contract to Create Work and Fight Poverty'.

## 2.2 Vision and mission

The strategic direction of Stats SA is informed by its vision, which is to be the 'Preferred supplier of quality statistics', providing stakeholders and the public with high-quality statistical information. Stats SA aims to contribute towards the development goals of South Africa by producing statistical information about the economic, demographic, social and environmental situation in the country to inform public policy, programme implementation and evaluation.

The *mission* of Stats SA is 'To provide a relevant and accurate body of statistics to inform users on the dynamics in the economy and society through the application of internationally acclaimed practices'.

Stats SA is profoundly aware that it acts in the arena of knowledge referred to as understanding, where knowledge is scientific and can be replicated by applying rules and formulae that are transparent and in line with the fundamental principles of official statistics and the Statistics Act (Act No. 6 of 1999).

The strategy is the key business driver for all areas in the organisation and aims to align all activities and people to a common purpose.

## 2.3 Our core values

Our values are the key to achieving high performance levels and are based on Batho Pele principles. We are striving towards creating an organisation that will foster the following ethos:

- **Respect and integrity:** We will consistently treat each other with respect.
- **Accountability:** We will take full responsibility for our actions.
- **Transparency:** We will be open and accessible about the what, why and how of our actions.
- **Empowerment:** We will create opportunities for organisational and individual growth. We will harness diversity to advance organisational effectiveness.
- **Service excellence:** We will deliver our products and services right first time, every time.

## 2.4 The strategy and plan

The global financial crisis, which started with the financial meltdown in developed economies, has spilled over to the real economy of even the developing countries. Commodity prices have dropped, production has slumped to lower levels and unemployment is soaring as household income stifles progressive realisation towards a better life for many in the world.

As statisticians, we need to engage in debates that relate to transparency of our data sources and methods. We need to galvanise the terrain of all information, beyond just official statistics.

The statistical system will need a great deal of transparency, especially at multilateral level. Global strategic interventions are needed in the field of statistics. National Statistics Offices and regions across the world continue to produce data that assist policy-makers. The long-term impact of this crisis will largely depend on what measures governments are taking. Such measures cannot be separated from statistical leadership and intervention.

International statistical debate has already been initiated and will in future inform the strategic role of statistics and what interventions we should undertake as the national statistics agency.

This work programme aims to respond to the current mandate of government. It outlines the strategic outcomes and policy programmes that we as the official statistics agency aim to address.

Stats SA aims to become a dynamic, knowledge creation centre that produces relevant information informing creatively on the economy and society. In our search for relevance, we commit to:

- Being accurate, relevant and reliable;
- Sustaining trust in official statistics;
- Being transparent in our methods;
- Developing a highly skilled professional staff complement; and
- Contributing towards a numerate society.

In order to become this organisation, we will focus on:

- Recruiting and retaining intellectual and professional staff;
- Creating a technological and innovative environment;
- Developing effective and efficient logistical processes;
- Being an organisation that is politically aware; and
- Developing a highly effective support service that addresses these demands.

This work programme encompasses both the statistical programmes and associated support functions. The Estimates of National Expenditure (ENE) reflect how this strategy will be funded. Stats SA's strategic themes and objectives outlining the key priorities of the organisation are discussed below.

## 2.4.1 Providing relevant statistical information to meet user needs

From 2004, Stats SA embarked on a deliberate and systematic quality improvement strategy of products and institution building. Stats SA continues to confidently provide information that is rational and defensible, thus enabling policy-makers to make informed decisions. Statistics become more important, especially in these times when panic and irrational exuberance almost become the order of the day. It is critical in times like these that the leadership has quality information to make quality decisions.

Statistical information makes measuring the state's performance transparent and promotes accountability. In line with the priorities of the state, Stats SA will focus on improving the relevance and reliability of measurements in the following areas:

- **Economic growth**
- **Price stability**
- **Employment and job creation**
- **Life circumstances, service delivery and poverty**
- **Demographic profile and population dynamics**

The key strategic risks that the organisation faces in the production of quality statistics are:

- Dependence on registers and frames to produce high-quality statistics;
- Dependence on cooperation from other suppliers of data;
- Highly skilled staff to execute the programmes; and
- Institution building.

### 2.4.2 Enhancing the quality of products and services

Underpinning the production of quality statistics is the existence of comprehensive sampling frames, the application of sound methodological practices, setting standards and definitions, and effectively monitoring and evaluating the results of surveys undertaken. These form the hallmark of quality.

The improvement programme aims to achieve operational efficiency and effectiveness through standardisation and matching of business requirements with modern technology. Improving our analytical and methodological capabilities will add value in how the public understands the functioning of society and economy through increased use of the statistical information.

The organisation will focus on the following initiatives to improve the quality of its statistics and mitigate the strategic risks confronting its ability to provide relevant and up-to-date statistical information:

- Improving the business register;
- Maintaining and updating the household sampling frame;
- Providing methodological support, technical solutions and standards expertise;
- Implementing an End-to-end Statistical Data Management Facility; and
- Project management, coordination, monitoring and evaluation of survey operations.

### 2.4.3 Developing and promoting statistical coordination and partnerships

In our quest to become more relevant, we need to understand, anticipate and respond to changing user needs. The growing demand for statistics requires a national approach to strategy in the statistical arena, so that national and international needs for statistical information can be met. The

compilation of development indicators for South Africa has increased the need for quality statistical information. In particular, the demands for evidence-based policy-making are creating new pressures for statistical data.

Stats SA has been mandated in the Statistics Act, Section 14(1) to coordinate the National Statistics System (NSS). Stats SA has developed a framework to guide the strategic planning and development process of a national strategy for statistical production in the country.

One of the key strategies that will be deployed to assist other producers of statistics to improve the quality of their statistics is accelerating the adoption of common concepts, definitions, classifications and standards. In so doing, the organisation will be rolling out the South African Statistical Quality Assessment Framework (SASQAF) which outlines the eight key quality dimensions and related standards to produce quality statistics. Stats SA will use SASQAF to fulfil its role for declaring statistical information as official.

Statistical coordination is not only limited to South Africa. Section 7(2)(i) of the Statistics Act also provides for the Statistician-General to engage internationally. Stats SA aims to enhance its contribution in the statistical discourse internationally, and to plant the seeds for statistical competency amongst young African statisticians. The main thrust is through the ISibalo programme that aims to create a legacy for statistical capacity building in Africa.

The strategic objectives in this area are:

- Developing a National Strategy for the Development of Statistics (NSDS);
- Managing stakeholder relations; and
- Participating in SADC, Africa and the rest of the world.

#### 2.4.4 Building human capacity

South Africa is part of a global economy, and if we as a nation are to remain competitive, we will be required to improve our productivity and services. To do this we require a skilled workforce. The skills set of Stats SA's staff is highly marketable, and recruiting and retaining them is a high priority. Our recruitment and development strategies are robust and we send our employees and potential employees across the world to increase the pool of highly qualified staff.

Stats SA's skills development strategy focuses on improving capability, capacity and retention rates across the organisation. People and knowledge strategies complement our business process strategies.

Consistent with the focus on local government, the training and staff deployment strategy addresses the collection, production, dissemination and utilisation of official statistical information within Stats SA and throughout the country, especially at local government level.

It is with this challenge in mind that Stats SA compiled a comprehensive statistical skills development framework encompassing both the supply and demand side of developing skills in the country to enhance general statistical numeracy and create a passion for numbers.

Stats SA will focus on:

- Improving the foundation of statistical literacy at school level;
- Establishing partnerships with tertiary institutions;
- Building capacity within Stats SA, including establishing a Statistical Training Institute;
- Building capacity within the NSS, especially focusing on local government; and
- Participating in statistical development initiatives in SADC.

## 2.5 Implementing the plan

### 2.5.1 The role of the Statistician-General

The Statistician-General, as the head and Accounting Officer of the organisation, has the ultimate executive responsibility and authority in Stats SA. The primary responsibility of the Statistician-General is to lead the organisation and take responsibility for the production of official statistics in the country. The role of the Statistician-General is rooted in the Statistics Act.

In order to ensure the effective and efficient administration and management of the department, the Minister has approved the delegation of powers and authority to the Statistician-General in terms of the Public Service Act and the Public Service Regulations. These delegations form part of the key performance areas of the Statistician-General.

The following table expands on the SG's responsibilities.

## Key responsibilities of the Statistician-General

Key responsibility	Activities/Outputs	Supported by:
Setting the overall strategic direction of the organisation	<ul style="list-style-type: none"> <li>Establish the vision, mission, organisational goals and targets</li> <li>Define the work programme and priorities of the organisation</li> <li>Determine the internal organisation of Stats SA and reallocate resources according to the strategic plan</li> <li>Oversee the overall operation, management and integration of the organisation</li> <li>Monitor, report on and evaluate the performance of the organisation</li> <li>Communicate regularly to staff on strategic initiatives such as the organisation's strategy, goals, priorities, and management decisions</li> <li>Lead change management initiatives</li> </ul>	Exco Strategy division
Directing, guiding and driving the effective and accurate production of economic, social and population statistics	<ul style="list-style-type: none"> <li>Ensure timely release of high-quality economic statistics</li> <li>Ensure timely release of high-quality social statistics</li> <li>Ensure timely release of high-quality population statistics</li> <li>Produce quality national accounts statistics</li> <li>Produce quality integrative statistics</li> <li>Ensure effective quality controls and measures are in place across the statistical production value chain to manage process quality</li> </ul>	DDGs for: Economic Statistics, Population and Social Statistics, Methodology and Standards, Statistical Support and Informatics, and Survey Operations
Ensuring that official statistics meet internationally acclaimed standards and practices	<ul style="list-style-type: none"> <li>Ensure methodological soundness of all statistical series</li> <li>Ensure adherence to recognised national and international standards</li> <li>Ensure coherence of information through standards, classifications and published metadata</li> <li>Promote usage of modern methods and technologies</li> <li>Provide quality frames for usage of survey areas</li> <li>A statistical data management and compliance frame</li> </ul>	DDGs for: Methodology and Standards, Statistical Support and Informatics
Managing relations with key stakeholders and international role players	<ul style="list-style-type: none"> <li>Public and media relations</li> <li>Management of relations with: <ul style="list-style-type: none"> <li>Government departments</li> <li>Users, producers and suppliers of statistics</li> <li>International statistics community</li> <li>FOSAD Clusters</li> <li>Statistics Council</li> <li>Audit Committee</li> <li>Minister of Finance</li> </ul> </li> </ul>	SG's office DDG: Corporate Relations

## Key responsibilities of the Statistician-General (concluded)

Key responsibility	Activities/Outputs	Supported by:
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> <li>• Determine the post establishment, including the creation, grading and abolition of posts</li> <li>• Ensure the recruitment, appointment, promotion, transfer, discharge and other career incidents of staff</li> <li>• Manage and encourage people, optimise their outputs and manage relationships effectively in order to achieve organisational goals</li> <li>• Ensure transfer of skills to previously disadvantaged individuals</li> <li>• Create training and development opportunities for all staff</li> <li>• Create work opportunities for people to realise their full potential</li> </ul>	DDG: Corporate Services All other DDGs
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> <li>• Ensure the operation of basic financial management systems and internal controls</li> <li>• Ensure that Stats SA does not overspend</li> <li>• Report financial information on a monthly and annual basis</li> <li>• Promote sound, efficient, effective, transparent and accountable administration</li> <li>• Use financial management to support policy and strategy</li> <li>• Review and improve financial strategies and practices and manage risks</li> </ul>	DDG: Corporate Services Chief Financial Officer



From left to right:  
Dr J Arrow (Deputy Director-General: Methodology & Standards)  
Ms K Masiteng (Deputy Director-General: Population and Social Statistics)  
Dr R Cassim (Deputy Director-General: Economic Statistics)  
Mr A Jenneker (Deputy Director-General: Statistical Support and Informatics)  
Mr R Maluleke (Deputy Director-General: Corporate Relations)  
Ms N Mokoena (Deputy Director-General: Corporate Services)

## 2.6 Key priorities for 2009/10

The strategy has outlined what we want to achieve over the medium term. The key priorities that we will focus on during the 2009/10 financial year are explained below.

### External perspective:

- Benchmarking and rebasing the GDP
- Conducting a Living Conditions Survey
- Conducting an IES pilot
- Reviewing the PPI
- Developing a geo-referenced dwelling frame
- Conducting a Census 2011 pilot
- Developing a National Strategy for the Development of Statistics
- Hosting the ISI and rolling out the ISibalo Capacity Building Programme

### Internal perspective:

- Capacity building:
  - Building leadership and management capabilities
  - Strengthening analytical and methodological capabilities
  - Establishing the Statistical Training Institute
- Establishing a Corporate Data Processing Centre
- Rolling out the Integrated Fieldwork Strategy
- Rolling out SASQAF
- Implementing a quality review programme
- Relocating Stats SA's Head Office

## 2.7 Estimates of National expenditure

### Aim

*The aim of Statistics South Africa is to provide a relevant and accurate body of statistics on the dynamics in the economy and society through the application of internationally acclaimed practices.*

### Programme 1: Administration

*Purpose:* Manage the department and provide centralised support services.

### Programme 2: Economic Statistics

*Purpose:* Produce economic statistics to meet user requirements.

### Objectives and measures:

- Inform economic decision-making by providing accurate, relevant and timely economic statistical information through the application of internationally acclaimed practices, specifically by publishing:
  - Quarterly Gross Domestic Product (GDP) and annual regional GDP estimates providing information on 10 sectors of the economy; and
  - Statistical releases on employment and earnings, industry and trade, and financial information.
- Inform inflation targeting and price stability by providing accurate, relevant and timely information on price changes in the economy through the application of internationally acclaimed practices, specifically by publishing:
  - Monthly statistical releases on the Consumer Price Index (CPI) covering 400 products; and
  - Monthly statistical releases on the Producer Price Index (PPI) covering 912 products.



### Programme 3: Population and Social Statistics

*Purpose:* Produce population demographic, labour market and social statistics to meet user requirements in line with internationally recognised practices.

*Objectives and measures:*

- Inform social and economic development by:
  - Producing statistical information on the labour market, vital registrations, living conditions, demographic trends and service delivery; and
  - Conducting a population census in 2011.

### Programme 4: Methodology and Standards

*Purpose:* Provide expertise on quality and methodology for official statistics, standards for conducting surveys and a Business Sampling Frame.

*Objectives and measures:*

- Improve the comparability and accuracy of statistical information by reviewing and auditing methodological compliance in survey areas, and applying appropriate quality criteria, standards, classifications and procedures.
- Ensure accurate and reliable statistical information by drawing annual samples for all economic surveys based on a sound Business Sampling Frame.

### Programme 5: Statistical Support and Informatics

*Purpose:* Optimise the use of technology in the production and use of official statistics. Promote and provide better access to official statistics.

*Objectives and measures:*

- Ensure a reliable sampling frame for household surveys by updating 60% of the spatial frame and database by March 2010.
- Ensure accurate, transparent, reliable and relevant official statistics by implementing standardised metadata for 90% of statistical products in the statistical data management facility by March 2010.
- Support the production of official statistics by:
  - Stabilising and upgrading ICT infrastructure, including upgrading the storage area network and implementing disaster recovery by March 2010; and
  - Continuously ensuring 90% network availability.

### Programme 6: Corporate Relations

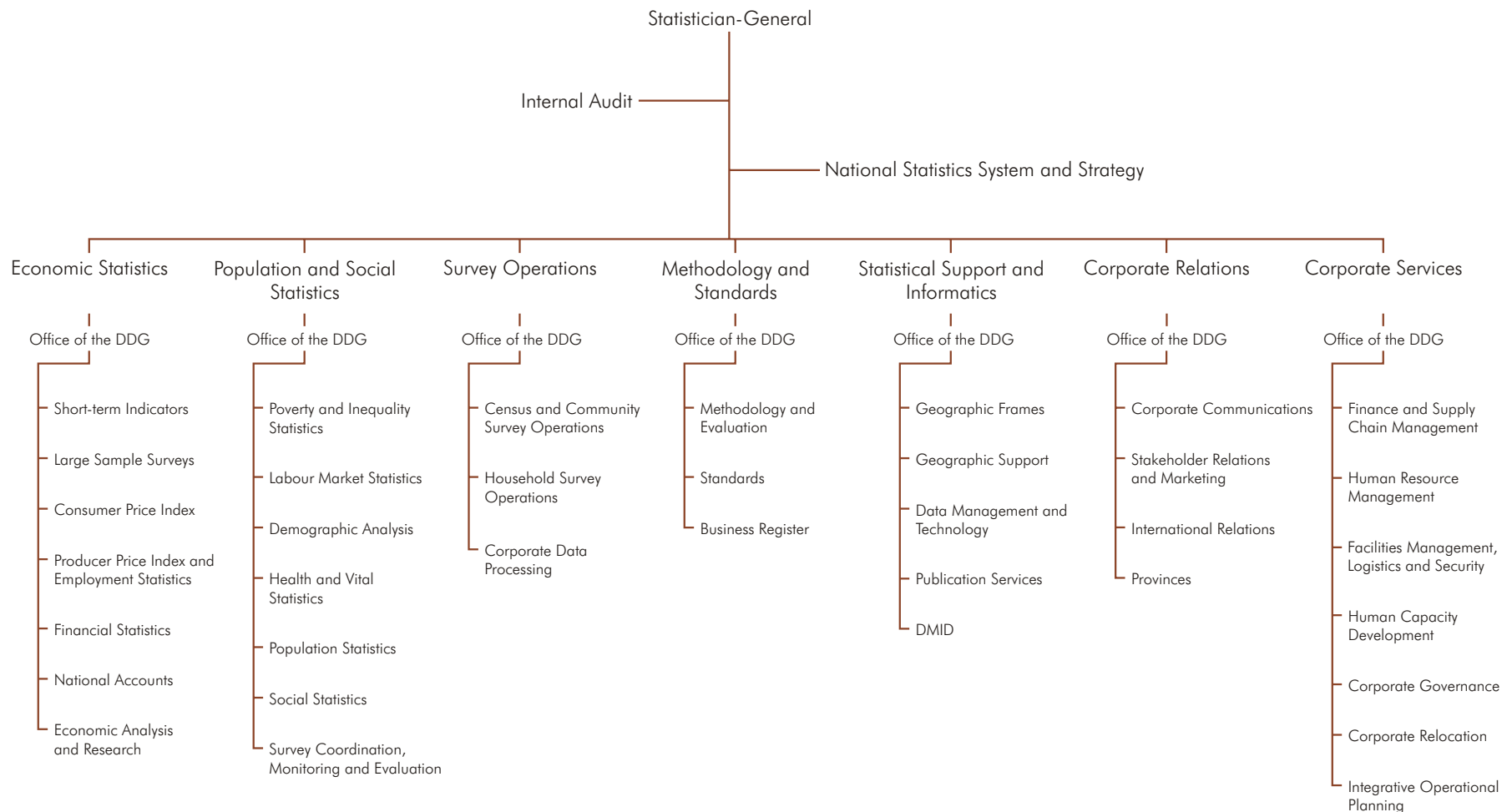
*Purpose:* Provide statistical information to support policy-makers. Manage stakeholders and interact with international statistical agencies. Provide effective communication activities.

*Objectives and measures:*

- Increase awareness and the use of official statistics by managing, maintaining and improving stakeholder relations by, amongst others:
  - Conducting stakeholder workshops in all provinces to inform and consult with stakeholders on statistical products; and
  - Improving website visitor sessions by 10% per year.
- Provide ongoing training and technical support to provincial and local stakeholders on collecting data and disseminating quality statistics.
- Ensure alignment with international standards, best practice and statistical skills development by increasing participation, sharing and learning in international statistical initiatives.

## 2.8 Aligning the organisational structure to the strategy

Stats SA annually reviews and revises the organisational structure to ensure that the strategic goals and objectives are in line with shifting priorities. The structure is outlined below.



## 2.9 Planning, monitoring and reporting

With respect to the planning and reporting requirements, Stats SA has to comply with the Statistics Act (Act No. 6 of 1999), the Public Finance Management Act (Act No. 1 of 1999), and Treasury Regulations for government departments, issued in terms of the PFMA (May 2002).

### Planning

Stats SA conducts three planning sessions annually, namely strategic planning, business planning and integrative operational planning.

The outputs of these planning sessions are as follows:

- Strategic planning – The compilation of an annual strategic plan and/or work programme, both of which are aligned to the ENE and approved by the Minister of Finance.
- Business planning – Divisional business plans are compiled outlining quarterly outputs and targets to be achieved for the financial year.
- Integrative operational planning – Detailed project and operational plans are compiled outlining activities and tasks to be conducted monthly. These plans are implemented, monitored and evaluated through a management information system at Stats SA.

### Monitoring and reporting

In order for Stats SA to achieve its vision of being the 'Preferred supplier of quality statistics', and to ensure compliance with the relevant legislation, the organisation has put in place measures to monitor and report on its progress and overall performance.

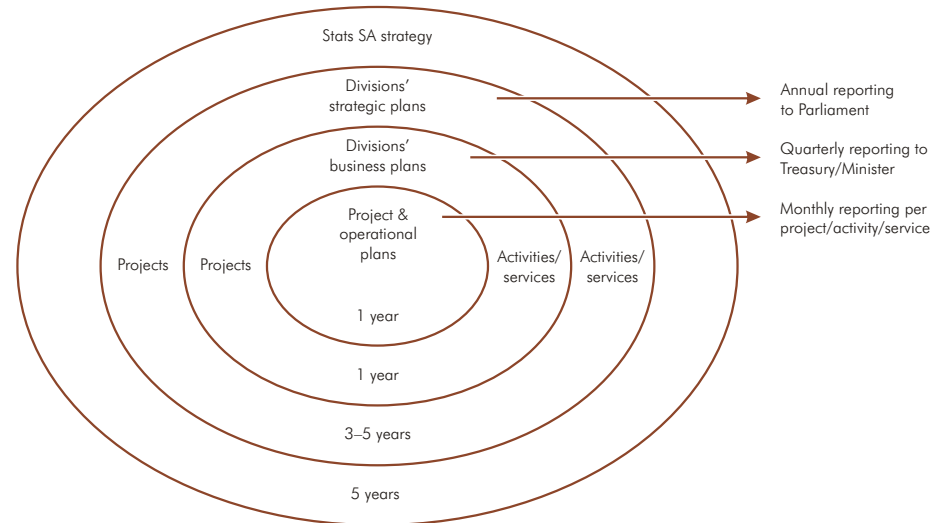
- Annual reporting – An annual report is compiled and tabled in Parliament, on the overall performance of the organisation in

terms of the annual targets outlined in the strategic plan and/or work programme.

