

work programme

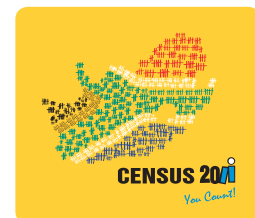
2011/12



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Work Programme

2011/12

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Foreword

Mr Trevor A Manuel

Minister in the Presidency: National Planning

Statistics South Africa is the fact finder of the nation. It provides official statistics through which the state can identify issues, plan programmes that address them, and monitor their implementation as well as their desired impact on society. To this end, Stats SA collate a body of social and economic statistics that are delivered monthly, quarterly and annually. In addition, every five years the organisation also produces a set of important benchmark statistics such as the Income and Expenditure Survey and the census of the population. The task of measuring human endeavour and reducing it to a set of digestible indicators is daunting.

This year particularly will be more challenging for the organisation, given the increased responsibility imposed by the undertaking of a census of the population. The Statistics Act prescribes that I gazette a census of the population to be undertaken. To this end, from 10 October 2011, South Africa will conduct the third census of the population in the post-apartheid era.

This census is an important benchmark and its success depends on the ability of census takers to knock on every door and canvass answers that will inform us about everything we need to know as a country, my home, my village, my city, my relationship with my fellow South Africans. So I appeal to you all to open your doors, minds and hearts to the mighty peace army of 156 000 that will comb the breadth and width of our country from October this year in quest of this invaluable development information.

Stats SA has also established itself as a statistical agency in the developing world whose work, methodology, outputs and commitment to development are very widely recognised and appreciated. The better Stats SA becomes inside South Africa, the greater the call is on its services and on its top managers to help build a raft of statistics elsewhere in Africa. The position in which Stats SA finds itself is a blessing and a curse. A blessing because it is an acknowledgement of the quality of work, commitment and proficiency with which Stats SA delivers its mandate. A curse in that it calls on a limited human and financial resource base as we know too well that for a whole host of reasons South Africa still does not produce young people with adequate mathematical skills, which is an essential ingredient for statistical production.

It is my hope that the management of Stats SA will continue to set about their obligations and tasks diligently as in the past.

I want to thank and express my sincere appreciation, especially to the Chairperson of the Statistics Council, Mr Howard Gabriels, for dispensing the statutory oversight responsibility regarding the quality of products from Stats SA and the statistics system; and thus we have the desirable comfort levels in using the statistics in our planning endeavours. I want to thank the Chairperson of the Audit Committee, Ms Rene van Wyk, for providing adequate oversight on management, and wish her



strength – especially in anticipation of the guidance and oversight they have to undertake in the year ahead, being a year of complex and massive activities of Census 2011. Finally I thank the Statistician-General, Mr Pali Lehohla, and his staff for leading this organisation for the past ten years and shaping it into the effective institution it is today.

Foreword

Mr Howard Gabriels
Chairperson of the Statistics Council

The major activity this year will be the taking of the Census in October 2011. Census is an important source of data at national, provincial, district and municipal levels and will support many different institutions in both the public and private sectors with data for planning and decision-making. The magnitude of the logistics associated with the fieldwork for Census 2011 will also pose a challenge for the administrative and management systems of Stats SA. About 156 000 fieldworkers will visit every household in the country. Most important is the support of the households to complete the questionnaire. South Africans have been generous in supporting the work of Stats SA as can be witnessed in the increasing response rates of a vast number of surveys.

On behalf of the council, I want to appeal to all citizens to make sure that they complete the questionnaire, with the knowledge that the confidentiality of the information provided will be protected. While Census 2011 will grab the headlines, Stats SA presents in this Work Programme the breadth and depth of official statistics produced to cover a broad range of population dynamics, and social and economic data.

In the Strategic Plan 2010/11 – 2014/15, Stats SA identified three gaps, viz. the information gap, the quality gap and the skills gap. This Work Programme will take some important steps to begin to address these challenges. Stats SA will be working with various departments to improve both the scope and quality of administrative data to ensure that the data are fit for use as official statistics.

Important steps will be taken to establish the Statistics Institute as a vehicle to work with universities and other tertiary educational institutions to support the development of appropriate skills that can address the skills challenge in public sector.