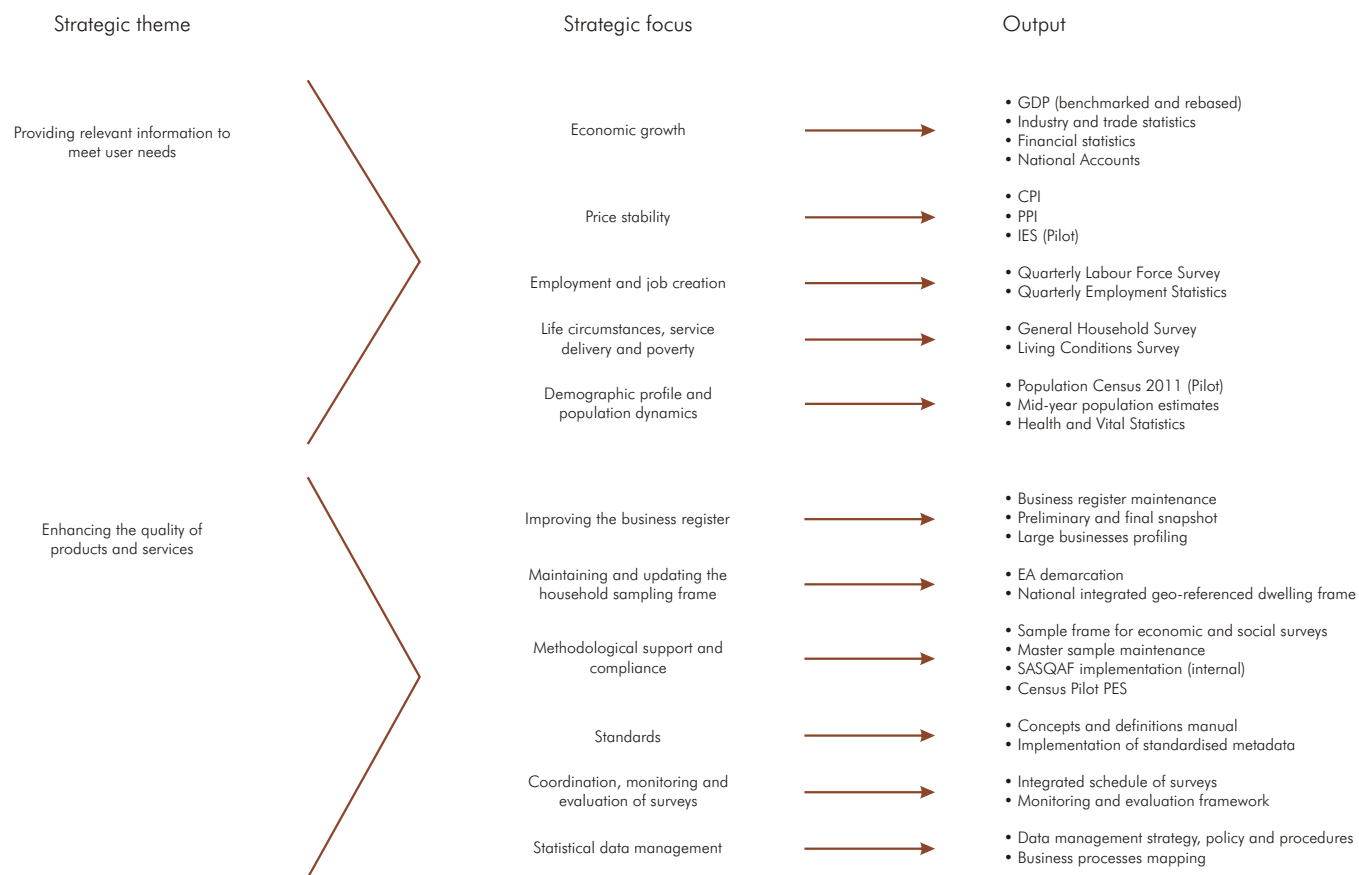
- Quarterly reporting – Quarterly reports are compiled and submitted to the Minister: National Planning Commission and Treasury, outlining progress made against quarterly targets as stated in the work programme.
- Monthly reporting – Monthly reports are compiled and submitted to the internal executive committee of the organisation.

The diagram below displays the planning and reporting process in Stats SA.

The planning and reporting process



## Strategy in brief 2009/10 – 2011/2012



## Strategy in brief 2009/10 – 2011/2012 (concluded)



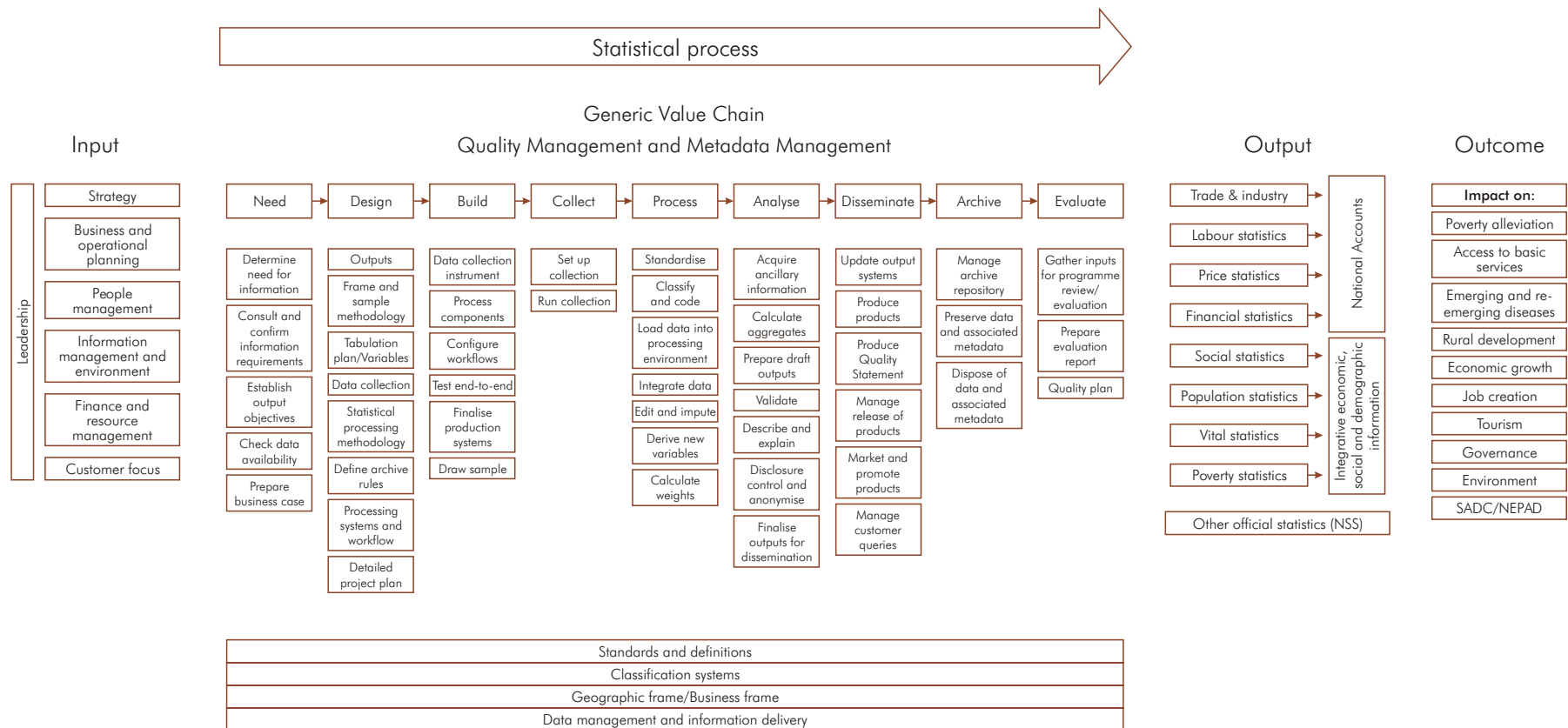
## Stats SA's statistical production process

Stats SA produces and disseminates statistics under two broad statistical programmes, namely Economic Statistics and Population and Social Statistics. Both these programmes involve data collection through censuses, surveys and administrative data sources.

Whilst the economic, population and social surveys are run separately, they are characterised by common statistical principles and practices.

The statistical process involves a range of statistical operations, which are enabled by various support functions. In executing its work programme, Stats SA has developed a statistical value chain that illustrates the functioning of the organisation.

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## Pursuing relevance

### Implementing the work programme

#### 3.1 Providing relevant statistical information to meet user needs

Stats SA's strategy is informed by emerging priorities as set out in the 2004 Government Programme of Action, taking into consideration strategic and policy changes announced by the President in the State of the Nation address. In summary, the framework seeks to measure the extent of social, cultural and economic welfare of all South Africans. The core of Stats SA's strategy is the provision of relevant, reliable and quality statistical information that enhances or enables society to understand the economy and society. Thus Stats SA provides that form of knowledge which is defined as understanding.

Stats SA's key priority areas are to improve measurement in the following areas:

- **Economic growth** – Improving the measurement of GDP;
- **Price stability** – Improving the measurement of price changes;
- **Employment and job creation** – Improving labour market statistics;
- **Life circumstances, service delivery and poverty** – Producing service delivery information and measuring poverty; and
- **Demographic profile and population dynamics** – Conducting the Population Census 2011 and producing mid-year population estimates.

These activities are executed through the Economic Statistics and Population and Social Statistics programmes.

##### (a) Economic growth

*Policy context:* Without proper and accurate measurement of the economy, sound economic policies that meet the demands of both growth and the reduction of poverty will be difficult to achieve.

The overarching objective of measuring the economy is to ensure that both the level and growth of GDP are credible. The strategic thrust to improve the measurement of economic growth is two-fold, namely:

- To maintain the credibility of the level and growth of GDP by upgrading, adapting and introducing new series to deal with an evolving economy; and
- To enhance the relevance of economic statistics to meet the demands of users and policy-makers by focusing on the most relevant aspects of the economy.

##### *Key initiatives and developments to improve the measurement of economic growth*

The suite of statistical series relevant to the measurement of the growth of the South African economy and its components has two elements:

- Measures concerned primarily with the structure and performance of the economy and its component industrial sectors. These measures comprise the *Annual Financial Statistics* (AFS) publication, collecting a range of financial data from the formal market sector of the economy; and the Large Sample Survey (LSS) programme of industry surveys covering most industry sectors of the formal market economy every three to four years. The LSSs have much greater industry detail than the AFS, but the financial data are the same. In addition, they collect the value and quantity for product inputs and outputs of industries in the scope of the surveys.
- A range of timely monthly and quarterly current indicator surveys focusing on short-term change.

The two elements are complementary; the current indicator surveys feed into the measurement of quarterly GDP, while the annual and less frequent surveys underpin the annual measures of GDP.

The most important initiative for improving the quality of quarterly GDP will be the introduction of new current indicator surveys as resources permit. The first of these will be a survey of the volume of transportation by mode. It is hoped to follow this in the next two years by short-term surveys of communications and the value of construction work done.

Stats SA also plans to improve the series that feed into the estimation of GDP through a systematic programme of conceptual, methodological and operational reviews of its suite of surveys, identifying the aspects in most urgent need of improvement, and following through with a programme of improvements.

The strategy places emphasis on improving the quality, relevance and timeliness of our current releases. We aim to do this by creating more depth through better targeting of human capital and improved institutional capacity, particularly for the analysis of the series. However, in the present very tight resource climate, improvements in capacity can only be incremental.

Two further initiatives will be undertaken over the medium term as resources permit:

- Increasing the range of annual data by province. The demand for a regional dissection of economic data is growing. However, the resource cost of injecting a regional dimension into surveys is considerable. As a first step, we plan to articulate clearly the nature of the demand, the changes that would be required to the surveys and supporting infrastructure, the costs involved, and to compile and publish a compendium of regional statistics already available.
- Embarking on a feasibility study to determine how to improve our capacity to measure the GDP from the expenditure side. This will improve our ability to measure and compare various economic data sets from both the demand and supply side.

A key priority for the 2009/10 financial year is the benchmarking and rebasing of the annual GDP estimates. National Accounts serve as an organising framework for economic and other statistics and can be used as a statistical and analytical tool. National Accounts, through the quarterly and annual GDP estimates, are used to monitor the behaviour of the economy to inform policy and decision-making on economic growth, job creation and sustainable development.

Stats SA benchmarks and rebases (process of changing the reference period) its estimates of National Accounts every 5 years. The previous adjustments were done in 1999 and 2004. The pattern of relative prices in the base period tends to become progressively less relevant to the economic situations; it therefore becomes necessary to update the base period, a process which is commonly referred to as 'rebasings'.

Short-term estimates of National Accounts are based on a number of indicators. These estimates are preliminary with the aim of providing information on the trend of economic growth, rather than the level of economic activity. The benchmarking of the level of economic activity is therefore necessary to ensure that National Accounts accurately reflect all economic activity in South Africa.

The benchmarking process will be done in accordance with the 1993 System of National Accounts (SNA 93) and will include estimates based on the results of the IES conducted in 2005, and the Community Survey conducted in 2007. The reference year for benchmarking is 2005. Quarterly and annual estimates will be revised from 2001 onwards, based on the new information. The benchmarking process has started during 2008 and takes approximately 18 months to complete. The rebased GDP estimates will be published by November 2009.

#### **Stats SA measures economic growth in the following sectors:**

1. Agriculture, hunting, forestry and fishing
2. Mining and quarrying
3. Manufacturing
4. Electricity, gas and water supply
5. Construction
6. Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants
7. Transport, storage and communication
8. Financial intermediation, insurance, real estate and business services
9. Community, social and personal services
10. Government services

The following table outlines the medium-term outputs and milestones for measuring economic growth.

## Medium-term outputs and milestones: Economic growth

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: National Accounts (Programme 2)

#### Gross Domestic Product

Information about the level of economic activity	Frequency and number of sectors reported on	<ul style="list-style-type: none"> <li>Quarterly release on GDP estimates on 10 sectors of the economy</li> <li>Benchmarked and rebased GDP estimates on 34 sectors of the economy by November 2009</li> <li>Annual release on GDP estimates on 10 sectors of the economy by November 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on GDP estimates on 10 sectors of the economy</li> <li>Annual release on GDP estimates on 34 sectors of the economy by November 2010</li> <li>Annual release on GDP estimates on 10 sectors of the economy by November 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on GDP estimates on 10 sectors of the economy</li> <li>Annual release on GDP estimates on 34 sectors of the economy by November 2011</li> <li>Annual release on GDP estimates on 10 sectors of the economy by November 2011</li> </ul>
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### Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)

#### Agriculture, hunting, forestry and fishing

Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>1 release on the 2008 LSS on agriculture by November 2009</li> <li>2009 LSS on agriculture commences in September 2009</li> <li>Strategic plan for Agricultural Statistics Survey by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 report on the 2007 Census of Agriculture by June 2010</li> <li>1 release on the 2009 LSS on agriculture by November 2010</li> <li>2010 LSS on agriculture commences in September 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 release on the 2010 LSS on agriculture by November 2011</li> <li>2011 LSS on agriculture commences in September 2011</li> </ul>
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#### Mining and quarrying

Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources</li> <li>2009 LSS on mining and quarrying commences in September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources</li> <li>1 release on the 2009 LSS on mining and quarrying by November 2010</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources</li> <li>1 report on the 2009 LSS on mining and quarrying by June 2011</li> </ul>
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## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)</b>				
<i>Manufacturing</i>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	<p>Number of economic sectors reported on</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>Monthly release on manufacturing: production and sales with a response rate of at least 80%, 6 weeks after the reference month</li> <li>Quarterly release on manufacturing: utilisation of production capacity by large enterprises with a response rate of at least 80%, 10 weeks after the reference month</li> <li>1 release on the 2008 LSS on manufacturing by November 2009</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on manufacturing: production and sales with a response rate of at least 80%, 6 weeks after the reference month</li> <li>Quarterly release on manufacturing: utilisation of production capacity by large enterprises with a response rate of at least 80%, 10 weeks after the reference month</li> <li>Financial report on the 2008 LSS on manufacturing by September 2010</li> <li>1 product report on the 2008 LSS on manufacturing by December 2010</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on manufacturing: production and sales with a response rate of at least 80%, 6 weeks after the reference month</li> <li>Quarterly release on manufacturing: utilisation of production capacity by large enterprises with a response rate of at least 80%, 10 weeks after the reference month</li> <li>2011 LSS on manufacturing commences in August 2011</li> </ul>
<i>Electricity, gas and water supply</i>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	<p>Number of economic sectors reported on</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month</li> <li>2010 LSS on electricity, gas and water supply commences in September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month</li> <li>1 release on the 2010 LSS on electricity, gas and water supply by November 2011</li> </ul>

## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)</b>				
<b>Construction</b>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	<p>Number of economic sectors reported on</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Annual release on selected building plans passed and completed (2007), including municipal information, with a response rate of at least 90% by September 2009</li> <li>Annual report on buildings completed per annum for 2007 by November 2009</li> <li>1 report on the LSS on construction by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Annual release on selected building plans passed and completed (2008), including municipal information, with a response rate of at least 90% by September 2010</li> <li>Annual report on buildings completed per annum for 2008 by November 2010</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Annual release on selected building plans passed and completed (2009), including municipal information, with a response rate of at least 90% by September 2011</li> <li>Annual report on buildings completed per annum for 2009 by November 2011</li> <li>2011 LSS on construction commences in September 2011</li> </ul>
<b>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</b>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	<p>Number of economic sectors reported on</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> <li>2009 LSS on retail trade sales commences in September 2009</li> <li>Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> <li>2009 LSS on motor trade sales commences in September 2009</li> <li>Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 statistical release on the 2009 LSS on retail trade sales by November 2010</li> <li>Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 release on the 2009 LSS on motor trade sales by November 2010</li> <li>Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 report on the 2009 LSS on retail trade sales by August 2011</li> <li>Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 report on the 2009 LSS on motor trade sales by October 2011</li> <li>Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>

## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)</b>				
<i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>2009 LSS on wholesale trade sales commences in September 2009</li> <li>Monthly release on food and beverages with a response rate of at least 80%, 10 weeks after the reference month</li> <li>1 report on the 2007 LSS on food and beverages by September 2009</li> <li>2009 LSS on food and beverages commences in September 2009</li> <li>Monthly release on tourist accommodation with a response rate of at least 80%, 8 weeks after the reference month</li> <li>1 report on the 2007 LSS on accommodation by September 2009</li> <li>2009 LSS on accommodation commences in September 2009</li> <li>Tourism Survey conducted by June 2009</li> <li>Annual release on domestic tourism by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 release on the 2009 LSS on wholesale trade sales by November 2010</li> <li>Monthly release on food and beverages with a response rate of at least 80%, 10 weeks after the reference month</li> <li>1 release on the 2009 LSS on food and beverages by November 2010</li> <li>Monthly release on tourist accommodation with a response rate of at least 80%, 8 weeks after the reference month</li> <li>1 release on the 2009 LSS on accommodation by November 2010</li> <li>Tourism Survey conducted by September 2010</li> <li>Annual release on domestic tourism by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>1 report on the 2009 LSS on wholesale trade sales by September 2011</li> <li>Monthly release on food and beverages with a response rate of at least 80%, 10 weeks after the reference month</li> <li>1 report on the 2009 LSS on food and beverages by December 2011</li> <li>Monthly release on tourist accommodation with a response rate of at least 80%, 8 weeks after the reference month</li> <li>1 report on the 2009 LSS on accommodation by September 2011</li> <li>Tourism Survey conducted by June 2011</li> <li>Annual release on domestic tourism by March 2012</li> </ul>



## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)</b>				
<i>Transport, storage and communication</i>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly release on transport with a response rate of at least 80%, 8 weeks after the reference quarter</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on transport with a response rate of at least 80%, 8 weeks after the reference month</li> <li>2010 LSS on transport and storage commences in September 2010</li> <li>2010 LSS on post and telecommunications commences in September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on transport with a response rate of at least 80%, 8 weeks after the reference month</li> <li>1 release on the 2010 LSS on transport and storage by November 2011</li> <li>1 release on the 2010 LSS on post and telecommunications by November 2011</li> </ul>
<i>Financial intermediation, insurance, real estate and business services</i>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Monthly release on liquidations and insolvencies, 8 weeks after the reference month</li> <li>Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on liquidations and insolvencies, 8 weeks after the reference month</li> <li>Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month</li> <li>2010 LSS on real estate and business services commences in September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on liquidations and insolvencies, 8 weeks after the reference month</li> <li>Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 release on the 2010 LSS on real estate and business services by November 2011</li> </ul>
<i>Community, social and personal services</i>				
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>1 release on the 2008 LSS on other community, social and personal services by November 2009</li> </ul>	<ul style="list-style-type: none"> <li>1 report on the 2008 LSS on other community, social and personal services by December 2010</li> </ul>	

## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Government Accounts and Financial Statistics (Programme 2)</b>				
<i>Forestry and fishing; mining; manufacturing; electricity; construction; trade; transport; business services, personal and related services</i>				
Financial information on private sector businesses	Number of economic sectors reported on	<ul style="list-style-type: none"> <li>Annual release on financial statistics of private sector enterprises for 2008 with an overall response rate of 80% (of sample) by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on financial statistics of private sector enterprises for 2009 with an overall response rate of 80% (of sample) by October 2010</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on financial statistics of private sector enterprises for 2010 with an overall response rate of 80% (of sample) by October 2011</li> </ul>
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample) with a quarterly lag</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample) with a quarterly lag</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample) with a quarterly lag</li> </ul>
<b>Government services</b>				
Financial information on government	Number of economic sectors reported on	<ul style="list-style-type: none"> <li>Annual release on the financial statistics of national government for 2007/08 with audited data by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the financial statistics of national government for 2008/09 with audited data by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the financial statistics of national government for 2009/10 with audited data by June 2011</li> </ul>
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Annual release on the financial statistics of extra-budgetary accounts and funds for 2007/08 with audited data by August 2009</li> <li>Annual release on the financial statistics of provincial government for 2007/08 with audited data by September 2009</li> <li>Annual release on the financial statistics of higher education institutions for 2008 with audited data by October 2009</li> <li>Annual release on the financial statistics of consolidated general government for 2007/08 with audited data by November 2009</li> <li>Annual release on capital expenditure of the public sector for 2007/08 with a response rate of at least 95% by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the financial statistics of extra-budgetary accounts and funds for 2008/09 with audited data by August 2010</li> <li>Annual release on the financial statistics of provincial government for 2008/09 with audited data by September 2010</li> <li>Annual release on the financial statistics of higher education institutions for 2009 with audited data by October 2010</li> <li>Annual release on the financial statistics of consolidated general government for 2008/09 with audited data by November 2010</li> <li>Annual release on capital expenditure of the public sector for 2008/09 with a response rate of at least 95% by July 2010</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the financial statistics of extra-budgetary accounts and funds for 2009/10 with audited data by August 2011</li> <li>Annual release on the financial statistics of provincial government for 2009/10 with audited data by September 2011</li> <li>Annual release on the financial statistics of higher education institutions for 2010 with audited data by October 2011</li> <li>Annual release on the financial statistics of consolidated general government for 2009/10 with audited data by November 2011</li> <li>Annual release on capital expenditure of the public sector for 2009/10 with a response rate of at least 95% by July 2011</li> </ul>

## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Government Accounts and Financial Statistics (Programme 2)

<i>Government services</i>				
Financial information on government	Number of economic sectors reported on  Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly release on the financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on the financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on the financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag</li> </ul>

### Subprogramme: National Accounts (Programme 2)

<i>Supply and use tables (SUT)</i>				
Information on National Accounts	Timeliness and number of documents	<ul style="list-style-type: none"> <li>2 sets of supply and use tables (10 industries X 10 commodities) by November 2009 and February 2010 (27 industries X 27 commodities)</li> </ul>	<ul style="list-style-type: none"> <li>2 sets of supply and use tables (10 industries X 10 commodities) by November 2010 and February 2011 (27 industries X 27 commodities)</li> <li>1 report on the compilation of a detailed SUT by September 2010</li> <li>1 report on cross-classification of value added by industry and classification by September 2010</li> </ul>	<ul style="list-style-type: none"> <li>2 sets of supply and use tables (10 industries X 10 commodities) by November 2011 and February 2012 (27 industries X 27 commodities)</li> </ul>
<i>Social Accounting Matrix</i>				
Information on National Accounts	Timeliness and number of documents	<ul style="list-style-type: none"> <li>1 report: Overview of 2005 SAM by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 report: SAM for 2005 (benchmarked National Accounts) by March 2011</li> <li>1 position paper on input/output tables by February 2011</li> </ul>	<ul style="list-style-type: none"> <li>1 research document on input/output tables by February 2012</li> </ul>

## Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: National Accounts (Programme 2)</b>				
<i>Satellite Accounts</i>				
Information on National Accounts	Timeliness and number of documents	<ul style="list-style-type: none"> <li>1 position paper on non-profit institutions by February 2010</li> <li>1 discussion document on information and communication technology by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 discussion document on non-profit institutions by March 2011</li> <li>1 discussion document on information and communication technology by March 2011</li> <li>1 discussion document on updated TSAs for South Africa by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 discussion document on non-profit institutions by March 2012</li> <li>1 discussion document on information and communication technology by March 2012</li> <li>1 report on TSAs for South Africa by March 2012</li> <li>1 position paper on research and development by February 2012</li> </ul>
<i>Natural Resource Accounts (NRA)</i>				
Information on National Accounts	Timeliness and number of documents	<ul style="list-style-type: none"> <li>1 research document on Environmental Economic Accounts (EEAs) by March 2010</li> <li>1 discussion document on the water index by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 discussion document on the land account by March 2011</li> <li>1 report on minerals by March 2011</li> <li>1 report on energy by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>1 discussion document on fisheries by March 2011</li> <li>1 report on water by March 2012</li> </ul>
<i>Research on National Accounts</i>				
Research on National Accounts	Timeliness and number of documents	<ul style="list-style-type: none"> <li>1 research paper on the independent calculation of all GDP estimates through the production approach by March 2010</li> <li>1 research paper on the calculation of GDP estimates through the income approach by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 research paper on the independent calculation of all GDP estimates through the production approach by March 2011</li> <li>1 research paper on the calculation of GDP estimates through the income approach by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>1 document on the independent calculation of all GDP estimates through the production approach by March 2012</li> <li>1 document on the calculation of GDP estimates through the income approach by March 2012</li> </ul>

## Medium-term outputs and milestones: Economic growth (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: National Accounts (Programme 2)</b>				
<i>Research on National Accounts</i>				
Research on National Accounts	Timeliness and number of documents		<ul style="list-style-type: none"> <li>1 research paper on the calculation of annual GDP estimates through the expenditure approach by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>1 research paper on the calculation of annual GDP estimates through the expenditure approach by March 2012</li> </ul>
<i>Socio-economic integration</i>				
Research on information in the economy	Timeliness and number of documents	<ul style="list-style-type: none"> <li>4 integrative research reports (1 per quarter)</li> </ul>	<ul style="list-style-type: none"> <li>4 integrative research reports (1 per quarter)</li> </ul>	<ul style="list-style-type: none"> <li>4 integrative research reports (1 per quarter)</li> <li>1 report on the modelling of GDP by March 2012</li> </ul>





### *(b) Price stability*

*Policy context:* Price stability is the key objective of monetary policy. Responsibility for monetary policy rests with the South African Reserve Bank, which aims to keep annual consumer price inflation in a target band of 3–6 per cent. Inflation targeting anchors the public's perceptions of inflation, assists economic planning, and influences wage determinations. Inflationary pressures increased markedly during 2007 and the first half of 2008, prompting the Reserve Bank to increase interest rates. The inflation outlook improved towards the end of 2008, and the monetary authorities started to reduce interest rates in December 2008.

### *Key initiatives and developments to improve the measurement of price stability*

The Consumer Price Index (CPI) and Producer Price Index (PPI) are the key economic indicators informing price stability.

The CPI measures the change each month in the prices of a basket of goods and services purchased by South African households. The CPI is used to analyse consumer inflation pressures in the economy and to adjust the prices of many long-term contracts.

The PPI measures the change each month in the prices of a basket of commodities produced in the South African economy. The PPI also measures monthly changes in the prices of baskets of imported and exported commodities. The PPI is used as a deflator in the National Accounts, and is also used extensively by South African producers as a deflator in the formulation of long-term contracts.

The most important development in price statistics in 2008/09 was the implementation of a new CPI, based on a refreshed and reweighted basket of consumer goods and services. Achieving this important milestone dominated the agenda and resources of the prices programme. Although some improvements were also made to the PPI, it still has a number of methodological limitations which have led to the conclusion that a complete redevelopment of the PPI is needed, and planning has commenced to achieve this.

Stats SA will conduct an Income and Expenditure Survey in 2010/11. The aim of the survey is to provide appropriate and statistically reliable information on households' income, acquisition and consumption expenditure patterns from all types of settlements which are used to update the CPI basket. A pilot will be conducted during 2009/10.

The following table outlines the medium-term outputs and milestones for measuring price stability.

## Medium-term outputs and milestones: Price stability

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Consumer Price Index (Programme 2)

Consumer Price Index (CPI)				
Statistical information on price changes	<p>Number of commodities' price movements collected</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>Monthly CPI releases covering approximately 400 consumer products, published on the last Wednesday of every month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly CPI releases covering approximately 400 consumer products, published on the last Wednesday of every month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly CPI releases covering approximately 400 consumer products, published on the last Wednesday of every month</li> </ul>

### Subprogramme: Poverty Survey (Programme 3)

Income and Expenditure Survey				
Statistical information on price changes	<p>Number of commodities' price movements collected</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>IES methodology document compiled by April 2009</li> <li>IES pilot conducted in November 2009</li> <li>IES pilot report compiled by February 2010</li> <li>Stakeholder consultation by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Survey instruments finalised by May 2010</li> <li>Recruitment finalised by June 2010</li> <li>National training from June 2010</li> <li>Data collection commences in September 2010</li> <li>Data processing from December 2010</li> </ul>	<ul style="list-style-type: none"> <li>Data collection completed by October 2011</li> <li>Data processing completed by November 2011</li> <li>Data editing and analysis commence in December 2011</li> </ul>

## Medium-term outputs and milestones: Price stability (concluded)

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Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Producer Price Index and Labour Statistics (Programme 2)

Producer Price Index (PPI)				
Statistical information on price changes	<p>Number of commodities' price movements collected</p> <p>Frequency, accuracy and timeliness of reports</p>	<ul style="list-style-type: none"> <li>Monthly PPI releases covering approximately 912 producer products with a response rate of about 90%, 4 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly PPI releases covering approximately 912 producer products with a response rate of about 90%, 4 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly PPI releases covering approximately 912 producer products with a response rate of about 90%, 4 weeks after the reference month</li> </ul>

### *(c) Employment and job creation*

*Policy context:* Employment remains a cross-cutting policy priority for the South African government. Since 2004, the government has been guided by two core objectives: halving the rate of unemployment; and halving the proportion of people living in poverty by 2014. In order to sustain employment growth, government will increase public investment spending, expand labour-intensive employment programmes, and work with business and organised labour to protect work opportunities and accelerate skills development.

### *Key initiatives and developments to improve the measurement of employment and job creation*

Statistics about work provide information relevant for discussion of both economic and social issues and to inform the development of social and economic policies in more or less equal measure (Hunter, 2008).

Stats SA measures the dynamics of the South African labour market through conducting two surveys, namely the Quarterly Labour Force Survey (QLFS) and the Quarterly Employment Survey (QES).

**Quarterly Labour Force Survey:** The QLFS, which is a household survey, is used as the primary instrument to measure unemployment in South Africa. The Labour Force Survey underwent a major re-design between 2006 and 2007 which resulted in changes to the survey methodology and

design, frequency, systems design and data releases. The new QLFS was launched in August 2008. The survey has two major improvements and is in line with the 1993 SNA:

- Only work in market-related activities is regarded as employment.
- Non-market activities are no longer regarded as employment. (Non-market activities are still recorded and are still considered as work.)

Ensuring the sustainability of the new QLFS will be achieved through building provincial analytical capacity in labour market statistics, strengthening survey and project management capability at provincial and district level, and moving towards an integrated approach for household surveys.

**Quarterly Employment Statistics:** The need to improve employment data at the detailed industry level remains an important priority. A major review of the Quarterly Employment Survey (QES) is being carried out to provide more reliable classifications of employment by industry. A key challenge is to ensure that the business register provides a good basis for providing more robust estimates of levels and changes in the economy. Improvements will be rolled out over the medium term.

The following table outlines the medium-term outputs and milestones for measuring employment and job creation.

## Medium-term outputs and milestones: Employment and job creation

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Household Labour Market Statistics (Programme 3)

Quarterly Labour Force Survey (QLFS)				
Statistical information on labour market trends	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)</li> <li>Implementation of supplementary modules: <ul style="list-style-type: none"> <li>SESE</li> <li>Earnings</li> </ul> </li> <li>Develop and test supplementary modules: <ul style="list-style-type: none"> <li>Expanded Public Works Programme</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)</li> <li>Develop and test supplementary modules: <ul style="list-style-type: none"> <li>Agricultural module</li> </ul> </li> <li>Implementation of supplementary modules: <ul style="list-style-type: none"> <li>Expanded Public Works Programme (subject to availability of funds from the Department of Public Works)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)</li> <li>Develop and test supplementary modules: <ul style="list-style-type: none"> <li>Volunteer work</li> <li>Child labour (subject to availability of funds from the Department of Social Development)</li> </ul> </li> </ul>

### Subprogramme: Producer Price Index and Labour Statistics (Programme 2)

Employment and Earnings				
Statistical information on labour market trends	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month</li> </ul>

*(d) Life circumstances, service delivery and poverty*

*Policy context:* As a signatory to the Millennium Development Goals (MDGs), South Africa is committed to the goal of halving poverty by 2015 as one of the eight global objectives of the MDGs. South Africa's poverty reduction commitment was at the centre of the Reconstruction and Development Programme to 'meeting basic needs'.

Government released a draft anti-poverty strategy in October 2008 as a consultation paper. The strategy builds on the measures put in place since 1994 but marks a shift in trajectory in light of current challenges. Its primary target areas are job creation, investment in human capital, basic income security, household services and housing, comprehensive health care, access to assets (including community infrastructure and land), social cohesion and good governance. The current economic downturn highlights the importance and need for protecting the poor.

*Key initiatives and developments to improve the measurement of life circumstances, service delivery and poverty*

**General Household Survey (GHS):** The GHS is an annual household survey measuring multiple facets of the life circumstances of South African households as well as the quality of service delivery in a number of key service sectors. The GHS covers six broad areas, namely education, health, activities related to work and unemployment, non-remunerated activities, housing, and household access to services and facilities. In response to growing user demands and ensuring high-quality timely products, Stats SA embarked on a process of reviewing the content of the questionnaire and

the survey methodology. These new innovations will be tested during 2009/10 and implemented in the following year.

**Living Conditions Survey (LCS):** The absence of official statistics on the poverty profile of the country has created a serious data gap that prevents proper measurement of poverty trends, as well as the ability to monitor the impact of government's programmes and policies aimed at addressing issues around poverty reduction.

In addition, South Africa participates in international comparisons related to the country's development profile, for instance: reporting on the Millennium Development Goals, economic investment decisions, development assistance, and peer-review processes such as the African Peer-Review Mechanism. Multi-dimensional poverty statistics are an essential component of the country's profile.

Given that international and local definitions of poverty are increasingly expressed in multi-dimensional terms, it is necessary that a multi-topic poverty survey be implemented to capture such multi-dimensionality. The first large-scale Living Conditions Survey is currently being conducted. Field operations commenced in July 2008 and are scheduled to end in October 2009. Dissemination of the first LCS statistical release is planned for the end of 2010.

The following table outlines the medium-term outputs and milestones for measuring life circumstances, service delivery and poverty.



## Medium-term outputs and milestones: Measuring life circumstances, service delivery and poverty

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Social Statistics (Programme 3)

#### General Household Survey (GHS)

Statistical information on living conditions in South Africa	Number of reports produced	<ul style="list-style-type: none"> <li>Annual report on the life circumstances of South Africans with a response rate of at least 90%, 9 months after the reference month by July 2009 (GHS 2008)</li> </ul>	<ul style="list-style-type: none"> <li>Annual report on the life circumstances of South Africans with a response rate of at least 90%, 6 months after the reference month (GHS 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Annual report on the life circumstances of South Africans with a response rate of at least 90%, 6 months after the reference month (GHS 2010)</li> </ul>
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>GHS questionnaire and survey methodology reviewed and tested by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>New GHS questionnaire and survey methodology rolled out</li> </ul>	

### Subprogramme: Government Accounts and Financial Statistics (Programme 2)

#### Service delivery at local level

Statistical information on living conditions in South Africa	Number of reports produced	<ul style="list-style-type: none"> <li>Annual release on the non-financial census of municipalities for 2007/08 with a response rate of 95% by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the non-financial census of municipalities for 2008/09 with a response rate of 95% by October 2010</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the non-financial census of municipalities for 2009/10 with a response rate of 95% by October 2011</li> </ul>
	Frequency, accuracy and timeliness of reports			

## Medium-term outputs and milestones: Measuring life circumstances, service delivery and poverty (concluded)

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Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Poverty Survey (Programme 3)

Living Conditions Survey (LCS)				
Statistical information on poverty in South Africa in multiple dimensions	Number of reports produced	<ul style="list-style-type: none"> <li>• Data collection completed by October 2009</li> <li>• Results of LCS (data set, statistical release and report) published by November 2010</li> </ul>		
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>• Data processing completed by November 2009</li> <li>• Data editing and analysis commence in February 2010</li> </ul>		

*(e) Demographic profile and population dynamics*

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

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

*Key initiatives and developments to provide information on the demographic profile and population dynamics of South Africa*

**Population Census:** Measuring the size of the population remains a challenging and expensive exercise for any country. Population censuses are the backbone of any national statistical system and are vital for setting baselines. The complexity and cost of a population census far exceeds any other statistical collection that a statistical office undertakes. A population census establishes the size, nature and geographic location of a country's population and provides essential data for monitoring purposes. It also provides key information on the geography and composition of the population which is fundamental for planning efforts to provide key services for the nation.

The next population census is scheduled to be conducted during October 2011. This will be the third post-apartheid population census conducted. Previous censuses were conducted in 1996 and 2001. The results of these censuses have been extensively used in evaluating the impact of key policies and programmes. Census 2011 will provide valuable insights into

the progress South Africa has made in achieving the Millennium Development Goals (MDGs).

Extensive research has informed the development of content and methodologies for Census 2011. Stats SA is in the process of testing an integrated approach to fieldwork collection to be used during the enumeration phase of the census. Stats SA needs to focus on the following areas to ensure a successful census in 2011:

- Integrated planning at all levels, as well as continuous monitoring and evaluation;
- Comprehensive communication initiatives covering advocacy, education, information and publicity;
- Complete demarcation of the country into enumeration areas;
- A research agenda that informs content development, methodologies and process design;
- Development of relevant and user-friendly data collection tools;
- Development of effective and efficient data processing systems;
- Well-trained fieldworkers to carry out main enumeration;
- Undertaking a post-enumeration survey;
- Producing products that meet users' needs; and
- Facilitating users' accessibility to the data on an ongoing basis.

**Health and Vital Statistics:** Vital events are occurrences that bring about changes in the size and composition of a population. Some of these events, such as births, deaths and migration, alter the population size while others, such as marriages, separations, adoptions and divorces, merely affect the population composition. The main source of vital statistics is administrative records of vital events from civil registration which involves the continuous gathering of information on all relevant vital events occurring within the boundaries of a country. Vital statistics are an essential input for the planning of human development. Vital statistics derived from civil registration are the only national representative source of information on mortality by cause of death necessary for the assessment and monitoring of

the health status of a population and for the planning of adequate health interventions.

Stats SA currently produces information on live births, deaths, foetal deaths, marriages, divorces, international migration and tourism. In line with international best practice, the strategy for vital statistics puts greater emphasis on content improvement of releases in order to ensure relevance and timeliness of releases. Some of the strategic initiatives to improve vital statistics are outlined below:

- Incremental increases in the number of variables disseminated on mortality and causes of death series;

- Increased collaboration and technical support to the departments of Home Affairs and Justice on civil registration processes and new legislation; and
- Increased analytical work integrating data from surveys and censuses to complement administrative source data.

The following table outlines the medium-term outputs and milestones for providing information on the demographic profile and population dynamics in South Africa.

## Medium-term outputs and milestones: Demographic profile and population dynamics

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Population Census and Statistics (Programme 3)

Population Census				
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Timeliness and number of reports published	<ul style="list-style-type: none"> <li>• Tabulation plan finalised by June 2009</li> <li>• Resource management plan reviewed and finalised by June 2009</li> <li>• Pilot questionnaire approved by June 2009</li> <li>• Procurement of goods and services for pilot completed by August 2009</li> <li>• Fieldwork manuals for pilot census printed by August 2009</li> <li>• Recruitment and training of fieldworkers finalised by September 2009</li> <li>• 480 enumerator areas (EAs) listed for pilot by October 2009</li> <li>• Fieldwork for pilot conducted in November 2009</li> <li>• Data processing systems for pilot developed and tested by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Fieldwork manuals for census reviewed by March 2011</li> <li>• ICT functional in district offices by May 2010</li> <li>• Pilot data processing completed by June 2010</li> <li>• Tabulation plan reviewed by August 2010</li> <li>• Documentation of Census 2011 methodologies adjusted with lessons learnt from pilot by August 2010</li> <li>• CSAS reviewed and implemented by September 2010</li> <li>• Data Processing Centre operational by December 2010</li> <li>• Census questionnaire reviewed by August 2010</li> <li>• Procurement of goods and services for census by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of goods and services for census data processing by August 2011</li> <li>• Fieldwork manuals for census printed by August 2011</li> <li>• Recruitment and training of fieldworkers by September 2011</li> <li>• Approximately 120 000 EAs listed</li> <li>• Census fieldwork conducted by November 2011</li> <li>• Field materials received from districts by March 2012</li> </ul>

## Medium-term outputs and milestones: Demographic profile and population dynamics (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Demographic and Social Analysis (Programme 3)</b>				
<i>Demographic profile, population projections and estimates</i>				
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Timeliness and number of reports	<ul style="list-style-type: none"> <li>Population science research report 2010: <ul style="list-style-type: none"> <li>Concept design and planning by September 2009</li> <li>Data preparation completed by December 2009</li> <li>Tabulation and analysis by March 2010</li> </ul> </li> <li>Perspectives theme report 2009: <i>A profile of trends in deprivation at community level</i> <ul style="list-style-type: none"> <li>Tabulation and analysis by April 2009</li> <li>Draft report by June 2009</li> <li>Final report and dissemination by November 2009</li> </ul> </li> <li>Poverty line table updated in line with inflation by June 2009</li> <li>Annual report on projected population estimates by July 2009</li> <li>Subprovincial estimates: <ul style="list-style-type: none"> <li>Research conceptualisation and data preparation by September 2009</li> <li>Draft report for review by December 2009</li> <li>Discussion and review by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Population science research report 2010 completed by October 2010</li> <li>Perspectives theme report 2011 <ul style="list-style-type: none"> <li>Concept design and planning by September 2010</li> <li>Data preparation completed by December 2010</li> <li>Tabulation and analysis by March 2011</li> </ul> </li> <li>Poverty line table updated in line with inflation by June 2010</li> <li>Annual report on projected population estimates by July 2010</li> <li>Household projections: <ul style="list-style-type: none"> <li>Research conceptualisation and data preparation by September 2010</li> <li>Draft technical report for review by December 2010</li> <li>Discussion and review by March 2011</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Population science research report 2012 <ul style="list-style-type: none"> <li>Concept design and planning by September 2011</li> <li>Data preparation completed by December 2011</li> <li>Tabulation by March 2012</li> </ul> </li> <li>Perspectives theme report 2011</li> <li>Poverty line table updated in line with inflation by June 2011</li> <li>Annual report on projected population estimates by July 2011</li> <li>Difficult-to-estimate populations: <ul style="list-style-type: none"> <li>Research conceptualisation by September 2011</li> <li>Data preparation by December 2011</li> </ul> </li> </ul>



## Medium-term outputs and milestones: Demographic profile and population dynamics (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Health and Vital Statistics (Programme 3)</b>				
<i>Health and Vital Statistics</i>				
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Frequency, timeliness and number of reports/releases	<ul style="list-style-type: none"> <li>Annual release on 2007 mortality and causes of death by August 2009</li> <li>2007 data on mortality and causes of death by August 2009</li> <li>Thematic report on child mortality by September 2009</li> <li>Annual release on recorded live births for 2008, by October 2009</li> <li>Annual release on 2008 marriages and divorces by December 2009</li> <li>2008 data on marriages and divorces by February 2010</li> <li>Monthly release on tourism and migration</li> <li>Time series interactive data on tourism and migration</li> <li>Thematic report on road traffic casualties by February 2010</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on 2008 mortality and causes of death by August 2010</li> <li>2008 data on mortality and causes of death</li> <li>Discussion paper on life tables for South Africa</li> <li>Annual release on recorded live births for 2009</li> <li>Annual release and report on 2009 marriages and divorces including customary marriages and civil unions</li> <li>2009 data on marriages and divorces</li> <li>Monthly release on tourism and migration</li> <li>Annual report on 2008 tourism</li> <li>Time series interactive data on tourism and migration</li> <li>Annual report on documented immigrants</li> <li>Thematic report on road traffic casualties</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on 2009 mortality and causes of death by August 2011</li> <li>2009 data on mortality and causes of death</li> <li>Annual release on recorded live births for 2010</li> <li>Annual release and report on 2010 marriages and divorces including customary marriages and civil unions</li> <li>2010 data on marriages and divorces</li> <li>Monthly release on tourism and migration</li> <li>Annual report on 2009 tourism</li> <li>Time series interactive data on tourism and migration</li> <li>Annual report on documented immigrants and self-declared emigrants</li> <li>National health interview survey pilot report</li> </ul>



### 3.2 Enhancing the quality of products and services

Comprehensive sampling frames, sound methodological practices and implementing common standards, definitions and classifications are strategic enablers for the production of statistics, and underpin the quality of statistics. The organisation will focus on the following initiatives to improve the quality of its statistics and to mitigate the strategic risks confronting its ability to provide relevant and up-to-date statistical information:

- Improving the business register;
- Maintaining and updating the household sampling frame;
- Providing methodological support, technical solutions and standards expertise;
- Implementing an End-to-end Statistical Data Management Facility (ESDMF); and
- Coordination, monitoring and evaluation of surveys.

In the long term, Stats SA intends building collaborations with SARS and DTI towards establishing a national business register, with implications for amendments of the legislation that governs companies, as well as a national dwelling frame that is maintained and updated through administrative sources. The realisation of these goals depends on the active participation and contribution of stakeholders in all spheres of government.

The following are the key strategic objectives in this area.

#### *(a) Improving the business register*

The business register is the key sampling frame for the production of business statistics. The defining facets of a reliable business register are that it is comprehensive in coverage, accurate in classification, and has updated contact information. In addition, such a register must be maintained so that new businesses are included, and dead units are removed. The accuracy of a business register, as a foundation of economic statistics, allows results of surveys to mirror economic reality on the ground as much as possible.

The sampling frame is derived from the various tax registers of the South African Revenue Service (SARS). The correct classification of the economic activity as well as the life-status of a business is important for reporting purposes; both criteria have to be maintained with minimum time-lags to ensure that reliable and accurate information is reported. Currently, the Business Sampling Frame (BSF) indicates turnover as the measure of size for each business. Measure of size information is required for sampling purposes.