In terms of section 5 of the Statistics Act, the Statistics Council received and deliberated on the Work Programme with the Statistician-General. The council is satisfied with the Work Programme and accordingly recommends to the Minister to approve the Work Programme for the 2011/12 financial year.

May I also, on behalf of the council, express my appreciation to Minister Trevor Manuel for his leadership. We also thank the Statistician-General and his management team for the professional manner in which they have interacted with the council. This year is going to be a challenging year with the conducting of the census, and as the council we wish the Statistician-General and the management well with the huge task ahead.



Introduction

Mr Pali Lehohla
Statistician-General

In this Work Programme I outline what still lies ahead mainly for institution building and more importantly, the immediacy of the forthcoming count of the population, the third in post-apartheid South Africa, Census 2011. We ask South African citizens to trust us in our preparations for this daunting task. From 10 October 2011, census officials will be knocking at every door asking you as South Africans about yourself, so that we can take stock and recognise achievements and what still needs to be done. Through the census lenses South Africa can better plan, implement and monitor delivery. So open your doors and hearts to be counted and do not be left out.

I also need to reflect briefly on the achievements of the past ten years and take advantage of my tenth year as the Statistician-General. In 2000, I inherited an organisation that had a modern Statistics Act (Act No. 6 of 1999), an organisation that had signed on the International Monetary Fund (IMF) Special Data Dissemination Standards (SDDS), an organisation that had expanded the social statistics programme, and an organisation that had run its first national post-apartheid census in 1996 and was preparing for the then next census in 2001.

I also inherited an organisation that was bleeding from the rapid storm of change which included a name change from Central Statistics Services (CSS) to Statistics South Africa (Stats SA) in 1998. I had inherited a juvenile organisation that was full of energy, enthusiasm and ambition, an organisation that had a strong trade union leadership and whose demands for change were always insatiable, but also a leadership that was structured and participated fully in the agenda for change. I inherited an organisation that knew no rules in relation to governance, and consequently, in the first four years of my tenure, the organisation had a string of adverse audit opinions. The question is: Has the organisation become better or worse as I led it for the last ten years? The question is: What will it look like in the next ten years? Furthermore, what steps have to be taken to achieve this image of the future?

I can assert that the organisation has been set on the right footing since the key pillars for statistical production have been consolidated, and what is left is to continuously improve systems and renew production platforms. In this regard, we shall progressively implement the Statistics Act and in particular the national statistics system (NSS) as prescribed in section 14 of the Statistics Act.

To attain this ambition, we are building sustainable management and leadership capability that will see Stats SA as a modern 21st century organisation capable of implementing this modern legislation. I can confidently say this leadership has been installed through a progressive process of instilling intellectual capacity and capability; deepening our mastery of technology as an indispensable tool for statistical production; broadening mastery of logistics of the statistical value chain across space, content and time; and stabilising governance for peaceful production of statistics. To this end for the last five years the audit opinion attests to a better managed organisation. Finally, recognising that politics are the heartbeat of statistics and being savvy politically without being political continues to enhance the possibilities for success of the statistics agency.



As regards people development, we have done remarkably well in growing our own timber, and we have now confidently adopted a strategy where our recruitment is from university and high school for levels lower than level ten in the public service. To reach such a level of human resources planning and management is a major achievement.

More however, needs to be done and I am assured by the progressive success of deployment of this arsenal of tools that the more to be done is within reach through this institution that governs with sustained predictability and professionalism.

Viewed from any angle today, the conclusion that the South African public and the international community arrive at with regard to Stats SA is that they can trust it. Should we then be complacent? This is answered in the Work Programme as it unleashes an ambitious set of deliverables which include Census 2011. Look out for people in bright yellow-glad attire with a census logo. They bring Census 2011 tidings.

For this formidable achievement, I owe my sincere gratitude to Minister Trevor Manuel, who consistently provided the necessary leadership, the Chairperson of the Statistics Council, Mr Howard Gabriels with whom I spent an inordinate amount of time engaging statistical development in South Africa and Africa, the Audit Committee Chairperson Ms Rene van Wyk who has provided strategic input and direction in the governance of the work we do, the 3 200 staff members of Statistics South Africa, the users of statistics, including critics who find the figures difficult to swallow, and indeed the public of the Republic who oblige year in and year out to provide this important information.