Large and complex businesses typically have funding, organisational and management structures that are quite different from statistical units of observation. Due to the economic dominance of such entities, statistical offices world-wide pay special attention to them through a process called profiling. This activity requires special skills in financial and business accounting. These skills are lacking in the organisation. In April 2008 a project was undertaken with the aim of building the necessary expertise and intellectual capability in business profiling. This effort assisted business surveys to cover large and complex enterprises and to ensure that no duplication or gaps occurred in the compilation of National Accounts.

The implementation of recommendations from a strategic review commenced during 2007/08, focusing on optimising the use of administrative data, revision of the conceptual framework, assessment of the system, re-engineering of survey frames, and improving manuals and procedures. Implementation of recommendations will continue in 2009/10 with the development of guidelines and procedures to improve the quality of information of the sampling frame.

**Business Registration Reform:** Stats SA is part of an inter-departmental project aimed at reforming business registration in South Africa. Currently registration of entities that are engaged in the production of goods and services for the market place is spread across various government agencies, without any coordination. The need for establishing a business registration system characterised by a comprehensive, single national register containing reliable economic information that enables the developmental state to fulfil socio-economic obligations has been recognised and accepted. The lack of such a system makes the sourcing

and maintenance of a business register inefficient and costly. The introduction of a single registration arrangement in which tax registration becomes an integral part of business incorporation based on a national and unique identifier will be the desired outcome of this project.

*(b) Maintaining and updating the household sampling frame*

A geo-referenced dwelling frame is a complete, up-to-date database of all dwellings and other structures in the country. The primary purpose in developing a dwelling frame is to create the infrastructure and conditions for a substantial and sustained improvement in the quality of household-derived statistics.

Planning, management and implementation of fieldwork, together with a comprehensive frame for drawing samples, are central elements in determining the quality of household-derived statistics. The dwelling frame project aims to provide the statistical infrastructure necessary for fieldworkers to gather quality information from households.

An integrated dwelling frame able to impact substantially on statistical quality involves three fundamental attributes that are conceptually separate, but must act together to create the conditions for improved fieldwork and sampling:

- visible relational map-based images of dwellings;
- a visible and sequenced number system linked to these images; and
- a virtual database of x-y coordinates for each dwelling unit.

The first two attributes are used by enumerators, service providers and the public at large. The third is applied by database managers to maintain the integrity and quality of the first two. All three attributes are required for a dwelling unit frame to impact substantially on the quality of fieldwork, and hence the quality of statistics collected from households.

Fieldwork on geo-referencing dwelling units started in November 2008. The geo-referencing will be completed in January 2010.

*(c) Providing methodological support, technical solutions and standards expertise*

The credibility of statistical products rests on the confidence that users have in the quality and objectivity of the data. This requires that the data are perceived to be professionally produced in accordance with appropriate statistical standards, and that policies and practices are transparent. Credibility is determined in part by the integrity of the production process. Sound methodology is the basis for quality statistical outputs.

The Methodology and Standards cluster provides standards, statistical and technical expertise, methodological support and advice to the statistical production areas within the organisation and the National Statistics System. This includes technical solution support to ensure integration and the application of appropriate quality criteria, standards, classifications and procedures.

Stats SA has initiated a review programme to ensure compliance of statistical series with the prescripts of the South African Statistical Quality Assessment Framework (SASQAF). Reviews will be conducted according to a comprehensive assessment framework which is currently being developed and tested. A programme of regular reviews of various statistical products will be rolled out over the medium term. In the short term, priority will be given to surveys in Economic Statistics.

Standards development, statistical compliance and methodological and technical support are provided in survey areas through:

- Developing survey guidelines, frameworks and standards;
- Reporting on methodological compliance in the survey areas;
- Drawing of survey samples;
- Developing and implementing technical systems and solutions; and
- Researching current and international best practice.

Stats SA plans to roll out over the medium term independent control or evaluation surveys for surveys undertaken by Stats SA. The principal aim of these surveys is to verify whether key data estimated through the respective

surveys are reasonable and likely to inspire confidence in the integrity of the survey in question. The Census 2011 post-enumeration survey (PES) is such a survey and will be conducted in November 2011.

A major challenge facing the organisation is the shortage of skills both at management and technical levels. The recruitment, training and retention of methodologists of high calibre will continue to remain a top priority of the organisation. In particular, we will endeavour to promote on-the-job training in survey-taking and survey methodology so that young statisticians are well grounded in good statistical practices. In addition, focused training in report writing, analysis and analytical thinking will be provided, as these will enhance the relevance of statistical products and improve the underlying statistical series.

#### *(d) Coordination, monitoring and evaluation of surveys*

A new survey coordination, monitoring and evaluation function was established to ensure independent quality assurance of household surveys. The main objective is to monitor and evaluate the quality of data collected against quality standards and guidelines during a survey process. Stats SA is in the process of developing a comprehensive monitoring and evaluation framework, tools and techniques in line with international best practice.

The division will play an important role in conducting the post-enumeration survey (PES) for Census 2011 and will focus primarily on planning, data collection and processing.

#### *(e) Implementing an End-to-end Statistical Data Management Facility*

In the information age that we operate, the data management function is vital to every organisation. Organisations increasingly recognise that the data they possess is a valuable resource and, like any valuable asset, must be managed.

A key element in improving the quality of and access to reliable statistical information is the application of uniform standards in the management and storage of data and metadata.

Stats SA has initiated a Data Management and Information Delivery (DMID) project to achieve this goal. The decision to store and manage data and metadata in a uniform way arose from the need to address the generally fragmented manner in which individual originating units within Stats SA applied standards and methodologies, let alone the use of data by external users.

Stats SA appointed service providers for the development of the End-to-end Statistical Data Management Facility (ESDMF). During 2008/09 the contract ended. The data management and standards functions have now been permanently established in the organisation.

Data management in a statistical organisation has been reconceptualised and the strategy going forward will ensure:

- Coordination and collaboration between IT and the business to enhance management of data throughout the organisation.
- Organisational intent and approach towards enterprise data and information management is defined and used as an enterprise asset.
- Effective control and leverage of data assets. This is achieved by developing and implementing policies, standards, procedures and technological solutions required for managing and ensuring the availability, accessibility, quality, consistency, and auditability of data.

The following table outlines the medium-term outputs and milestones for enhancing the quality of products and services.

## Medium-term outputs and milestones: Improving the business register

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Business Frames (Programme 4)</b>				
<i>Business register maintenance</i>				
Updated sample frame for the collection of economic statistics	Percentage of large business surveys completed	<ul style="list-style-type: none"> <li>Monthly reports on percentage of large business surveys completed</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reports on percentage of large business surveys completed</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reports on percentage of large business surveys completed</li> </ul>
	Timeliness and number of snapshots	<ul style="list-style-type: none"> <li>Quarterly reports on Business Sampling Frame performance and quality indicators</li> <li>Final Business Sampling Frame snapshot and common sampling frame by April 2009</li> <li>Preliminary common sampling frame by January 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on Business Sampling Frame performance and quality indicators</li> <li>Final Business Sampling Frame snapshot and common sampling frame by April 2010</li> <li>Preliminary common sampling frame by January 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on Business Sampling Frame performance and quality indicators</li> <li>Final Business Sampling Frame snapshot and common sampling frame by April 2011</li> <li>Preliminary common sampling frame by January 2012</li> </ul>
Single integrated business registration system	Number of reports	<ul style="list-style-type: none"> <li>Quarterly progress reports to Minister</li> </ul>		



## Medium-term outputs and milestones: Maintaining and updating the household sampling frame

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Geographic Services and Geographic Frames (Programme 5)</b>				
<i>Geographic frame maintenance</i>				
Updated sample frame for the collection of social statistics	Percentage of EA links updated	<ul style="list-style-type: none"> <li>Quarterly reports on maintenance of EA links to provincial, district council and municipal boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on maintenance of EA links to provincial, district council and municipal boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on maintenance of EA links to provincial, district council and municipal boundaries</li> </ul>
	Percentage of place names database updated	<ul style="list-style-type: none"> <li>90% place names updated by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>100% place names updated by June 2010</li> </ul>	
	Percentage of enumeration areas demarcated	<ul style="list-style-type: none"> <li>80% EA demarcation by March 2010</li> <li>1 000 EAs verified for census pilot by October 2009</li> <li>480 EAs listed for census pilot by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>100% EA demarcation by March 2011</li> <li>1 000 EAs verified for census by March 2011</li> <li>50 000 EA summary books produced for census by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>100% EA change detection by May 2011</li> <li>120 000 EA summary books produced for census by June 2011</li> <li>120 000 EAs listed for census by October 2011</li> </ul>
<i>National integrated geo-referenced dwelling frame</i>				
Updated sample frame for the collection of social statistics	Percentage of frame completed	<ul style="list-style-type: none"> <li>53% of dwelling frame completed by March 2010</li> <li>5% of municipalities with traditional dwelling units assigned with numbers by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>73% of dwelling frame completed by December 2010 (cumulative)</li> <li>10% of municipalities with traditional dwelling units assigned with numbers by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>83% of dwelling frame completed by December 2011 (cumulative)</li> <li>15% of municipalities with traditional dwelling units assigned with numbers by March 2012</li> </ul>

## Medium-term outputs and milestones: Providing methodological support, technical solutions and standards expertise

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Methodology and Audit (Programme 4)</b>				
<i>Methodological and systems support to economic and social surveys</i>				
Statistical quality and methodological support services to producers of statistics	Number of survey samples delivered as per user specifications	<ul style="list-style-type: none"> <li>Quarterly reports on samples drawn for economic and social surveys</li> <li>Quarterly reports on the maintenance of the master sample for social surveys</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on samples drawn for economic and social surveys</li> <li>Quarterly reports on the maintenance of the master sample for social surveys</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on samples drawn for economic and social surveys</li> <li>Quarterly reports on the maintenance of the master sample for social surveys</li> </ul>
	Number of survey areas reviewed and trained	<ul style="list-style-type: none"> <li>2 survey areas reviewed (September 2009 and March 2010)</li> <li>SASQAF toolkit developed by September 2009</li> <li>2 survey areas trained in SASQAF by March 2010</li> <li>SASQAF reviewed by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>4 survey areas reviewed</li> <li>SASQAF toolkit reviewed</li> <li>4 survey areas trained in SASQAF</li> <li>SASQAF reviewed</li> </ul>	<ul style="list-style-type: none"> <li>4 survey areas reviewed</li> <li>SASQAF toolkit reviewed</li> <li>4 survey areas trained in SASQAF</li> <li>SASQAF reviewed</li> </ul>
	Percentage of technical solutions implemented as per user requirements	<ul style="list-style-type: none"> <li>90% of technical solutions developed as per request from survey areas</li> </ul>	<ul style="list-style-type: none"> <li>90% of technical solutions developed as per request from survey areas</li> </ul>	<ul style="list-style-type: none"> <li>90% of technical solutions developed as per request from survey areas</li> </ul>

## Medium-term outputs and milestones: Providing methodological support, technical solutions and standards expertise (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Survey Standards (Programme 4)

Standards				
Statistical standards development and implementation	Number of standards developed	<ul style="list-style-type: none"> <li>Standards developed for processing and questionnaire design by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Disclosure control, data dissemination medium and seasonal adjustment standard developed</li> </ul>	<ul style="list-style-type: none"> <li>Standards for data coding, editing and imputation developed</li> </ul>
	Number of standards reviewed	<ul style="list-style-type: none"> <li>Concepts and definitions manual (Version 3) published by March 2010</li> <li>Review and maintenance of the survey metadata standard by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Concepts and definitions manual (Version 4) published by March 2011</li> <li>Review and maintenance of the survey metadata standard</li> </ul>	<ul style="list-style-type: none"> <li>Concepts and definitions manual (Version 5) published by March 2012</li> <li>Review and maintenance of the survey metadata standard</li> </ul>
	Percentage of survey areas trained	<ul style="list-style-type: none"> <li>60% of survey areas trained on the implementation of standardised metadata methodology by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>80% of survey areas trained on the implementation of standardised metadata methodology</li> </ul>	<ul style="list-style-type: none"> <li>100% of survey areas trained on the implementation of standardised metadata methodology</li> </ul>
	Percentage of surveys using standardised metadata	<ul style="list-style-type: none"> <li>Metadata compiled for 90% of surveys by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>90% quality assurance conducted on compiled metadata</li> </ul>	<ul style="list-style-type: none"> <li>100% of surveys using standardised metadata methodology</li> </ul>
	Quality Management System	<ul style="list-style-type: none"> <li>Conceptual planning of a Quality Management System by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quality Management System finalised</li> </ul>	<ul style="list-style-type: none"> <li>All survey areas trained on the Quality Management System</li> </ul>

## Medium-term outputs and milestones: Monitoring and evaluation of surveys

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Surveys Monitoring and Evaluation (Programme 3) and Methodology and Audit (Programme 4)</b>				
<i>Post-enumeration survey (PES)</i>				
Monitoring and evaluation of statistical series	PES for pilot and main census conducted as scheduled	<ul style="list-style-type: none"> <li>• Sample design for PES pilot finalised by April 2009</li> <li>• Methodologies and procedures finalised by June 2009</li> <li>• Questionnaire finalised by May 2009</li> <li>• System development finalised by October 2009</li> <li>• Appointments and training of field staff finalised by November 2009</li> <li>• PES pilot data collection conducted by December 2009</li> <li>• PES pilot data processing finalised by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Matching and reconciliation visits conducted by April 2010</li> <li>• PES pilot report finalised by May 2010</li> <li>• PES methodologies reviewed and finalised by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Sample design for PES finalised by April 2011</li> <li>• PES questionnaire developed by April 2011</li> <li>• Printing specifications for questionnaire developed by April 2011</li> <li>• PES questionnaire printed by June 2011</li> <li>• PES processing and editing system reviewed by August 2011</li> <li>• PES data management, reconciliation and analysis system reviewed by August 2011</li> <li>• Appointment and training of fieldworkers finalised by October 2011</li> <li>• PES conducted in November 2011</li> <li>• Data processing and editing completed by February 2012</li> </ul>
	Approved integrated schedule of surveys	<ul style="list-style-type: none"> <li>• Integrated schedule of surveys for 2010/11 compiled by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated schedule of surveys for 2011/12 compiled by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated schedule of surveys for 2012/13 compiled by March 2012</li> </ul>
	Number of updated frameworks	<ul style="list-style-type: none"> <li>• Monitoring and evaluation framework for household surveys developed and approved by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and evaluation framework for household surveys reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and evaluation framework for household surveys reviewed</li> </ul>

## Medium-term outputs and milestones: Data management facility

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Data Management and Technology (Programme 5)

Data management facility				
Improved data governance	Number of quality documents developed	<ul style="list-style-type: none"> <li>DMID strategy approved by July 2009</li> <li>Data management strategy by August 2009</li> <li>Data management policy by September 2009</li> <li>Data management standards developed by December 2009</li> <li>Data management procedures developed by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the roll-out of the data management strategy, policy, standards and procedures</li> </ul>	
	Number of business processes mapped	<ul style="list-style-type: none"> <li>Business processes mapped for: <ul style="list-style-type: none"> <li>Business Register by August 2009</li> <li>National Accounts by December 2009</li> <li>Short-term economic indicators by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Mapping of business processes based on business priorities</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of business processes based on business priorities</li> </ul>
	Number of business processes improved	<ul style="list-style-type: none"> <li>15 business processes improved by March 2010</li> <li>Enterprise Architecture Strategic Plan by August 2009</li> <li>Enterprise Architecture Framework by December 2009</li> <li>Enterprise Architecture Repository by February 2010</li> </ul>	<ul style="list-style-type: none"> <li>30 business processes improved</li> </ul>	<ul style="list-style-type: none"> <li>30 business processes improved</li> </ul>

### 3.3 Developing and promoting statistical coordination and partnerships

National demand for statistical evidence for sound monitoring of the performance of state and government programmes, for informing development planning, and for decision-making, greatly outstrips supply. While Stats SA is responsible for compiling and disseminating official statistics, users draw from a wide range of sources to satisfy their need for statistical information. Line ministries are important producers of sector-specific statistics which are key to monitoring development progress.

Stats SA as the official statistics agency in the country is mandated to coordinate the production of national statistics in the country as well as participate in international forums.

The following are the strategic objectives in this area:

- Developing a National Strategy for the Development of Statistics (NSDS);
- Integrated stakeholder relations management, marketing and communication;
- Participating in SADC, Africa and the rest of the world.

#### *(a) Developing a National Strategy for the Development of Statistics*

Over the last six years, a Government-Wide Monitoring and Evaluation system (GWM&E) was introduced to measure economic development and social progress in the country. The Presidency, in collaboration with Stats SA, has developed national development indicators and annually publishes development progress. Approximately 10% of the indicators are drawn from Stats SA and the rest are drawn from other data sources. This shows the importance to national monitoring and accountability of improving all data sources in terms of quality and accessibility.

The state of national statistics in South Africa is characterised by:

- A decentralised but fragmented system of production resulting in duplication and wastage due to a mismatch between existing output and user needs;

- A statistical information gap in the sense that there is not sufficient information for use by policy-makers and other stakeholders;
- A quality gap in the statistics currently produced; and
- A skills gap to produce the required statistics.

The value of statistical data is greatly enhanced if indicators and other statistics can be compared between sources, over time and between locations. This requires considerable coordination and harmonisation in the way data are collected, compiled and disseminated. The common thread for achieving this is the usage of common standards; in particular, frames, concepts and definitions, classifications and methodologies. Stats SA has developed a South African Statistical Quality Assessment Framework defining the quality dimensions for the production of official statistics.

In line with its mandate to coordinate national statistics in the country, the organisation embarked on a process to develop an NSDS for South Africa. During 2008/09 a framework was developed to guide Stats SA in the planning and design of a coordinated National Statistics System.

The NSDS aims to systematise and coordinate the production of key statistical priorities that meet the required quality standards in line with user needs. The added value of the NSDS approach is that it looks at statistical capacity building through a development and management lens; and looks at development policy and best management practices through a statistical lens – all in pursuit of better development outcomes. It streamlines strategic planning and priority setting within the context of the entire statistical system, including statistics produced by line ministries, as well as addressing essential organisational and institutional challenges that hamper the production of quality statistics.

The following table outlines the medium-term outputs and milestones for coordinating the National Statistics System.



## Medium-term outputs and milestones: Strengthening relations with organs of state

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: National Statistics System (Programme 1)</b>				
<i>National Strategy for the Development of Statistics (NSDS)</i>				
Statistical advocacy and partnerships within the National Statistics System (NSS)	Approved NSDS strategy	<ul style="list-style-type: none"> <li>Roll-out of Phase 1 of NSDS – design an NSDS March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Roll-out of Phase 2 of NSDS</li> </ul>	<ul style="list-style-type: none"> <li>Roll-out of Phase 3 of NSDS</li> </ul>
<i>Capacity audits</i>				
Statistical advocacy and partnerships within the National Statistics System (NSS)	Number of capacity audits	<ul style="list-style-type: none"> <li>1 technical report on statistical capacity audit conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Technical reports on statistical capacity audits</li> </ul>	<ul style="list-style-type: none"> <li>Technical reports on statistical capacity audits</li> </ul>
<i>Registers and administrative records</i>				
Statistical advocacy and partnerships within the National Statistics System (NSS)	Number of reports on registers and administrative records assessed	<ul style="list-style-type: none"> <li>Quarterly reports on assessment of registers and administrative records of three departments</li> </ul>	<ul style="list-style-type: none"> <li>Reports on assessment of registers and administrative records of three departments</li> </ul>	<ul style="list-style-type: none"> <li>Reports on assessment of registers and administrative records of three departments</li> </ul>
<i>Compendium of indicators</i>				
Statistical advocacy and partnerships within the National Statistics System (NSS)	Coverage and maintenance of the compendium of indicators	<ul style="list-style-type: none"> <li>Compendium of indicators reviewed and updated in collaboration with PCAS by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Compendium of indicators reviewed and updated in collaboration with PCAS</li> </ul>	<ul style="list-style-type: none"> <li>Compendium of indicators reviewed and updated in collaboration with PCAS</li> </ul>

## Medium-term outputs and milestones: Strengthening relations with organs of state (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: National Statistics System (Programme 1)

#### SASQAF roll-out in the NSS

Statistical advocacy and partnerships within the National Statistics System (NSS)	Number of organs of state trained	<ul style="list-style-type: none"> <li>SASQAF generic guidelines, standards and benchmarks completed by June 2009</li> <li>1 organ of state supported with standards by December 2009</li> <li>3 organs of state trained in the application of SASQAF by March 2010</li> <li>Review of SASQAF training manual by December 2009</li> <li>1 organ of state supported with methodology by March 2010</li> <li>1 statistical product assessed for quality by March 2010</li> <li>Publish SASQAF (edition 2) by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>1 organ of state supported with standards</li> <li>3 organs of state trained in the application of SASQAF</li> <li>Review of SASQAF training manual</li> <li>1 organ of state supported with methodology</li> <li>1 product assessed for quality</li> <li>SASQAF edition review</li> </ul>	<ul style="list-style-type: none"> <li>1 organ of state supported with standards</li> <li>3 organs of state trained in the application of SASQAF</li> <li>Review of SASQAF training manual</li> <li>1 organ of state supported with methodology</li> <li>1 product assessed for quality</li> <li>SASQAF edition review</li> </ul>
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### *(b) Stakeholder relations management, marketing and communication*

Stats SA's stakeholders (respondents to questionnaires, suppliers of administrative data and users of statistical information) are crucial to the organisation being perceived as 'the preferred supplier of quality statistics'. Partnerships and effective communication are pivotal to obtaining quality data inputs in terms of completeness, accuracy and timeliness of responses, as well as high response rates. At the end of the statistical value chain, the outputs of surveys should be communicated in a manner that is well understood by different data users to the point where they are encouraged to use this information to inform decision-making.

#### *Stakeholder relations management*

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. It is through continuous and effective two-way communication with stakeholders that this culture of quality is shared and appreciated. Stats SA may only be viewed as being responsive to stakeholders' data needs if it understands what those needs are. Stakeholders will view Stats SA as a credible, responsive and reliable source of statistics if the Stats SA brand is positioned appropriately.

An integrated stakeholder relations management, marketing and communication strategy will be developed to facilitate the establishment of channels for stakeholders to reach and interact with the relevant Stats SA staff, for a range of information requirements. A two-way communication channel is vital for providing information to stakeholders, whilst receiving feedback from them, to tailor statistical outputs to better meet user needs. Stats SA will be implementing a Stakeholder Relationship Management System (SRMS) which will enable us to respond better to user needs. An SRMS will enable Stats SA to respond better to the needs of a particular stakeholder, by creating new outputs or formats to respond to and to share information about stakeholders within the organisation. The SRMS will ultimately lead to a more proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users.

### *Communication*

The fundamental outcome of the organisation's communication activities is to create a receptive environment for the products and services rendered by Stats SA and thereby to impact positively on societal opinions, attitudes and behaviours.

Given the current political landscape, there is increased pressure on statistics to report on the status of development and/or delivery of the state. It is for these reasons that there will always be media and public scrutiny of the organisation. Our communication approach is fundamentally about getting the right message to the right stakeholders at the right time and place with a mutually acceptable understanding and feedback.

This will be achieved through a dynamic communication interaction with the multiplicity of people and groups that either impact on the work of the organisation or are beneficiaries of the work of the organisation.

The proposed communication interventions will be done through the use of both formal and informal channels of communication and the development of coherent messages that will be consistently communicated through a variety of media platforms.

The objectives of these communication interventions are:

- To create general public awareness and develop a public image commensurate with the organisation's performance and position in society;
- To address negative attitudes among respondents and stakeholders; and
- To increasingly assert and demonstrate the organisation's relevance to the South African society.

The following table outlines the medium-term outputs and milestones to ensure effective and efficient stakeholder relations management, marketing and communication.

## Medium-term outputs and milestones: Stakeholder relations management, marketing and communication

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Stakeholder Relations Management (Programme 6)</b>				
<i>Stakeholder Relations Management System</i>				
Stakeholder Relations Management System (SRMS)	Stakeholder Relations Management System developed	<ul style="list-style-type: none"> <li>SRMS developed by April 2009</li> <li>Training on SRMS from September 2009</li> <li>SRMS implemented by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>SRMS provincial implementation</li> <li>SRMS NSS implementation</li> <li>Training of provincial and other Stats SA staff</li> </ul>	<ul style="list-style-type: none"> <li>Call-centre telephone system linked to SRMS for automatic stakeholder identity</li> </ul>
<i>Stakeholder relations</i>				
Increased stakeholder interactions	Number of departments	<ul style="list-style-type: none"> <li>Stakeholder relations management plan developed by September 2009</li> <li>Key accounts established with 10 government departments</li> <li>Respondents to business surveys managed through SRMS by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of stakeholder relations management plan to include respondents to business surveys</li> <li>Key accounts established with 20 government departments</li> <li>Quarterly reports from SRMS on stakeholder interaction</li> </ul>	<ul style="list-style-type: none"> <li>Key accounts established with 30 government departments</li> <li>Information from SRMS used to develop new products</li> </ul>
<i>User satisfaction</i>				
User satisfaction assessed	Percentage increase in user satisfaction	<ul style="list-style-type: none"> <li>User satisfaction survey conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>User satisfaction survey conducted by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>User satisfaction survey conducted by March 2012</li> </ul>
<i>StatsOnline</i>				
Increased accessibility and usage of statistical products	Number of visitor sessions  Number of publications downloaded	<ul style="list-style-type: none"> <li>2,5 million visitor sessions for the year</li> <li>510 000 publications downloaded</li> </ul>	<ul style="list-style-type: none"> <li>2,5 million visitor sessions for the year</li> <li>520 000 publications downloaded</li> </ul>	<ul style="list-style-type: none"> <li>2,5 million visitor sessions for the year</li> <li>530 000 publications downloaded</li> </ul>

## Medium-term outputs and milestones: Stakeholder relations management, marketing and communication (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Stakeholder Relations Management (Programme 6)</b>				
<i>Marketing</i>				
Marketing strategy and plan implemented	Stakeholder perception (user satisfaction survey; media)	<ul style="list-style-type: none"> <li>9 African Statistics Day workshops conducted by December 2009</li> <li>Exhibitions and promotions: <ul style="list-style-type: none"> <li>ISI 2009</li> <li>South African Statistical Association (SASA)</li> <li>Joburg Easter Festival</li> <li>Tourism Indaba</li> <li>PASA conference</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>9 African Statistics Day workshops</li> <li>Exhibitions and promotions: <ul style="list-style-type: none"> <li>South African Statistical Association (SASA)</li> <li>Tourism Indaba</li> <li>PASA conference</li> </ul> </li> <li>5 statistical literacy workshops</li> </ul>	<ul style="list-style-type: none"> <li>9 African Statistics Day workshops</li> <li>Exhibitions and promotions: <ul style="list-style-type: none"> <li>South African Statistical Association (SASA)</li> <li>Tourism Indaba</li> <li>PASA conference</li> </ul> </li> <li>5 statistical literacy workshops</li> </ul>
<i>Publishing, printing and distribution</i>				
Statistical information services	Number of publications  Approved standards  Accessibility of time series data	<ul style="list-style-type: none"> <li>225 publications printed and distributed</li> <li>Review of standards developed for the publication of releases by June 2009</li> <li>Time-series data available in 3 electronic formats and made available in other formats on request</li> </ul>	<ul style="list-style-type: none"> <li>225 publications printed and distributed</li> <li>Review of standards developed for the publication of releases</li> <li>Time-series data available in 3 electronic formats and made available in other formats on request</li> </ul>	<ul style="list-style-type: none"> <li>225 publications printed and distributed</li> </ul>
<i>Internal communication</i>				
Enhanced communication and collaboration	Staff satisfaction survey	<ul style="list-style-type: none"> <li>Monthly internal newsletter and quarterly Exco bulletin</li> <li>Biannual staff meeting – Head Office (June, December) and 1 provincial staff meeting per annum</li> <li>Quarterly reports on organisational events and activities communicated through the intranet and plasma screens</li> </ul>	<ul style="list-style-type: none"> <li>Monthly internal newsletter and quarterly Exco bulletin</li> <li>Biannual staff meeting – Head Office and 1 provincial staff meeting per annum</li> <li>Quarterly reports on organisational events and activities communicated through the intranet and plasma screens</li> </ul>	<ul style="list-style-type: none"> <li>Monthly internal newsletter and quarterly Exco bulletin</li> <li>Biannual staff meeting – Head Office and 1 provincial staff meeting per annum</li> <li>Quarterly reports on organisational events and activities communicated through the intranet and plasma screens</li> </ul>

## Medium-term outputs and milestones: Stakeholder relations management, marketing and communication (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Stakeholder Relations Management (Programme 6)</b>				
<i>Public and media relations</i>				
Enhanced communication and collaboration	Improved positive media coverage	<ul style="list-style-type: none"> <li>Monthly report and analysis of media coverage</li> <li>Media policy and procedures communicated internally and implemented by September 2009</li> <li>Assess media skills training needs and develop training plan by September 2009</li> <li>Launch of quarterly external newsletter by September 2009</li> <li>Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> <li>57<sup>th</sup> ISI session</li> <li>CPI</li> <li>Pilot Census</li> <li>Census 2011</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Monthly report and analysis of media coverage</li> <li>Media policy and procedures communicated and implemented internally</li> <li>Quarterly reports on media skills training for senior management, specialists and information officers</li> <li>Quarterly external newsletter</li> <li>Communication plans developed to meet business unit needs</li> </ul>	<ul style="list-style-type: none"> <li>Monthly report and analysis of media coverage</li> <li>Media policy and procedures reviewed</li> <li>Quarterly reports on media skills training for senior management, specialists and information officers</li> <li>Quarterly external newsletter</li> <li>Communication plans developed to meet business unit needs</li> </ul>
<i>Corporate image</i>				
Enhanced communication and collaboration	User (media) satisfaction survey	<ul style="list-style-type: none"> <li>External service provider appointed to conduct media reputation audit of the organisation by June 2009</li> <li>Reputation audit conducted by October 2009</li> <li>Strategy to improve media reputation developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvement strategy</li> </ul>

## Medium-term outputs and milestones: Stakeholder relations management, marketing and communication (concluded)

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Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Stakeholder Relations Management (Programme 6)

Publicity and advocacy				
Enhanced communication and collaboration	Improved response rates through informed household respondents	<ul style="list-style-type: none"> <li>• Develop and implement publicity and advocacy strategies for:                             <ul style="list-style-type: none"> <li>○ 57<sup>th</sup> ISI session</li> <li>○ Census Pilot</li> <li>○ Census 2011</li> <li>○ Living Conditions Survey</li> <li>○ Dwelling frame</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Publicity and advocacy strategy and plan reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity and advocacy strategy and plan reviewed</li> </ul>



### *(c) Participation in SADC, Africa and the world*

Stats SA has developed an international relations strategy that is both developmental and comparative in relation to upholding international standards, learning from best practice, advocacy, knowledge sharing and management. At an African level, Stats SA seeks to participate actively in the development of statistics and has been a key driver in leading African statistical development in the past five years. Beyond Africa, Stats SA seeks to learn and share experiences with other agencies while participating in several international programmes that contribute to the elevation of statistics in defining measurement standards of development globally. The strategy aims to enable Stats SA to influence and contribute to the governance and operation of the global and African statistical systems; contribute to the development of official statistics and the promotion of statistical development and statistical capacity building in SADC and Africa; ensure that we continue to reflect international best practice; and share core technology with other national statistical offices in the region.

In the medium term, the international programme will focus on:

- The SADC statistical programme;
- Africa statistical programme;
- ISlballo Capacity Building Programme;
- Bilateral and multilateral programme; and
- Knowledge management, research and development.

#### *The ISlballo Capacity Building Programme*

In August 2009, South Africa will be hosting the 57<sup>th</sup> Session of the ISI in Durban, KwaZulu-Natal. This will be the first ISI Session to be held in sub-Saharan Africa in the ISI's 122-year-old history. This historic Session will mark a significant milestone in South Africa's critical path towards the development of statistical human capacity. Conventionally an ISI Session (held once in two years) provides a platform for the gathering of over 3 000 of the world's statisticians to share experiences in a diverse range of statistics among public, private research and educational institutions. For

South Africa, it has presented an opportunity to showcase legacy projects in statistical development as defined within the framework of the ISlballo Capacity Building Programme.

The ISlballo Capacity Building Programme has been developed as a principal activity of the 57<sup>th</sup> Session of the ISI and is based on the following subprogrammes which take on an integrated approach to statistical capacity building in South Africa, the southern African region and Africa in its entirety.

ISlballo 1: Africa Statistical Research and Capacity Development

ISlballo 2: Africa Research Programme for Young Statisticians

ISlballo 3: Maths, Stats and the Girl-child

ISlballo 4: The ISlballo International Statistical Education Programme

ISlballo 5: African Women in Statistics

The specific objectives of ISlballo are:

- Facilitating the broader participation of Africans at the ISI 2009;
- The development of segmented cadres of statisticians and demographers in Africa;
- Developing statistical education in Africa;
- Promoting research in science with a fragmented history of African achievement; and
- Promoting statistical data utilisation in Africa for evidence-based policy-making and creating a diverse range of sharing best practice.

The following table outlines the medium-term outputs and milestones for participation in SADC, Africa and the world.

## Medium-term outputs and milestones: Participation in SADC, Africa and the world

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: International Relations (Programme 6)</b>				
<i>Participation in SADC (sharing, learning and leadership)</i>				
International relations	Participation in international activities	<ul style="list-style-type: none"> <li>• Millennium statistical capacity development programme relating to MDG monitoring in the SADC region</li> </ul>	<ul style="list-style-type: none"> <li>• Millennium statistical capacity development programme relating to MDG monitoring in the SADC region</li> </ul>	<ul style="list-style-type: none"> <li>• Millennium statistical capacity development programme relating to MDG monitoring in the SADC region</li> </ul>
<i>Participation in Africa (sharing, learning and leadership)</i>				
International relations	Participation in international activities	<ul style="list-style-type: none"> <li>• Participation in the 2010 Round of Population and Housing Census (RPHC)</li> <li>• Participation in the post-enumeration surveys for the RPHC 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the 2010 Round of Population and Housing Census (RPHC)</li> <li>• Participation in the post-enumeration surveys for the RPHC 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the 2010 Round of Population and Housing Census (RPHC)</li> <li>• Participation in the post-enumeration surveys for the RPHC 2010</li> </ul>
<i>Participation in the world (ISI 2009)</i>				
International relations	Participation in international activities	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> ISI Bulletin published by April 2009</li> <li>• Travel logistics for delegates finalised by May 2009</li> <li>• Branding for conference venue finalised by June 2009</li> <li>• Security arrangements finalised by June 2009</li> <li>• 3<sup>rd</sup> ISI Bulletin published by August 2009</li> <li>• Plan for Media Operations Centre finalised by July 2009</li> <li>• 30 exhibitors for the conference finalised by July 2009</li> <li>• Conference branding and packaging finalised by July 2009</li> </ul>		

## Medium-term outputs and milestones: Participation in SADC, Africa and the world (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: International Relations (Programme 6)

#### Participation in the world (ISI 2009)

International relations	Participation in international activities	<ul style="list-style-type: none"> <li>• Hosting ISI 2009 in August 2009</li> <li>• Conference report compiled by March 2010</li> <li>• Quarterly reports on roll-out of ISibalo Programme <ul style="list-style-type: none"> <li>○ <b>ISibalo 1:</b> Africa Statistical Research and Capacity Development</li> <li>○ <b>ISibalo 2:</b> Africa Research Programme for Young Statisticians</li> <li>○ <b>ISibalo 3:</b> Maths, Stats and the Girl-child</li> <li>○ <b>ISibalo 4:</b> The ISibalo International Statistical Education Programme</li> <li>○ <b>ISibalo 5:</b> African Women in Statistics</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports on roll-out of ISibalo Programme <ul style="list-style-type: none"> <li>○ <b>ISibalo 1:</b> Africa Statistical Research and Capacity Development</li> <li>○ <b>ISibalo 2:</b> Africa Research Programme for Young Statisticians</li> <li>○ <b>ISibalo 3:</b> Maths, Stats and the Girl-child</li> <li>○ <b>ISibalo 4:</b> The ISibalo International Statistical Education Programme</li> <li>○ <b>ISibalo 5:</b> African Women in Statistics</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports on roll-out of ISibalo Programme <ul style="list-style-type: none"> <li>○ <b>ISibalo 1:</b> Africa Statistical Research and Capacity Development</li> <li>○ <b>ISibalo 2:</b> Africa Research Programme for Young Statisticians</li> <li>○ <b>ISibalo 3:</b> Maths, Stats and the Girl-child</li> <li>○ <b>ISibalo 4:</b> The ISibalo International Statistical Education Programme</li> <li>○ <b>ISibalo 5:</b> African Women in Statistics</li> </ul> </li> </ul>
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### 3.4 Building human capacity

A key challenge remaining in South Africa today is the shortage of mathematical and statistical skills. Stats SA needs to build and strengthen statistical capacities and skills within the organisation and the NSS to produce reliable, timely, consistent and accurate economic, financial, socio-demographic and other data in accordance with international good practice and frameworks.

Stats SA is in the process of rolling out its human capacity development strategy addressing the lack of statistical skills in the country.

In the medium term Stats SA will focus on:

- Improving the foundation of statistical literacy at school level;
- Establishing partnerships with tertiary institutions including training and research chair partnerships on:
  - Urban and regional statistics
  - Agricultural statistics;
- Building capacity within Stats SA including establishing a Statistical Training Institute;
- Building capacity within the NSS; and
- Participating in statistical development initiatives in SADC.

#### *a) Improving the foundation of statistical literacy at school level*

Stats SA has initiated various programmes to contribute to the establishment of a mathematics culture in South Africa. These programmes include:

- Mathematics for Statistics (Maths4Stats) towards a nation that counts; and
- Census at school (Census@School).

#### *b) Building capacity within Stats SA*

Stats SA is a knowledge-based organisation and our skills are based on the acquisition of knowledge. The production of high-quality statistics depends on a skilled and motivated workforce. Building capacity requires a long-term strategy to recruit, train and retain skilled staff. In the medium term, Stats SA will focus on:

- Recruiting and training staff through the Internship Programme;
- Strengthening internal statistical development and training;
- Strengthening statistical and analytical capabilities;
- Enhancing leadership and management capacity; and
- Establishing a Statistical Training Institute.

**The Internship Programme** is intended to address a skills shortage in the organisation, especially in the core areas of statistical production. Suitable university graduates are identified and recruited, and given intensive training for a period of twelve months. During this period, the interns are assessed regularly on a number of tasks with a view to ascertain their suitability for permanent employment within Stats SA. The Internship Programme has become an important tool for filling positions at the entry-level of professional ranks across the organisation.

**Strengthening statistical and analytical capabilities:** Producing quality statistical information requires skilled analysis in specialised fields. Added to this, the current statistical skills supply does not meet the demand. Our development programmes are aimed at building staff capability and creating an environment in which staff members can move easily from one statistical area to another. These measures will help to alleviate any capability issues that may arise in the future. A key initiative to build analytical and statistical capabilities is through partnerships with national and international agencies, and international statistical forums.

**The internal statistical development and training programme** aims to enhance the competencies and qualifications of employees and includes capacity development in both core and non-core areas of work. It focuses on training in the four streams, which are:

- Process training such as the survey methodology and sampling training;
- Content training focusing on improving knowledge in content areas;
- Generic training which includes training in support areas such as IT; and
- The roll-out of a Management and Leadership training programme targeting senior managers in the organisation.

**Statistical Training Institute:** In line with other national statistical organisations, Stats SA is planning to establish a Statistical Training Institute that will perform its core training functions. Amongst other things, the Institute plans to offer training courses that are accredited with the South African National Qualification Framework.

Over the long term, the Statistical Training Institute will serve not only Stats SA staff members, but also persons requiring statistical skills in the wider National Statistics System as well as in the SADC region as part of regional integration.

The following table outlines the medium-term outputs and milestones for building human capacity.



## Medium-term outputs and milestones: Building human capacity

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Human Capacity Development (Programme 1)</b>				
<i>Training and research partnerships/chair</i>				
Training in urban and regional statistics and spatial modelling	Number of students	<ul style="list-style-type: none"> <li>Urban and regional statistics partnership/chair established at a university by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>10 students enrolled for Masters in urban and regional statistics</li> <li>Summer and winter schools hosted for 80 officials from Stats SA and local government</li> <li>Research document on economic spread</li> </ul>	<ul style="list-style-type: none"> <li>20 students enrolled for Masters in urban and regional statistics</li> <li>Summer and winter schools hosted for 100 officials from Stats SA and local government</li> <li>Research document on space economy</li> </ul>
Enhanced training in agricultural statistics		<ul style="list-style-type: none"> <li>Agricultural statistics partnership/chair established at a university by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural statistics included in university curricula</li> <li>5 students enrolled for agricultural statistics course</li> </ul>	<ul style="list-style-type: none"> <li>10 students enrolled for agricultural statistics course</li> </ul>
<i>Statistical literacy at school level</i>				
Enhanced statistical awareness at school	100% participation of sampled schools	<ul style="list-style-type: none"> <li>Census@School conducted by May 2009</li> <li>Census@School data processing finalised by June 2009</li> <li>Census@School results presented at ISI in August 2009</li> </ul>	<ul style="list-style-type: none"> <li>Census@School results disseminated at schools</li> </ul>	
	Number of Maths4Stats workshops	<ul style="list-style-type: none"> <li>Quarterly provincial training workshops</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly provincial training workshops</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly provincial training workshops</li> </ul>
	Accessibility of website	<ul style="list-style-type: none"> <li>Maths4Stats website maintained and updated</li> </ul>		



## Medium-term outputs and milestones: Building human capacity (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Human Capacity Development (Programme 1)</b>				
<i>Internship Programme</i>				
Increased statistical capacity in Stats SA	Number of staff recruited and trained through Internship Programme	<ul style="list-style-type: none"> <li>60 interns appointed</li> </ul>	<ul style="list-style-type: none"> <li>60 interns appointed</li> </ul>	<ul style="list-style-type: none"> <li>60 interns appointed</li> </ul>
<i>Training in Stats SA</i>				
Increased statistical capacity in Stats SA	Number of staff trained	<ul style="list-style-type: none"> <li>Leadership and management development training (250)</li> <li>Statistical training (685)</li> <li>Generic training courses (645)</li> <li>Massified Induction Programme (MIP) (550)</li> <li>Induction (100)</li> <li>IT training courses (350)</li> <li>SADC survey methodology courses (50)</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and management development training (250)</li> <li>Statistical training (685)</li> <li>Generic training courses (645)</li> <li>MIP (100)</li> <li>Induction (100)</li> <li>IT training courses (350)</li> <li>SADC survey methodology courses (50)</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and management development training (250)</li> <li>Statistical training (685)</li> <li>Generic training courses (645)</li> <li>MIP (100)</li> <li>Induction (100)</li> <li>IT training courses (350)</li> <li>SADC survey methodology courses (50)</li> </ul>
<i>E-learning</i>				
E-learning established	E-learning system implemented	<ul style="list-style-type: none"> <li>Implement E-learning in 9 provinces (4 courses) by September 2009</li> <li>Research and expand on E-learning solution (4 courses) by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Establish support contract on E-learning solution</li> <li>Research and expand on E-learning solution (4 courses)</li> </ul>	<ul style="list-style-type: none"> <li>Research and expand on E-learning solution (4 courses)</li> </ul>

## Medium-term outputs and milestones: Building human capacity (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Human Capacity Development (Programme 1)</b>				
<i>Statistical Training Institute</i>				
Statistical Training Institute	Statistical Training Institute established	<ul style="list-style-type: none"> <li>Obtain accreditation for certificate courses by June 2009</li> <li>Registration for Statistical Training Institute lodged with PSETA by June 2009</li> <li>Training materials for National Certificate in Official Statistics developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Obtain accreditation for diploma</li> <li>25% of training materials for National Diploma in Official Statistics developed</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum for National Certificate in Official Statistics implemented</li> <li>100% of training materials for National Diploma in Official Statistics developed</li> </ul>
<i>Inside Stats SA</i>				
Report on skills gap in Stats SA	Training reports	<ul style="list-style-type: none"> <li>Workplace skills plan submitted by June 2009</li> <li>Quarterly reports on training conducted submitted to PSETA</li> </ul>	<ul style="list-style-type: none"> <li>Workplace skills plan submitted by June 2010</li> <li>Quarterly reports on training conducted submitted to PSETA</li> </ul>	<ul style="list-style-type: none"> <li>Workplace skills plan submitted by June 2011</li> <li>Quarterly reports on training conducted submitted to PSETA</li> </ul>
	Approved training plan	<ul style="list-style-type: none"> <li>Training plan for Stats SA approved and implemented by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>Training plan for Stats SA approved and implemented by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Training plan for Stats SA approved and implemented by June 2011</li> </ul>
Report on bursaries	Number of bursaries	<ul style="list-style-type: none"> <li>10 learner bursaries awarded for local studies</li> <li>10 new bursaries awarded for foreign studies</li> </ul>	<ul style="list-style-type: none"> <li>10 learner bursaries awarded for local studies</li> <li>10 new bursaries awarded for foreign studies</li> </ul>	<ul style="list-style-type: none"> <li>10 learner bursaries awarded for local studies</li> <li>10 new bursaries awarded for foreign studies</li> </ul>







The ISibalo International Statistical Education Programme

## 4 governance and accountability



## 4.1 Introduction

The execution of Stats SA's goal-based strategy depends on effective leadership and management, a stable infrastructure, and sound administrative and management information systems and processes. Stats SA aims to ensure that good governance arrangements are in place throughout the organisation to support the statistical production processes effectively and comply with regulations. This will provide formal accountability mechanisms for the delivery of the work programme within approved budgets and timeframes. It will also underpin the quality assurance of statistical outputs, and ensure the efficient utilisation of resources.

Our medium-term goals are to:

- Integrate planning, reporting and monitoring across the organisation;
- Roll out the integrated fieldwork strategy to improve, coordinate and manage collections in the field;
- Establish a Corporate Data Processing Centre;
- Optimise the application of technology to improve the quality of statistics;
- Improve recruitment and employment practices to deliver the right outcomes and value diversity;
- Identify and nurture the development of staff who will provide leadership to the organisation in the future through implementing effective career pathing and staff retention strategies and developing a succession plan;
- Improve the risk profile by focusing on developing effective controls and plans to mitigate the key risks; and
- Improve service delivery and statistical support to key stakeholders at provincial and local levels.

## 4.2 Management support services

In leading and driving the strategic direction of statistical production, as well as ensuring the effective and efficient management of the organisation, the Statistician-General is assisted by an Executive Management Committee (Exco) consisting of Deputy Directors-General, the Chief Financial Officer, and senior staff representing strategy, planning, communication and legal services.

Stats SA has established cross-organisational management structures consisting of the following:

- An Exco providing strategic leadership and direction to the organisation with regard to conceptualisation, planning, reporting and monitoring, strategic intervention and resource allocation and an Extended Management Team for information sharing;
- A recently established Executive Management Forum to promote collaborative leadership amongst peers through sharing ideas, participating in strategy development and providing advice on cross-organisational issues of common interest;
- Technical support forums to share information and promote discussions on technical statistical matters towards quality improvements in the production of statistics;
- Management support structures to ensure effective and efficient utilisation of resources and to promote good governance; and
- External advisory committees to ensure interaction with key stakeholders on statistical matters.

The following table outlines the medium-term outputs and milestones to ensure effective and efficient management of the department.

## Medium-term outputs and milestones: Management support services

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Management (Programme 1)

<i>Planning</i>				
Planning, monitoring and reporting	Number of reports compiled and submitted to relevant stakeholders	<ul style="list-style-type: none"> <li>• Work programme tabled in Parliament by May 2009</li> <li>• Strategic and business plans per division compiled by February 2010</li> <li>• Operational project plans compiled by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan tabled in Parliament by May 2010</li> <li>• Strategic and business plans per division compiled by February 2011</li> <li>• Operational project plans compiled</li> </ul>	<ul style="list-style-type: none"> <li>• Work programme tabled in Parliament by May 2011</li> <li>• Strategic and business plans per division compiled by February 2012</li> <li>• Operational project plans compiled</li> </ul>
<i>Monitoring and reporting</i>				
Planning, monitoring and reporting	Number of reports compiled and submitted to relevant stakeholders	<ul style="list-style-type: none"> <li>• Annual report tabled in Parliament by October 2009</li> <li>• Quarterly reports submitted to the Minister and Treasury</li> <li>• Monthly progress reports to Exco</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report tabled in Parliament by October 2010</li> <li>• Quarterly reports submitted to the Minister and Treasury</li> <li>• Monthly progress reports to Exco</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report tabled in Parliament by October 2011</li> <li>• Quarterly reports submitted to the Minister and Treasury</li> <li>• Monthly progress reports to Exco</li> </ul>
<i>Support to Council</i>				
Support to Stats Council	Number of meetings	<ul style="list-style-type: none"> <li>• Quarterly reports on Council and Committee meetings held</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports on Council and Committee meetings held</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly reports on Council and Committee meetings held</li> </ul>

### Subprogramme: Internal Audit (Programme 1)

<i>Internal audit</i>				
Internal audit services	Number of internal audits conducted	<ul style="list-style-type: none"> <li>• Population and Social Statistics <ul style="list-style-type: none"> <li>◦ Census 2011 follow-up by June 2009</li> <li>◦ Census pilot and operation (including strategies and fieldworker payments) by January 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Audits will be dependent on follow-up of audits conducted in 2009/10 and the outcome of the organisational risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Audits will be dependent on follow-up of audits conducted in 2010/11 and the outcome of the organisational risk assessment</li> </ul>

## Medium-term outputs and milestones: Management support services (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Internal Audit (Programme 1)

Internal audit				
Internal audit services	Number of internal audits conducted	<ul style="list-style-type: none"> <li>Provincial and district offices:                             <ul style="list-style-type: none"> <li>Follow-up audit on 9 provincial offices by December 2009</li> </ul> </li> <li>Financial Management– SCM and FMLS                             <ul style="list-style-type: none"> <li>Loss management by March 2010</li> <li>Budget process by October 2009</li> <li>Travel and subsistence by July 2009</li> <li>Creditors (30-day payments) by September 2009</li> <li>Asset management by March 2010</li> </ul> </li> <li>Governance relating to core business areas:                             <ul style="list-style-type: none"> <li>Donor funding by June 2009</li> <li>Economic statistics by September 2009</li> <li>Performance management, information and reporting by March 2010</li> <li>Risk management process by March 2010</li> </ul> </li> <li>Data Management and Technology                             <ul style="list-style-type: none"> <li>Corporate procedures by August 2009</li> <li>High-level assessment of DMT general controls by December 2009</li> <li>IT change control by January 2010</li> <li>Back-ups and recovery by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Audits will be dependent on follow-up of audits conducted in 2009/10 and the outcome of the organisational risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>Audits will be dependent on follow-up of audits conducted in 2010/11 and the outcome of the organisational risk assessment</li> </ul>



### 4.3 Statistical support services

The production of official statistics is underpinned by effective and efficient statistical support services. Stats SA will respond to the challenges and opportunities of survey areas through improving data collection activities in the field, establishing closer links with stakeholders to determine their needs, enabling effective usage through readily accessible and available statistical products and services, establishing a Corporate Data Processing Centre and improving and streamlining the application of information technology. Strategies to improve statistical support services are discussed below.

#### *(a) Provincial support*

Provincial and district offices provide fieldwork capacity for household surveys and censuses. The increasing need for information at local level, the complexities of increased fieldwork operations and the urgency to develop and implement a National Statistics System have led to the appointment of nine Executive Managers to manage provincial offices. Over the medium term emphasis will be placed on:

- implementing the integrated fieldwork strategy;
- providing support to geographic operations;
- preparing for Census 2011;
- establishing and maintaining relationships with NSS partners;
- rolling out SASQAF training; and
- decentralising corporate service functions.

#### *(b) Integrated survey operations*

Stats SA has developed an integrated fieldwork strategy and implementation plan to ensure integrated and coordinated fieldwork operations across surveys. An integrated approach will deliver better value for money and increase the quality of statistical outputs. This will lead to the creation of a unified and permanent field force of interviewers leading to better quality questionnaires feeding into processing and ultimately production of outputs.

The strategy emphasises the need for the integration of survey operations at Head Office, and provincial and district level. To this end, Stats SA has established a new cluster for survey operations to ensure effective and efficient survey operations across surveys in a coordinated manner. The integrated fieldwork strategy provides for the establishment of an annual household, a periodic household and an economic survey programme. The strategy aims to establish the necessary statistical infrastructure at provincial and district level to support the survey programmes and will be rolled out over the medium to long term.

Data processing involves the conversion of statistical information from different collection tools such as questionnaires into electronic data that is clean, accurate, consistent and reliable. Data processing of all surveys and operations is currently managed independently. This leads to inefficient scheduling of data processing operations, inefficient use and duplication of infrastructure, facilities, documentation centres, supervisory establishments, data processing systems, communications, and training facilities.

Stats SA has developed a strategy for the integration and coordination of processing of information collected from households through field and postal surveys, censuses, and data from administrative sources. The implementation of a corporate data processing facility will be prioritised over the medium term.

#### *(c) Information and Communication Technology (ICT) strategy*

Data/information is Stats SA's most valuable asset and the need to protect and secure such assets is critical. Various security measures are undertaken to protect and secure infrastructure, applications and data. Relevant skills are important to ensure optimal implementation and management of ICT systems.

The enhanced management of data through employing ICT is an essential strategy adopted by Stats SA to improve the quality of data and official statistics. The strategy supports the efficient management and communication of information through data management and

governance, providing facilities that enable and support the production of statistics through the entire statistical value chain.

The DMT strategy places emphasis on *stabilising* and *rationalising* existing systems. This includes improved management of data storage, faster and more reliable networks for improved communication and data access

across the entire organisation, a disaster recovery plan to mitigate the effects of a disaster which impacts on stored data, networks and peripherals, as well as the development and maintenance of a storage area network allowing for centralised and rational storage and retrieval of data.

The following table outlines the medium-term outputs and milestones for effective and efficient statistical support services.

## Medium-term outputs and milestones: Statistical support services

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Eastern Cape provincial support				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule               <ul style="list-style-type: none"> <li>o GHS (3 550)</li> <li>o QLFS (15 000)</li> <li>o Tourism (1 820)</li> <li>o Living Conditions (3 440)</li> <li>o Pilot IES</li> <li>o Pilot Census</li> <li>o Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (247)               <ul style="list-style-type: none"> <li>o 100% outlet coverage</li> <li>o &lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule               <ul style="list-style-type: none"> <li>o GHS</li> <li>o QLFS</li> <li>o Tourism</li> <li>o IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI               <ul style="list-style-type: none"> <li>o 100% outlet coverage</li> <li>o &lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule               <ul style="list-style-type: none"> <li>o GHS</li> <li>o QLFS</li> <li>o Tourism</li> <li>o IES</li> <li>o Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI               <ul style="list-style-type: none"> <li>o 100% outlet coverage</li> <li>o &lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Eastern Cape provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS <ul style="list-style-type: none"> <li>Sharing of resources by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS</li> </ul>	<ul style="list-style-type: none"> <li>Integrated fieldwork force implemented</li> </ul>
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 364 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (3 033 EAs completed and 478 523 GPS points in traditional areas and 90 460 in farms captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 364 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 364 PSUs</li> <li>Quarterly reports on maintenance and updates of new dwellings on the integrated geo-referenced dwelling frame</li> </ul>
<i>Implementation of the NSS</i>				
Provincial support	NSS strategy document	<ul style="list-style-type: none"> <li>Provincial NSS action plan compiled by October 2009</li> <li>NSS action plan compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Progress report on the implementation of the strategy and plan</li> <li>Provincial NSS governance structure developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Provincial needs assessment linked to NSS strategy and plan</li> </ul>
	Number of municipalities supported	<ul style="list-style-type: none"> <li>1 assessment report by March 2010: <ul style="list-style-type: none"> <li>Buffalo City Municipality</li> </ul> </li> <li>SASQAF training provided to Buffalo City Municipality and Eastern Cape Provincial Research forum by March 2010</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2011</li> <li>SASQAF training provided to 2 municipalities and two provincial departments by March 2011</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2012</li> <li>SASQAF training provided to 4 municipalities and four provincial departments by March 2012</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Eastern Cape provincial support</b>				
<i>Implementation of the NSS</i>				
Provincial support	Number of Maths4Stats training workshops	<ul style="list-style-type: none"> <li>2 provincial teacher training workshops conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>3 provincial teacher training workshops conducted</li> </ul>	<ul style="list-style-type: none"> <li>Provincial teacher training workshops conducted in each district</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for Eastern Cape compiled by September 2009</li> <li>Report on stakeholder workshop compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Eastern Cape compiled by September 2010</li> <li>Report on stakeholder workshop compiled</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Eastern Cape compiled by September 2011</li> <li>Report on stakeholder workshop compiled</li> </ul>
	Improved awareness of Stats SA in the province	<ul style="list-style-type: none"> <li>Quarterly reports on communication and marketing initiatives in the province: <ul style="list-style-type: none"> <li>Signage for provincial and district offices by March 2010</li> <li>Communication and marketing strategy developed by March 2010</li> <li>Standing radio talk shows</li> <li>Exhibition stands at expos and shows</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the communication and marketing strategy in the province: <ul style="list-style-type: none"> <li>Standing radio talk shows</li> <li>Printed media</li> <li>Exhibition stands at expos and shows</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on communication and marketing initiatives in the province: <ul style="list-style-type: none"> <li>Standing radio talk shows</li> <li>Printed media</li> <li>Exhibition stands at expos and shows</li> </ul> </li> </ul>
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> <li>Database recruitment strategy developed by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> <li>Database recruitment strategy implemented</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> <li>Impact of database recruitment strategy evaluated</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Free State provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS (2 640)</li> <li>QLFS (10 560)</li> <li>Tourism (2 640)</li> <li>Living Conditions (2 640)</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (222) <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS <ul style="list-style-type: none"> <li>Integrated fieldwork plan by September 2009</li> <li>Integration of non-human resources by March 2010</li> <li>Integrated publicity plan by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS <ul style="list-style-type: none"> <li>Integrated fieldwork operations calendar</li> <li>Integrated human resource plan</li> <li>Integrated publicity team set-up</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Integrated fieldwork force implemented</li> </ul>
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 264 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (5 183 EAs completed and 1 432 000 GPS points)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 264 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 264 PSUs</li> <li>Quarterly reports on maintenance and updates of new dwellings on the integrated geo-referenced dwelling frame</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Free State provincial support				
<i>Implementation of the NSS</i>				
Provincial support	NSS provincial plan	<ul style="list-style-type: none"> <li>NSS provincial plan compiled by June 2009                             <ul style="list-style-type: none"> <li>Stakeholder consultation</li> <li>Data base of source data by December 2009</li> <li>NSS provincial team established by December 2009</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the NSS provincial plan                             <ul style="list-style-type: none"> <li>Stakeholder consultation</li> <li>Provincial governance structure</li> <li>Certification/accreditation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the NSS provincial plan</li> </ul>
	Number of municipalities supported	<ul style="list-style-type: none"> <li>2 assessment reports by March 2010:                             <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 1 municipality and 1 provincial government by March 2010</li> <li>Quarterly reports on statistical support, advocacy and participation in provincial forums with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2011:                             <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 2 municipalities and 3 provincial government departments</li> <li>Quarterly reports on statistical support, advocacy and participation in provincial forums with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2012:                             <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 4 municipalities and 3 provincial government departments</li> <li>Quarterly reports on statistical support, advocacy and participation in provincial forums with NSS partners</li> </ul>
	Number of Maths4Stats training workshops	<ul style="list-style-type: none"> <li>12 provincial teacher training workshops conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>12 provincial teacher training workshops conducted</li> </ul>	<ul style="list-style-type: none"> <li>Provincial teacher training workshops conducted</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for Free State compiled by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Free State compiled by September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Free State compiled by September 2011</li> </ul>
	Improved provincial stakeholder relations	<ul style="list-style-type: none"> <li>Report on stakeholder workshop compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Report on stakeholder workshop compiled</li> </ul>	<ul style="list-style-type: none"> <li>Report on stakeholder workshop compiled</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Free State provincial support				
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> </ul>
Gauteng provincial support				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS (3 050)</li> <li>QLFS (22 764)</li> <li>Tourism (3 050)</li> <li>Living Conditions (6 000)</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (402) <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>



## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Gauteng provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Number of new product and service offerings	<ul style="list-style-type: none"> <li>Report on findings of products and services audit and review by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>Research development of new products by March 2011</li> <li>Research release of 2 key indicators at Metro level by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Development of 2 new statistical products by March 2012</li> <li>Release 2 key indicators at Metro level by March 2012</li> </ul>
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 544 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (13 507 EAs completed and 1,3 million GPS points captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 544 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 544 PSUs</li> <li>Quarterly reports on maintenance and updates of new dwellings on the integrated geo-referenced dwelling frame</li> </ul>
<i>Implementation of the NSS</i>				
Provincial support	NSS provincial framework	<ul style="list-style-type: none"> <li>Report on the review and update of development indicators for Gauteng provincial departments by November 2009</li> <li>Provincial framework for NSS and SASQAF developed by February 2010</li> <li>NSS provincial implementation plan compiled by March 2010 <ul style="list-style-type: none"> <li>Database of stakeholder needs by October 2009</li> <li>Database of source data by October 2009</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Report on the review and update of development indicators for Gauteng metros</li> <li>Quarterly reports on the implementation of the NSS provincial plan <ul style="list-style-type: none"> <li>Stakeholder consultation</li> <li>Skills gap in client departments</li> <li>Data mining</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Provide support for the review and update of development indicators for Gauteng districts</li> <li>Quarterly reports on the implementation of the provincial framework for NSS and SASQAF</li> <li>Quarterly reports on the implementation of the NSS provincial plan</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Gauteng provincial support</b>				
<i>Implementation of the NSS</i>				
Provincial support	Number of municipalities supported	<ul style="list-style-type: none"> <li>Report on assessment of 1 municipality and 1 provincial department by March 2010</li> <li>SASQAF training provided to 1 municipality by March 2010</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>Report on assessment of 1 municipality and 1 provincial department by March 2011</li> <li>SASQAF training provided to 2 municipalities by March 2011</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>Report on assessment of 1 municipality and 1 provincial department by March 2012</li> <li>SASQAF training provided to 4 municipalities by March 2012</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>
	Number of Maths4Stats training workshops	<ul style="list-style-type: none"> <li>2 provincial teacher training workshops conducted by March 2010</li> <li>20 schools enrolled on Maths4Stats programme by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>2 provincial teacher training workshops conducted</li> <li>20 schools enrolled on Maths4Stats programme by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Provincial teacher training workshops conducted in each district</li> <li>20 schools enrolled on Maths4Stats programme by March 2012</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for Gauteng compiled by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Gauteng compiled by September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Gauteng compiled by September 2011</li> </ul>
	Improved awareness of Stats SA in the province	<ul style="list-style-type: none"> <li>Provincial marketing and communication strategies developed by February 2010</li> <li>Report on stakeholder workshops compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the marketing and communication strategies <ul style="list-style-type: none"> <li>Road shows</li> <li>Advertisements</li> <li>Direct promotions</li> <li>Increased usage of statistical products and services</li> </ul> </li> <li>Report on stakeholder workshops compiled</li> </ul>	<ul style="list-style-type: none"> <li>Measure market share of Stats SA products</li> <li>Report on stakeholder workshops compiled</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Gauteng provincial support</b>				
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> </ul>
	Number of processes improved	<ul style="list-style-type: none"> <li>Turn-around strategy developed by December 2009</li> <li>Business processes mapped by March 2010</li> <li>Service standards developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements for top 20% inefficient processes and services</li> <li>Quarterly reports on the roll-out of service standards</li> </ul>	<ul style="list-style-type: none"> <li>Implement further improvements on inefficient processes and services</li> <li>Annual assessment of service standards</li> </ul>
<b>KwaZulu-Natal provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS: 4 800</li> <li>QLFS: 19 200</li> <li>Tourism: 4 800</li> <li>Living Conditions: 4 800</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>KwaZulu-Natal provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Monthly reports on prices collected from outlets for the CPI (247) <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Monthly reports on price quotations collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Monthly reports on price quotations collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS <ul style="list-style-type: none"> <li>Integrated fieldwork operations calendar by May 2009</li> <li>Integration of non-human resources by July 2009</li> <li>Gatekeeper database by September 2009</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS <ul style="list-style-type: none"> <li>Integrated fieldwork operations calendar</li> <li>Integrated human resource plan</li> <li>Integrated publicity plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Integrated fieldwork force implemented</li> </ul>
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 464 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (1 668 EAs completed and 650 145 GPS points captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 464 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 464 PSUs</li> <li>Quarterly reports on maintenance and updates of new dwellings on the integrated geo-referenced dwelling frame</li> </ul>
<i>Implementation of the NSS</i>				
Provincial support	NSS provincial plan	<ul style="list-style-type: none"> <li>Draft NSS provincial action plan compiled by March 2010 <ul style="list-style-type: none"> <li>Stakeholder consultation with the Department of Health by September 2009</li> <li>1 SASQAF training session with Monitoring and Evaluation components as well as research units in all provincial government departments by May 2009</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the NSS provincial plan <ul style="list-style-type: none"> <li>Needs assessment (capacity and data audits)</li> <li>Provincial governance structure</li> <li>1 SASQAF training and support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the NSS provincial plan <ul style="list-style-type: none"> <li>Certification/accreditation</li> </ul> </li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>KwaZulu-Natal provincial support</b>				
<i>Implementation of the NSS</i>				
Provincial support	NSS provincial plan	<ul style="list-style-type: none"> <li>Quarterly reports on statistical support provided and meetings conducted with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>
	Number of Maths4Stats training workshops	<ul style="list-style-type: none"> <li>12 provincial teacher training workshops conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>12 provincial teacher training workshops conducted</li> </ul>	<ul style="list-style-type: none"> <li>Provincial teacher training workshops conducted in each district</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for KwaZulu-Natal compiled by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for KwaZulu-Natal compiled by September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for KwaZulu-Natal compiled by September 2011</li> </ul>
	Improved provincial stakeholder relations	<ul style="list-style-type: none"> <li>Provincial statistical support and informatics strategy developed by February 2010</li> <li>Report on stakeholder workshop compiled by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of the statistical support and informatics strategy</li> <li>Report on stakeholder workshop compiled</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate impact of strategy</li> <li>Report on stakeholder workshop compiled</li> </ul>
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> <li>Integrated resource plan for districts compiled by February 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> <li>Database recruitment strategy developed by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> <li>Rotation strategy and implementation plan developed</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> <li>Rotation of staff reviewed</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Mpumalanga provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS (2 880)</li> <li>QLFS (11 520)</li> <li>Tourism (2 880)</li> <li>Living Conditions (4 800)</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (159) <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS <ul style="list-style-type: none"> <li>Integration of non-human resources by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS</li> </ul>	
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 288 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (2 020 EAs completed and 351 818 GPS points captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 288 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 288 PSUs</li> <li>Quarterly reports on maintenance and updates of new dwellings on the integrated geo-referenced dwelling frame</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Mpumalanga provincial support</b>				
<i>Implementation of the NSS</i>				
Provincial support	NSS strategy document	<ul style="list-style-type: none"> <li>Provincial strategic plan for NSS developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Provincial governance structure for NSS implemented</li> <li>Provincial needs assessment rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Provincial needs assessment linked to production schedule</li> </ul>
	Number of municipalities supported	<ul style="list-style-type: none"> <li>2 assessment reports by March 2010: <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 1 municipality by March 2010</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2011: <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 2 municipalities</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2012: <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 4 municipalities</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>
	Number of Maths4Stats training workshops	<ul style="list-style-type: none"> <li>2 provincial teacher training workshops conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>4 provincial teacher training workshops conducted</li> </ul>	<ul style="list-style-type: none"> <li>4 provincial teacher training workshops conducted</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for Mpumalanga compiled by September 2009</li> <li>Report on stakeholder workshop compiled by November 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Mpumalanga compiled by September 2010</li> <li>Report on stakeholder workshop compiled</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Mpumalanga compiled by September 2011</li> <li>Report on stakeholder workshop compiled</li> </ul>



## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Mpumalanga provincial support</b>				
<i>Statistical information services</i>				
Provincial support	Improved visibility and awareness of Stats SA in the province	<ul style="list-style-type: none"> <li>Signage rolled out to all district offices by March 2010</li> <li>Quarterly reports on Stats SA's exhibition stands at expos and shows in the province</li> <li>Communication, marketing and dissemination strategy developed by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on Stats SA's exhibition stands at expos and shows in the province</li> <li>Communication, marketing and dissemination strategy rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on Stats SA's exhibition stands at expos and shows in the province</li> <li>Impact of communication, marketing and dissemination strategy evaluated</li> </ul>
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> <li>Quarterly progress reports on new lease, extended lease and arrangements for office space</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> <li>Database recruitment strategy developed by September 2009</li> <li>Rotation strategy developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> <li>Database recruitment strategy implemented</li> <li>Rotation of staff implemented</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> <li>Impact of database recruitment strategy evaluated</li> <li>Rotation of staff reviewed</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Northern Cape provincial support				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS (1 800)</li> <li>QLFS (7 200)</li> <li>Tourism (1 800)</li> <li>Living Conditions (1 800)</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (141) <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS (sharing of resources) <ul style="list-style-type: none"> <li>Integrated provincial surveys budget by June 2009</li> <li>Integrated provincial surveys schedule compiled by March 2010</li> <li>Integrated logistics and procurement plan compiled by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS <ul style="list-style-type: none"> <li>Fleet management implemented</li> <li>Integrated publicity approach implemented</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Integrated fieldwork force implemented</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Northern Cape provincial support				
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 180 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (1 477 EAs completed and 413 560 GPS points captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 180 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 180 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>
<i>Implementation of the NSS</i>				
Provincial support	Number of functional provincial statistical forums	<ul style="list-style-type: none"> <li>Identify and profile different key stakeholders</li> <li>Quarterly reports on status of PSFs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on PSF meetings conducted</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on PSF meetings conducted</li> </ul>
	Number of provincial departments and municipalities supported and assessed	<ul style="list-style-type: none"> <li>Statistical support and advice provided on the provincial indicator framework for monitoring and evaluation purposes to the Office of the Premier by March 2010</li> <li>2 assessment reports by March 2010: <ul style="list-style-type: none"> <li>Gamagara Municipality</li> <li>Department of Social Development</li> </ul> </li> <li>SASQAF training provided to Gamagara Municipality and the Department of Social Development by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> <li>2 assessment reports by March 2011: <ul style="list-style-type: none"> <li>Sol Plaatjie Municipality</li> <li>Department of Environmental Affairs, Conservation and Tourism</li> </ul> </li> <li>SASQAF training provided to Sol Plaatjie Municipality and the Department of Environmental Affairs, Conservation and Tourism by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> <li>2 assessment reports by March 2011: <ul style="list-style-type: none"> <li>Siyanda Municipality</li> <li>South African Police Service</li> </ul> </li> <li>SASQAF training provided to Siyanda Municipality and the South African Police Service by March 2012</li> </ul>
	Number of Maths4Stats training	<ul style="list-style-type: none"> <li>2 provincial teacher training workshops conducted by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>4 provincial teacher training workshops conducted</li> </ul>	<ul style="list-style-type: none"> <li>4 provincial teacher training workshops conducted</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Northern Cape provincial support				
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial communication and dissemination strategy developed by March 2010</li> <li>Provincial profile for Northern Cape compiled by September 2009</li> <li>Biannual provincial newsletter compiled</li> <li>2 reports on stakeholder consultations and workshops conducted (September 2009 and March 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Provincial communication and dissemination strategy implemented</li> <li>Provincial profile for Northern Cape compiled by September 2010</li> <li>Quarterly provincial newsletter compiled</li> <li>2 reports on stakeholder consultations and workshops conducted</li> </ul>	<ul style="list-style-type: none"> <li>Provincial communication and dissemination strategy monitored and reviewed</li> <li>Provincial profile for Northern Cape compiled by September 2011</li> <li>Quarterly provincial newsletter compiled</li> <li>2 reports on stakeholder consultations and workshops conducted</li> </ul>
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional  Number of support functions decentralised to provincial offices	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> <li>Quarterly reports on decentralisation of corporate support functions to provincial office (Phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> <li>Quarterly reports on decentralisation of corporate support functions to provincial office (Phase 2)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Limpopo provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 93% according to planned schedule <ul style="list-style-type: none"> <li>GHS (3 240)</li> <li>QLFS (14 800)</li> <li>Tourism (3 450)</li> <li>Living Conditions</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (128) <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 95% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 95% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS <ul style="list-style-type: none"> <li>Integrated non-human resource needs compiled by June 2009</li> <li>One-stop support centre established by June 2009</li> <li>Standard operating procedures established by September 2009</li> <li>Integrated calendar compiled by June 2009</li> <li>Pilot MoU in training and publicity by December 2009</li> <li>Integrated logistics plan compiled by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS</li> </ul>	<ul style="list-style-type: none"> <li>Integrated fieldwork force implemented</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Limpopo provincial support</b>				
<b>Geographic operations</b>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 324 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (10 000 EAs completed and 100% GPS points verified by March 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 324 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 324 PSUs</li> <li>Quarterly reports on maintenance and updates of new dwellings on the integrated geo-referenced dwelling frame</li> </ul>
<b>Implementation of the NSS</b>				
Provincial support	NSS advocacy plan	<ul style="list-style-type: none"> <li>Profile of NSS partners compiled by June 2009</li> <li>Needs assessment conducted by June 2009</li> <li>Advocacy plan compiled by March 2010</li> <li>2 education and information sessions conducted with the NSS community by March 2010</li> <li>1 interactive session on development indicators with the University of Limpopo by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>Progress report on the implementation of the advocacy plan</li> </ul>	<ul style="list-style-type: none"> <li>Provincial needs assessment linked to production schedule</li> </ul>
	Number of municipalities supported	<ul style="list-style-type: none"> <li>2 assessment reports by March 2010: <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to all 5 district municipalities by March 2010</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2011: <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>SASQAF training provided to 25 local municipalities</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>	<ul style="list-style-type: none"> <li>2 assessment reports by March 2012: <ul style="list-style-type: none"> <li>1 municipality</li> <li>1 provincial department</li> </ul> </li> <li>Compliance of admin data with SASQAF at 4 municipalities</li> <li>Quarterly reports on statistical support provided and meetings conducted with NSS partners</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
Limpopo provincial support				
<i>Implementation of the NSS</i>				
Provincial support	Number of Maths4Stats training workshops	<ul style="list-style-type: none"> <li>2 teacher training workshops conducted per quarter</li> <li>4 road shows at high schools targeting mathematics learners by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Provincial teacher training workshops conducted in each district</li> <li>4 road shows at high schools targeting mathematics learners</li> </ul>	<ul style="list-style-type: none"> <li>Provincial teacher training workshops conducted in each district</li> <li>4 road shows at high schools targeting mathematics learners</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for Limpopo compiled by September 2009</li> <li>Report on stakeholder workshop compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Limpopo compiled by September 2010</li> <li>Report on stakeholder workshop compiled</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Limpopo compiled by September 2011</li> <li>Report on stakeholder workshop compiled</li> </ul>
	Improved awareness of Stats SA in the province	<ul style="list-style-type: none"> <li>Quarterly reports on communication and marketing initiatives in the province: <ul style="list-style-type: none"> <li>Radio slots</li> <li>Printed media</li> <li>Partnerships with libraries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on media interaction in the province: <ul style="list-style-type: none"> <li>Radio slots</li> <li>Printed media</li> <li>Partnerships with libraries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on media interaction in the province: <ul style="list-style-type: none"> <li>Radio slots</li> <li>Printed media</li> <li>Partnerships with libraries</li> </ul> </li> </ul>
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district offices for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> </ul>



## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>North West provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS (2 680)</li> <li>QLFS (10 720)</li> <li>Tourism (2 680)</li> <li>Living Conditions (886)</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (185) <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% outlet coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS <ul style="list-style-type: none"> <li>Integrated publicity plan by March 2010</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS</li> </ul>	
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 268 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (1 656 EAs completed and 484 731 GPS points captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 268 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
North West provincial support				
<i>Implementation of the NSS</i>				
Provincial support	MoU signed	<ul style="list-style-type: none"> <li>MoU signed with North West Premier's Office by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>MoU signed with one district municipality (Bojanala District Municipality)</li> </ul>	<ul style="list-style-type: none"> <li>MoU signed with one tertiary institution (North West University)</li> </ul>
	Number of municipalities supported	<ul style="list-style-type: none"> <li>Report on assessment of Rustenburg Municipality by March 2010</li> <li>SASQAF training provided to Rustenburg Municipality by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Report on assessment of Mafikeng Municipality by March 2011</li> <li>SASQAF training provided to 2 municipalities by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Report on assessment of 2 municipalities (Dr Kenneth Kaunda and Dr Ruth Mompoti) by March 2012</li> <li>SASQAF training provided to 2 municipalities by March 2010</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for North West compiled by September 2009</li> <li>Reports on stakeholder workshops compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for North West compiled by September 2010</li> <li>Reports on stakeholder workshops compiled</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for North West compiled by September 2011</li> <li>Reports on stakeholder workshops compiled</li> </ul>
<i>Statistical infrastructure and governance</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions (Phase 2)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Western Cape provincial support</b>				
<i>Data collection for surveys</i>				
Provincial support	Timeliness, frequency and accuracy of information collected	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> <li>GHS (3 800)</li> <li>QLFS (15 200)</li> <li>DTS (3 800)</li> <li>Living Conditions (3 000)</li> <li>Pilot IES</li> <li>Pilot Census</li> <li>Census@School</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI (320) <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>	<ul style="list-style-type: none"> <li>Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> <li>GHS</li> <li>QLFS</li> <li>Tourism</li> <li>IES</li> <li>Census 2011</li> </ul> </li> <li>Monthly reports on prices collected from outlets for the CPI <ul style="list-style-type: none"> <li>100% coverage</li> <li>&lt;1% error rate</li> </ul> </li> </ul> <p>According to planned schedule</p>
	Integrated fieldwork strategy (IFWS) implemented	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 1 of the IFWS</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the implementation of Phase 2 of the IFWS</li> </ul>	
<i>Geographic operations</i>				
Provincial support	Number of dwellings listed, verified and demarcated	<ul style="list-style-type: none"> <li>Master sample updates for approximately 384 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation (3 077 EAs completed and 724 034 GPS points captured by December 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 384 PSUs</li> <li>Quarterly reports on the integrated geo-referenced dwelling frame implementation</li> </ul>	<ul style="list-style-type: none"> <li>Master sample updates for approximately 384 PSUs</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Provincial Coordination (Programme 6)</b>				
<b>Western Cape provincial support</b>				
<i>Implementation of the NSS</i>				
Provincial support	Number of functional provincial statistical forums	<ul style="list-style-type: none"> <li>Quarterly Provincial Population Forum</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Provincial Population Forum</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Provincial Population Forum</li> </ul>
	Number of municipalities supported	<ul style="list-style-type: none"> <li>Report on assessment of Eden District Municipality by March 2010</li> <li>SASQAF training provided to Eden District Municipality by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Report on assessment of Drakenstein District Municipality by March 2011</li> <li>SASQAF training provided to Drakenstein District Municipality by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Report on assessment of West Coast District Municipality by March 2012</li> <li>SASQAF training provided to West Coast District Municipality by March 2010</li> </ul>
<i>Statistical information services</i>				
Provincial support	Number of documents	<ul style="list-style-type: none"> <li>Provincial profile for Western Cape compiled by September 2009</li> <li>Report on stakeholder workshop compiled by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Western Cape compiled by September 2010</li> <li>Report on stakeholder workshop compiled</li> </ul>	<ul style="list-style-type: none"> <li>Provincial profile for Western Cape compiled by September 2011</li> <li>Report on stakeholder workshop compiled</li> </ul>
<i>Statistical infrastructure</i>				
Provincial support	Number of district offices functional	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on functionality of district offices</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on readiness of district and satellite offices for Census 2011</li> </ul>
	Decentralised functions	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on decentralisation of corporate support functions</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of effectiveness of decentralised corporate support functions for Census 2011</li> </ul>

## Medium-term outputs and milestones: Statistical support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Data Management and Technology (Programme 5)</b>				
<i>IT infrastructure</i>				
Information technology support services	95% of SAN availability	<ul style="list-style-type: none"> <li>Quarterly reports on availability of Storage Area Network (SAN) at Head Office</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on availability of SAN at the Disaster Recovery Site</li> </ul>	<ul style="list-style-type: none"> <li>SAN maintained and upgraded</li> </ul>
	Number of sites	<ul style="list-style-type: none"> <li>Virtual Private Network implementation – remaining 18 sites (out of 46 sites) by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>VPN expanded for Census 2011</li> </ul>	<ul style="list-style-type: none"> <li>Maintain connectivity and decommission unused sites</li> </ul>
	Percentage of Network Management Services (NMS) completed	<ul style="list-style-type: none"> <li>80% NMS implemented by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>100% NMS implemented September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Expansion, maintenance and review</li> </ul>
	Percentage of desktops installed with Open Source Software (OSS)	<ul style="list-style-type: none"> <li>25% of desktops installed with OSS by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>65% of desktops installed with OSS</li> <li>Migration of databases from Microsoft to OSS</li> </ul>	<ul style="list-style-type: none"> <li>100% of desktops installed with OSS</li> <li>Migration of applications from Microsoft to OSS</li> </ul>
	Approved ICT Business Continuity Plan	<ul style="list-style-type: none"> <li>ICT Business Continuity Plan developed and approved by June 2009</li> <li>ICT Business Continuity plan implemented by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>ICT Business Continuity Plan tested, reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>ICT Business Continuity Plan reviewed and updated</li> </ul>
<i>Corporate applications and databases</i>				
Information technology support services	Percentage of Electronic Document Records Management System (EDRMS) rolled out	<ul style="list-style-type: none"> <li>30% EDRMS roll-out to Census and Corporate Services by June 2009</li> <li>30% workflow roll-out to Census and Corporate Services by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>60% EDRMS roll-out to core areas by September 2010</li> <li>60% workflow roll-out to Census and Corporate Services by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>100% EDRMS roll-out to core areas by September 2011</li> <li>100% workflow roll-out to Census and Corporate Services by March 2011</li> </ul>

## Medium-term outputs and milestones: Statistical support services (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Data Management and Technology (Programme 5)

<i>Intranet upgrade</i>				
Information technology support services	Accessibility of organisational information	<ul style="list-style-type: none"> <li>New intranet implemented by June 2009</li> <li>50% of divisional and component information populated by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>100% of divisional and component information populated by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance and review</li> </ul>
<i>ICT security</i>				
Information technology support services	Decrease in security breaches	<ul style="list-style-type: none"> <li>Security strategy developed by June 2009</li> <li>Security strategy implemented by December 2009</li> <li>ICT patch management implemented by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>50% security procedures implemented</li> <li>Updated ICT patch management implemented</li> </ul>	<ul style="list-style-type: none"> <li>100% security procedures implemented</li> <li>Updated ICT patch management implemented</li> </ul>

### Subprogramme: Integrative Operational Planning (Programme 1)

<i>Management information system</i>				
Management information system	Number of management information modules realigned	<ul style="list-style-type: none"> <li>1 management information module realigned by March 2010</li> <li>2 management information modules maintained</li> </ul>	<ul style="list-style-type: none"> <li>1 management information module realigned</li> <li>3 management information modules maintained</li> </ul>	<ul style="list-style-type: none"> <li>1 management information modules realigned</li> <li>4 management information modules maintained</li> </ul>





#### 4.4 Corporate support services

Stats SA requires highly skilled and experienced people, as well as effective human resource, financial management and administrative systems and processes, to achieve its strategic outcomes in a dynamic environment.

Corporate Services in Stats SA encompasses various support functions in the organisation which include human resource management, human capacity building, financial and supply chain management, facilities management, fleet management and security, integrated operational planning and overall corporate governance including risk management and legal services.

Key priorities over the medium term include:

- **Reducing the vacancy rate** – Stats SA's vacancy rate is linked to the overall shortage of specialised skills in the country. Increased emphasis will be placed on staff retention through the implementation of a staff retention strategy and the Internship Programme. Collaborations with statistical training institutes and specialists will be further strengthened and established.
- **Recruitment of disabled persons** – In an effort to achieve its target of employing 2% of disabled persons by March 2010, Stats SA has registered with Job Access who sources applicants living with disabilities.
- **Women in SMS positions** – The organisation plans to recruit 50% women in SMS positions by March 2010.
- **Strengthening the Employee Assistance Programme** – with emphasis on enhancing the HIV/AIDS programme through amongst others a Voluntary Counselling and Testing programme.

- **Institutionalising performance management** to become an integral part of people development and impact on career development and human resource retention.
- Reviewing **the job grading processes** to improve and streamline the approach to job grading.
- **Conducting a skills audit** which will assist in the identification of scarce skills and feed into the succession planning of the organisation.
- Developing and implementing an **integrated demand management plan** to enable effective and efficient delivery of the goods and services at the right time and place.
- Developing and piloting a **fleet management system** to enable a reliable and cost-effective fleet and travel service.
- **Improving corporate governance** which includes the development, review and implementation of organisational policies as well as increased emphasis on improving the risk profile of the organisation.
- **Re-engineering management information processes** which include improving operational and project planning and management processes and systems.
- Relocating **Stats SA** to provide a more conducive working environment.

The following table outlines the medium-term outputs and milestones for effective and efficient corporate support services.

## Medium-term outputs and milestones: Corporate support services

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Corporate Governance (Programme 1)</b>				
<i>Policy coordination</i>				
Effective policy coordination	Number of policies approved and reviewed	<ul style="list-style-type: none"> <li>Quarterly reports on existing policies reviewed and new policies approved</li> <li>Policy framework and policy on policies reviewed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on existing policies reviewed and new policies approved</li> <li>Policy framework and policy on policies reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on existing policies reviewed and new policies approved</li> <li>Policy framework and policy on policies reviewed</li> </ul>
<i>Risk management</i>				
Effective risk management in line with PFMA requirements and best practice	Unqualified audit report  Decrease in overall risk profile	<ul style="list-style-type: none"> <li>Risk plans per division compiled by March 2010</li> <li>Top ten organisational risks compiled by March 2010</li> <li>Quarterly risk management reports to Exco and Audit Committee</li> <li>Risk management framework, policy and strategy reviewed by March 2010</li> <li>Fraud prevention plan reviewed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Risk plans per division compiled by March 2011</li> <li>Top ten organisational risks compiled by March 2011</li> <li>Quarterly risk management reports to Exco and Audit Committee</li> <li>Risk management framework, policy and strategy reviewed by March 2011</li> <li>Fraud prevention plan reviewed by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Risk plans per division compiled by March 2012</li> <li>Top ten organisational risks compiled by March 2012</li> <li>Quarterly risk management reports to Exco and Audit Committee</li> <li>Risk management framework, policy and strategy reviewed by March 2012</li> <li>Fraud prevention plan reviewed by March 2012</li> </ul>
<i>Legal support</i>				
Legal services	Number of contracts, legal opinions and litigation matters	<ul style="list-style-type: none"> <li>Quarterly reports on contracts, legal opinions and litigation matters</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on contracts, legal opinions and litigation matters</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on contracts, legal opinions and litigation matters</li> </ul>

## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Programme Office (Programme 1)

#### Project management

Project management and support	Number of projects supported	<ul style="list-style-type: none"> <li>Support provided to 5 projects in accordance with Stats SA's Project Management Framework (PMF)</li> <li>6 clusters supported in operational planning, monitoring and reporting</li> <li>Annual operational planning process facilitated across Stats SA from November 2009 to April 2010</li> <li>20 staff members trained in project management</li> </ul>	<ul style="list-style-type: none"> <li>Support provided to 5 projects in accordance with Stats SA's Project Management Framework</li> <li>6 clusters supported in operational planning, monitoring and reporting</li> <li>Annual operational planning process facilitated across Stats SA</li> <li>20 staff members trained in project management</li> </ul>	<ul style="list-style-type: none"> <li>Support provided to 5 projects in accordance with Stats SA's Project Management Framework</li> <li>6 clusters supported in operational planning, monitoring and reporting</li> <li>Annual operational planning process facilitated across Stats SA</li> <li>20 staff members trained in project management</li> </ul>
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### Subprogramme: Financial Management and Supply Chain Management (Programme 1)

#### Effective financial management

Provide effective financial management in line with relevant legislation	Timely submission of the MTEF budget and the ENE	<ul style="list-style-type: none"> <li>MTEF reflecting the strategy and funding requirements of the department compiled by August 2009</li> <li>Adjustment Estimates of National Expenditure compiled by October 2009</li> <li>Estimates of National Expenditure to reflect reprioritisation of funds and additional unforeseen expenditure compiled by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>MTEF reflecting the strategy and funding requirements of the department compiled by August 2010</li> <li>Adjustment Estimates of National Expenditure compiled by October 2010</li> <li>Estimates of National Expenditure to reflect reprioritisation of funds and additional unforeseen expenditure compiled by December 2010</li> </ul>	<ul style="list-style-type: none"> <li>MTEF reflecting the strategy and funding requirements of the department compiled by August 2011</li> <li>Adjustment Estimates of National Expenditure compiled by October 2011</li> <li>Estimates of National Expenditure to reflect reprioritisation of funds and additional unforeseen expenditure compiled by December 2011</li> </ul>
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## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Financial Management and Supply Chain Management (Programme 1)</b>				
<i>Effective financial management</i>				
Provide effective financial management in line with relevant legislation	Timely submission of the MTEF budget and the ENE	<ul style="list-style-type: none"> <li>Monthly monitoring and reporting to budget managers, budget committee and Exco</li> <li>Monthly submission of Early Warning System (EWS) and Minister's report by the 15<sup>th</sup> of the preceding month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly monitoring and reporting to budget managers, budget committee and Exco</li> <li>Monthly submission of Early Warning System (EWS) and Minister's report by the 15<sup>th</sup> of the preceding month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly monitoring and reporting to budget managers, budget committee and Exco</li> <li>Monthly submission of Early Warning System (EWS) and Minister's report by the 15<sup>th</sup> of the preceding month</li> </ul>
<i>Effective financial administration</i>				
Provide quality accounting information on financial activities in the department	<p>Published financial statements</p> <p>Tax certificates timeously distributed to employees</p>	<ul style="list-style-type: none"> <li>Submission of 2008/09 Annual Financial Statements by May 2009</li> <li>Submission of employees' annual tax reconciliation within 60 days after the end of the tax year</li> </ul>	<ul style="list-style-type: none"> <li>Submission of 2009/10 Annual Financial Statements by May 2010</li> <li>Submission of employees' annual tax reconciliation within 60 days after the end of the tax year</li> </ul>	<ul style="list-style-type: none"> <li>Submission of 2010/11 Annual Financial Statements by May 2011</li> <li>Submission of employees' annual tax reconciliation within 60 days after the end of the tax year</li> </ul>
<i>Effective credit management</i>				
Improved payment processes	Turn-around time for processing payments	<ul style="list-style-type: none"> <li>100% of the invoices received paid within 30 days</li> </ul>	<ul style="list-style-type: none"> <li>100% of the invoices received paid within 30 days</li> </ul>	<ul style="list-style-type: none"> <li>100% of the invoices received paid within 30 days</li> </ul>
Invoice tracking system	Client accessibility to invoice tracking system	<ul style="list-style-type: none"> <li>Access to invoice tracking system granted to service providers to view details of paid invoices by June 2009</li> <li>Access to invoice tracking system granted to process partners in the department by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Maintain invoice tracking system</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and enhance invoice tracking system</li> </ul>

## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Financial Management and Supply Chain Management (Programme 1)</b>				
<i>Supply Chain Management</i>				
Effective procurement procedures in compliance with National Treasury guidelines and the Supply Chain Management Framework	Improved service delivery and turn-around times	<ul style="list-style-type: none"> <li>Decentralise the following SCM functions to provinces: <ul style="list-style-type: none"> <li>Approval of requests on LOGIS by July 2009</li> <li>Service providers' database and sourcing of quotations by July 2009</li> </ul> </li> <li>Demand management strategy compiled by April 2009</li> <li>Demand management implementation plan compiled by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>Decentralise the following SCM functions to provinces: <ul style="list-style-type: none"> <li>Receipting of goods and services on LOGIS by September 2009</li> <li>Warehousing (through the creation of sub-stores)</li> <li>Generation of orders</li> </ul> </li> </ul>	
<i>Asset Management</i>				
Effective control of assets	Unqualified audit report	<ul style="list-style-type: none"> <li>Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD)</li> <li>Reports on biannual asset verification conducted (September and March)</li> <li>Asset disposal conducted in October 2009 and March 2010</li> <li>Asset acquisition strategy approved by June 2009</li> <li>Strategy communicated to stakeholders by August 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD)</li> <li>Reports on biannual asset verification conducted (September and March)</li> <li>Asset disposal conducted in October 2010 and March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD)</li> <li>Reports on biannual asset verification conducted (September and March)</li> <li>Asset disposal conducted in October 2011 and March 2012</li> <li>Asset acquisition strategy reviewed</li> </ul>

## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Financial Management and Supply Chain Management (Programme 1)

#### Provincial financial and advisory support

Coordination and monitoring of financial activities in the provincial and district offices	Unqualified audit report	<ul style="list-style-type: none"> <li>Quarterly reports on management of cash flows in the provinces</li> <li>Review of cash management procedures by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on management of cash flows in the provinces</li> <li>Review of cash management procedures by March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on management of cash flows in the provinces</li> <li>Review of cash management procedures by March 2012</li> </ul>
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### Subprogramme: Human Resource Management (Programme 1)

#### Recruitment and retention

Effective human resource management	Decreased vacancy rate	<ul style="list-style-type: none"> <li>Quarterly HR information on: <ul style="list-style-type: none"> <li>Vacancy rate (17,5% by March 2010)</li> <li>Staff turnover</li> <li>Staff with disabilities (2% by March 2010)</li> <li>Women in SMS positions (50% by March 2010)</li> </ul> </li> <li>Draft retention strategy compiled by April 2009</li> <li>Action plan for alternate means of recruitment compiled by October 2009</li> <li>Business process mapping to improve recruitment process developed by September 2009</li> <li>Succession planning and career development programme developed by April 2009</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly HR information on: <ul style="list-style-type: none"> <li>Vacancy rate</li> <li>Staff turnover</li> <li>Scarce skills and retention</li> </ul> </li> <li>Retention strategy reviewed</li> <li>Quarterly reports on the implementation of improved recruitment processes</li> <li>Succession planning and career development programme implemented</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly HR information on: <ul style="list-style-type: none"> <li>Vacancy rate</li> <li>Staff turnover</li> <li>Scarce skills and retention</li> </ul> </li> <li>Quarterly reports on the implementation of improved recruitment processes</li> </ul>
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## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Human Resource Management (Programme 1)</b>				
<i>Performance management</i>				
Effective human resource management	Improved performance management processes	<ul style="list-style-type: none"> <li>• Performance contracts finalised by May 2009</li> <li>• Report on the implementation of the reviewed performance management system by December 2009</li> <li>• Biannual performance reviews conducted in June 2009 and October 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Performance contracts finalised by May 2010</li> <li>• Review of performance management system</li> <li>• Biannual performance reviews conducted in June 2010 and October 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Performance contracts finalised by May 2011</li> <li>• Review of performance management system</li> <li>• Biannual performance reviews conducted in June 2011 and October 2011</li> </ul>
<i>Organisational structure</i>				
Effective human resource management	Approved organisational structure	<ul style="list-style-type: none"> <li>• Organisational structure approved by June 2009</li> <li>• Quarterly reports on the implementation of the revised structure</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational structure approved</li> <li>• Quarterly reports on the implementation of the revised structure</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational structure approved</li> <li>• Quarterly reports on the implementation of the revised structure</li> </ul>
<i>HR Support to planned projects and surveys</i>				
Effective human resource management	Number of permanent and contract staff recruited	<ul style="list-style-type: none"> <li>• Geography (550)</li> <li>• Census Pilot (1 000)</li> <li>• Census@School (86)</li> <li>• Domestic Tourism Survey (1 200)</li> <li>• General Household Survey (1 200)</li> </ul>	<ul style="list-style-type: none"> <li>• IES (750)</li> </ul>	<ul style="list-style-type: none"> <li>• Census (120 000)</li> </ul>
<i>Human resource planning</i>				
Effective human resource management	Number of documents approved	<ul style="list-style-type: none"> <li>• Human resource management strategic plan approved by June 2009</li> </ul>		

## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Human Resource Management (Programme 1)</b>				
<i>Employee relations</i>				
Effective human resource management	Number of employee assistance programmes and initiatives	<ul style="list-style-type: none"> <li>Scholars' programme in June 2009</li> <li>Women's Day function in August 2009</li> <li>Voluntary counselling and testing in June 2009</li> <li>Retirement planning workshops in July 2009</li> <li>Disability indaba in November 2009</li> <li>World HIV/AIDS day function in December 2009</li> </ul>		
<i>Benefit administration</i>				
Effective human resource management	Unqualified audit report	<ul style="list-style-type: none"> <li>Electronic leave management system developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Review and update leave management system</li> </ul>	<ul style="list-style-type: none"> <li>Review and update leave management system</li> </ul>
<i>Labour relations management</i>				
Effective human resource management	Improved turn-around time for disciplinary cases (30 days)	<ul style="list-style-type: none"> <li>100 staff members trained on labour relations by March 2010</li> <li>Disciplinary procedure manual developed and implemented by June 2009</li> <li>Quarterly reports on the management of grievances and disciplinary cases</li> </ul>	<ul style="list-style-type: none"> <li>100 staff members trained on labour relations</li> <li>Review disciplinary procedure manual</li> <li>Quarterly reports on the management of grievances and disciplinary cases</li> </ul>	<ul style="list-style-type: none"> <li>100 staff members trained on labour relations</li> <li>Review disciplinary procedure manual</li> <li>Quarterly reports on the management of grievances and disciplinary cases</li> </ul>



## Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
<b>Subprogramme: Facilities Management, Logistics and Security (Programme 1)</b>				
<i>Fleet management</i>				
Conducive and safe working environment	Improved fleet management services	<ul style="list-style-type: none"> <li>Quarterly reports on the effectiveness of fleet management services</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the effectiveness of fleet management services</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the effectiveness of fleet management services</li> </ul>
<i>Accommodation</i>				
Conducive and safe working environment	Improved working conditions	<ul style="list-style-type: none"> <li>Procurement of nine additional floors at Old Mutual building by June 2009</li> <li>Phased-in relocation completed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation needs assessment conducted</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation needs assessment conducted</li> </ul>
<i>Security</i>				
Conducive and safe working environment	Secure working environment	<ul style="list-style-type: none"> <li>Upgraded security systems (access control) by June 2009</li> <li>Security policy approved by June 2009</li> <li>Quarterly reports on security procedures implemented</li> <li>Report on security assessment in the provinces by September 2009</li> </ul>	<ul style="list-style-type: none"> <li>Security compliance audit conducted</li> <li>Quarterly security management information reports</li> </ul>	

## Medium-term outputs and milestones: Corporate support services (concluded)

Output	Measure/ Indicator	2009/10	2010/11	2011/12
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### Subprogramme: Relocation of Stats SA (Programme 1)

Relocation of Stats SA				
New building for Stats SA	Stats SA relocated to new premises	<ul style="list-style-type: none"> <li>Treasury approval of financial assessment by June 2009</li> <li>Corporate identity of new building developed by July 2009</li> <li>Public transport strategy developed by July 2009</li> <li>Town planning approved by December 2009</li> <li>IT and security infrastructure needs incorporated into new building design model by December 2009</li> <li>Legal undertaking between University of Pretoria, Stats SA and DPW signed by December 2009 (construction commitment)</li> </ul>	<ul style="list-style-type: none"> <li>Commence building construction (Phase 1, DPC) by April 2010</li> <li>Relocation service provider appointed by July 2010</li> <li>Awareness campaign initiated to announce relocation time table per cluster by October 2010</li> <li>Lease agreement between University of Pretoria and Stats SA (DPW) signed by March 2010 (DPC Phase 1)</li> <li>Cluster space positioning for new building completed by April 2010</li> <li>Testing of IT and Security infrastructure by April 2010</li> </ul>	<ul style="list-style-type: none"> <li>Commence building construction (Phase 2) main building by April 2011</li> <li>DPC relocated by June 2011</li> <li>Lease agreement between University of Pretoria, Stats SA (DPW) signed by March 2011 (Phase 2)</li> <li>Relocation of Stats SA by December 2012</li> </ul>



African Women-in-Statistics

## 5 stakeholders and the environment

## 5.1 Introduction

The preceding chapters have focused on the importance of national statistics in South Africa, the long-term strategic objectives and priorities of the organisation and the forward work programme to implement these strategies. This chapter focuses on how Stats SA is implementing the Statistics Act in terms of the organisational environment in which it operates, stakeholders and their needs, the service delivery improvement plan in response to those needs, and the resources required.

## 5.2 Legislative mandate

Stats SA is a national government department accountable to the Minister of Finance or such other minister as the President may assign to be the executing authority. The activities of the department are regulated by the Statistics Act (Act No. 6 of 1999) which ensures independence from political interference in the production and dissemination of official statistics. According to the Statistics Act, the purpose of official statistics is to assist organs of state, businesses, other organisations and the public in planning, decision-making, and monitoring or assessment of policies.

Further, Stats SA is mandated to:

- Promote coordination among statistical producers in South Africa in order to improve the quality, consistency, comparability and optimum use of official statistics and thereby avoid unnecessary duplication;
- Provide statistical advice to government departments; and
- Liaise with statistical agencies of other countries and international agencies.

## 5.3 Statistics Council

Section 8 of the Statistics Act provides for the establishment of a Statistics Council consisting of between 18 and 25 members, appointed by the Minister after consultation with 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 interest, economic and financial interest 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; and
- (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.

## 5.4 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 government 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 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 providing 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, and the Financial and Fiscal Commission) ensure that the major elements of the Constitution are followed throughout the country. Major public entities work with government to provide infrastructure, service delivery and information on a national level (e.g. Eskom, Telkom, museums).
- **Foreign and international bodies:** Official statistical information is an essential basis for mutual knowledge, comparison and trade amongst 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.

## 5.5 Service delivery improvement plan (SDIP)

Since 1994, government has targeted the acceleration of service delivery to communities. The major policy instrument in this regard has been the White Paper on the Transformation of the Public Service, 1995 (Batho Pele). This policy sets out eight transformation priorities, amongst which transforming service delivery is regarded as key. The document provides a policy framework and practical implementation strategy for the improvement of service delivery.

Stats SA's SDIP focuses on improving accessibility to statistics and improving stakeholder management by:

- Defining response times with regard to requests for information;
- Formalising consultation arrangements with stakeholders;
- Communicating key statistical information through an emailed newsletter;
- Increasing transparency of statistical releases through the implementation of approved quality criteria as described in the South African Statistical Quality Assurance Framework (SASQAF);
- Increasing Stats SA's presence at university exhibitions and open days; and
- Conducting stakeholder workshops at provincial level for improved communication with stakeholders.

To this end, a complaints mechanism was developed and a compendium of services document was published that describes the service delivery standards in terms of response times. Queries and complaints can be lodged on Stats SA's website and are responded to within the specified time frames. Key indicators are communicated weekly to over 18 000 subscribers through the StatsOnline newsletter, both nationally and internationally. A concerted effort has been made by Stats SA to ensure that all publications are published with comprehensive metadata, so as to promote transparency, understanding and usage of data. Communication with stakeholders is encouraged through consultation and statistical literacy workshops, as well as exhibitions and presentations throughout the country.

### 5.5.1 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. 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 publications, reports and other digital products such as PX Web. Stats SA's commitment to improved service delivery is described below:

#### (a) Information service

User Information Services is the first point of direct contact with our customers. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. Staff are trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to provide prompt responses on published data. Stats SA can be contacted at (012) 310 8600 for telephonic enquiries, (012) 310 8500 for fax enquiries or emailed at [info@statssa.gov.za](mailto:info@statssa.gov.za).

#### (b) Subscription service

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

#### (c) StatsOnline

Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from Stats SA's website at [www.statsonline.gov.za](http://www.statsonline.gov.za). Statistical information is placed on the website at the exact time of release, so as to ensure that everyone has equal access to information. 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 Head Office or any provincial Stats SA office to obtain access to statistical products and services. In addition Head Office 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. Stats SA annually conducts stakeholder workshops, combining training and information-sharing about both economic and social statistical data products. Stats SA participates in exhibitions in an effort to increase awareness.

#### *(f) Openness and transparency*

Stats SA has a catalogue of its reports and releases which 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 will improve the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

### **5.6 Consultation arrangements**

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. The Council members are required to represent the needs of their constituency 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 division is in the process of establishing partnerships with organs of state aimed at ensuring coherence in statistical information produced by different producers of statistics, and promoting the use of statistics in evidence-based decision-making.

### **5.7 Resource plan**

Stats SA's Head Office is located in Pretoria. There are also nine provincial offices. Fifty-five district offices were recently established and are in the process of being resourced. Provincial and district offices play a key role in user liaison and data collection at provincial and municipal level.

#### **5.7.1 Proposed acquisition of movable capital assets and maintenance of physical assets**

In an effort to ensure savings and cost-containment from its 2009/10 budget allocation, Stats SA has centralised an amount of R14,523 million, for the proposed acquisition and maintenance of furniture and equipment, and R21,597 million, for computer equipment. Furthermore, the department is looking at ensuring that the existing district and provincial offices' infrastructure is enhanced in order to accommodate training needs internally. The realised savings will be reprioritised to meet existing internal priorities.

#### **5.7.2 Improved services delivery and MTEF**

Stats SA has amongst other items centralised R6,830 million for printing and publication, R96,003 million for transport needs, R20,791 million for training and R12,035 million for recruitment advertising costs. The total budget of R171,863 million for non-capital items has been centralised in order to ensure efficient utilisation, sourcing and cost-saving measures, wherein the savings will be redirected to key priorities in the organisation.

### 5.7.3 IT acquisition and expansion plan

In the medium term Stats SA will focus on acquisition and expansion in the following IT areas:

- Network points at the district offices to facilitate Local and Wide Area Network connectivity (VPN);
- Network Server Management tools to monitor the performance of the servers in the provincial and district offices (NSM);
- Security tools to protect systems and data in the district offices (outstanding);
- Network monitoring tools to manage the capacity and throughput in the network (outstanding);
- Servers, switches and intelligent cabinets (which have the capability to regulate temperature and provide security alerts in the server room) for the district offices;
- Optimisation tools for DPC and provincial offices to improve movement of data across various areas in the network (outstanding);
- Information Life Cycle Management infrastructure and software to provide the basis for full archiving, information retrieval, security, back-up acceleration, control and storage capacity management (in the workplan);
- Software licence management tools (Zenworks Config Management – ZCM); and
- Data replication across disaster recovery site and Head Office (in the workplan).

Below is the projected expenditure to execute the strategy:



## Expenditure estimates

### Expenditure by programme and economic classification

Programme classification	Expenditure outcome					Medium-term estimates		
	Audited	Audited	Audited			Adjusted appropriation	Revised estimate	
	R (thousand)	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11
1. Administration	80 642	274 897	319 635	367 477	-	414 225	424 129	519 651
2. Economic Statistics	80 587	99 808	125 647	143 084	Revised	156 568	174 216	180 768
3. Population and Social Statistics	179 680	478 324	282 372	392 978	estimate	620 929	965 835	1 622 806
4. Methodology and Standards	23 733	28 197	32 164	48 394	-	57 369	60 275	64 437
5. Statistical Support and Informatics	105 952	141 277	200 985	239 103	367 477	197 187	219 962	199 692
6. Corporate Relations	73 323	74 102	96 195	132 354	143 084	162 370	161 607	170 459
Total for programmes	643 917	1 096 605	1 056 998	1 323 390	1 323 390	1 608 648	2 006 024	2 757 813
Direct charge against the National Revenue Fund	-	-	-	-	-	-	-	-
Departmental total	643 917	1 096 605	1 056 998	1 323 390	1 323 390	1 608 648	2 006 024	2 757 813
Change to 2008 Budget Estimate				56 997	29 579	21 223	74 071	354 228

# Expenditure estimates (continued)

Economic classification	Expenditure outcome					Medium-term estimates		
	Audited	Audited	Audited			Adjusted appropriation	Revised estimate	
	R (thousand)	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11
Current payments	598 334	1 057 554	1 003 710	1 276 133	1 276 133	1 553 602	1 960 798	2 707 968
Compensation of employees	302 052	414 912	472 029	702 124	702 124	928 931	1 198 161	1 061 887
Salaries and wages	271 558	380 737	422 611	608 677	608 677	813 439	1 084 896	942 813
Social contributions	30 494	34 175	49 418	93 447	93 447	115 492	113 265	119 074
Goods and services	295 564	641 491	509 328	574 009	574 009	624 671	762 637	1 646 081
Administrative fees	2 692	1 220	2 554	163 343	163 343	4 317	5 139	5 494
Advertising	4 981	12 297	13 583	6 173	6 173	17 685	20 040	27 052
Assets <R5 000	11 993	8 357	13 715	22 079	22 079	6 315	16 287	4 664
Audit cost: External	3 731	4 535	3 777	3 357	3 357	4 736	3 926	4 475
Bursaries (employees)	2 376	3 070	4 487	6 199	6 199	8 512	10 774	10 106
Catering: Departmental activities	94	244	3 253	1 283	1 283	5 179	5 381	2 319
Communication	19 723	28 292	29 322	23 980	23 980	26 188	31 276	38 840
Computer services	22 705	35 765	59 583	30 675	30 675	63 772	43 860	58 436
Consultants and professional service: Business and advisory service	35 621	32 214	37 833	47 579	47 579	19 632	19 687	25 308
Consultants and professional service: Infrastructure and planning	8 761	17 617	15 259	205	205	1 600	3 620	2 000
Consultants and professional service: Legal cost	658	638	159	2 843	2 843	830	1 875	1 977
Contractors	3 882	49 582	30 498	11 622	11 622	106 208	45 606	56 340
Agency and support/outsourced services	22 674	111 764	20 327	14 710	14 710	22 991	19 061	888 576
Entertainment	96	99	52	359	359	395	499	451
Inventory: Food and food supplies	832	250	106	-	-	-	-	-
Inventory: Fuel, oil and gas	2 075	8 884	7 908	3	3	-	-	-
Inventory: Learner and teacher support material	-	1	1	-	-	-	-	-
Inventory: Materials and supplies	236	248	345	220	220	332	341	340
Inventory: Medical supplies	19	48	82	70	70	13	36	17
Inventory: Other consumables	1 903	2 643	1 253	1 049	1 049	19 406	2 143	11 908
Inventory: Stationery and printing	14 649	24 404	18 250	18 686	18 686	24 368	177 097	45 177
Lease payments	29 704	32 044	34 275	72 363	72 363	60 570	66 047	143 650
Owned and leasehold property expenditure	8 250	9 937	13 323	2 061	2 061	4 225	5 402	4 522
Transport provided: Departmental activity	191	215	-	26	26	140	22	23
Travel and subsistence	82 648	210 645	171 135	121 935	121 935	184 683	220 069	196 309
Training and staff development	1 970	4 493	6 809	4 568	4 568	13 692	18 172	61 741
Operating expenditure	6 261	4 410	5 805	3 189	3 189	10 404	7 737	8 693
Venues and facilities	6 839	37 575	15 634	15 432	15 432	18 478	38 540	47 663
Interest and rent on land	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	718	1 151	22 353	-	-	-	-	-

## Expenditure estimates (concluded)

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
	2005/06	2006/07	2007/08			2009/10	2010/11	2011/12
<b>R (thousand)</b>				<b>2008/09</b>				
<b>Transfers and subsidies to:</b>	<b>1 552</b>	<b>817</b>	<b>1 479</b>	<b>1 995</b>	<b>1 995</b>	<b>56</b>	<b>84</b>	<b>43</b>
Provinces and municipalities (Cur)	1 012	293	-	-	-	-	-	-
Non-profit institutions (Cur)	72	52	125	150	150	-	-	-
Households (Cur)	468	472	1 354	1 845	1 845	56	84	43
<b>Payment for capital assets</b>	<b>44 031</b>	<b>38 234</b>	<b>51 809</b>	<b>45 262</b>	<b>45 262</b>	<b>54 990</b>	<b>45 142</b>	<b>49 802</b>
Machinery and equipment	38 566	37 860	47 194	44 348	44 348	54 551	44 431	49 683
Software and other intangible assets	5 465	374	4 615	914	914	439	711	119
<b>Total</b>	<b>643 917</b>	<b>1 096 605</b>	<b>1 056 998</b>	<b>1 323 390</b>	<b>1 323 390</b>	<b>1 608 648</b>	<b>2 006 024</b>	<b>2 757 813</b>

## Detail of Receipts

Economic classification	Expenditure outcome					Medium-term receipts estimates		
	Audited	Audited	Audited			Adjusted estimate	Revised estimate	
	R (thousand)	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11
Tax receipts	-	-	-			-	-	
Sales of goods/services other than capital assets	806	724	1 074	1 195	1 077	1 195	1 265	1 391
Sales of goods/services produced by department (excl. capital assets)	804	672	988	1 193	1 075	1 140	1 200	1 320
Sales by market establishments	85	104	423	515	495	515	530	583
Administrative fees	-	-	-					
Other sales	719	568	565	678	580	625	670	737
Of which								
- House rent	-	-	-					
- Garage rent	-	-	-		-	-	-	
- Transport fees	-	-	-			-	-	
- Commission Insurance	107	123	146	215	-	205	235	258
- Departmental publications	612	445	419	463		420	435	478
Sales of scrap, waste, arms and other used current goods (excl. capital assets)	2	52	86	2	2	55	65	71
Transfers received	-	-	-	-	-	-	-	
Fines, penalties and forfeits	-	-	-	-	-	-	-	
Interest, dividends and rent on land	56	262	88	180	190	96	110	121
Interest	56	262	88	180	190	96	110	121
Dividends	-	-	-			-	-	
Rent on land	-	-	-			-	-	
Sales of capital assets	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-			-	-	
Other capital assets	-	-	-	-	-	-	-	
Financial transactions in assets and liabilities	8 067	559	16 548	1 305	1 970	775	864	950
Total departmental receipts	8 929	1 545	17 710	2 680	3 237	2 066	2 239	2 462





## Annexure – Stats SA's publications

### Monthly

Consumer Price Index (headline)  
Consumer Price Index (rural areas and total country)  
Mining: Production and sales  
Manufacturing: Production and sales  
Generation and consumption of electricity  
Tourism and migration  
Wholesale trade sales  
Retail trade sales  
Motor trade sales  
Liquidations and insolvencies  
Building plans passed and completed  
Civil cases for debt  
Production Price Index

### Annual

Gross Domestic Product  
Gross Domestic Product (Regional)  
Financial statistics of private sector enterprises  
Financial statistics of consolidated general government  
Financial statistics of extra-budgetary accounts and funds  
Financial census of municipalities  
Financial statistics of higher education institutions  
Financial statistics of provincial government  
Non-financial census of municipalities  
Capital expenditure of the public sector  
Financial statistics of national government  
Economic Activity Survey  
Selected building plans passed and completed, including municipal information  
Buildings completed per annum  
Supply and use tables  
Social accounting matrix  
General Household Survey  
Mortality and causes of death in South Africa

Recorded live births  
Mid-year population estimates  
Marriages and divorces  
South African Statistics  
Stats in brief

### Quarterly

Gross domestic product  
Employment and earnings and average monthly earnings  
Financial statistics of private sector enterprises  
Manufacturing: Utilisation of production capacity by large enterprises  
Financial statistics of municipalities  
Tourist accommodation  
Food and beverages  
Labour Force Survey  
Bulletin of statistics

### Periodic (2–3 yearly)

South African Community Survey  
Survey of employers and the self-employed  
Large sample surveys on selected industries

### Periodic (5–10 yearly)

Population and housing census  
Income and Expenditure Survey  
Living Conditions Survey  
Census of Agriculture