A photograph of a rural landscape. In the foreground, a white pickup truck is parked in a field of tall green grass. To the left of the truck, a dark horse is grazing. In the background, a tall metal windmill stands against a clear blue sky. The scene is captured in a wide-angle shot, emphasizing the vastness of the landscape.

Chapter 1

National Statistics

1.1 The strategic importance of statistics

Knowledge is essential for good decision-making and to understand and manage the spatial and temporal dynamics of economic, demographic, social, environmental and political development in the country. Such knowledge and understanding is possible where a platform of accurate time series statistical data and information exists. In particular, census data provide the most significant input to this platform. This year, Stats SA will undertake the most important statistical operation that any statistical agency can undertake, namely the third national population census in the post-apartheid era. In this regard, we have taken on board the many lessons of the past in order to address, in particular, the stubborn and debilitating undercount that has come to be associated with the censuses of South Africa. An important strategic shift we are implementing in this census is an early start where we shall deploy 6 000 and 30 000 field operations supervisors for seven and three months respectively. This first wave of field operatives will be on a serious reconnaissance mission for detailed plans aimed at executing the enumeration phase with precision when we unleash a wave of 120 000 enumerators from 10 October 2011 to knock on each door across the width and breadth of South Africa. There will also be a gentle exit whereby the supervisory team of 6 000 and 30 000 will continue to the end of November during a mopping-up operation. This strategy will be accompanied by a massive public mobilisation campaign both in electronic and print media. The campaign will be accompanied by an enthusiastic team of women and men dressed in yellow and bright census logos.

The space occupied by public statistics is often a heavily contested one and more recently we have seen these spirited contestations play themselves out in both electronic and print media. It is important for the public to know that there are scientific methods through which the data are produced and there is also a legal shield that provides for an environment that is professionally autonomous to ensure that the production process is free of political interference. The Statistics Act (Act No. 6 of 1999) provides for this professional autonomy. The Statistics Act itself draws from the ten United Nations Fundamental Principles of Official Statistics. These advocate for autonomy of production of statistics based on scientific methods. They further, amongst others, advocate for transparency and confidentiality of information that is collected and all those who collect the data are sworn to secrecy.

More recently, the importance and role of official statistics have been discussed in several international fora, following the 2008 global financial and economic crises. These crises have illustrated the need to monitor a broad range of indicators and, more importantly, the need for independent and non-partisan monitoring. History shows that policy reform at times emerges with the occurrence of a crisis. For instance, the birth of the national accounts framework is associated with the economic crisis that caused the Second World War. The national accounts framework is one of the major sources of the evolution of statistical methodologies. In this context of profound change in the public arena, statistical surveys developed and provided more content and meaning over space and time to remain relevant to decision-making.

Adding to the unstable economic conditions, global environmental concerns, accountability for the health of women and children, gender equality, youth challenges and in particular employment, peace and stability and global governance are some of the emergent issues that have come to the fore, triggering new challenges and demands for statistical information.

In response to these emergent challenges and to measure and monitor the performance of development outcomes, the South African government has identified a set of key development indicators that provide evidence-based pointers to the changes in the economy and society. The platform of a planning and

monitoring environment is anticipated in the Statistics Act, (Act No. 6 of 1999) and in particular, sections 7 and 14 in particular elaborate on the coordinated production of statistics and define the roles of the Minister, the Statistics Council and the Statistician-General.

In the Strategic Plan for the period 2010–2014, Stats SA has committed to a major shift in the way it discharges its mandate. In the main it will focus on expanding its statistical coverage through coordination and as a consequence move towards exploiting administrative records as a source of statistical data consistent with section 7(2)b of the Statistics Act. This will be done in addition to the survey-based collation of statistics. The strategic shift was necessary to ensure that the evidence required for decisions in the country in the context of a planning, policy development, monitoring, and evaluation environment is adequately and rapidly met.

1.2 Setting national priorities

South Africa enters the 17th year of democracy. The past sixteen years were marked by a prolonged period of steady economic growth, low inflation regime, and a stubbornly high but declining unemployment rate. South Africa also emerges from a recession which corroded the employment gains of the last sixteen years and as a consequence, the policy focus is shifting from stabilising the economy to longer-term considerations. The government stated that the future depends on finding a more inclusive economic trajectory, characterised by more rapid growth in gross domestic product (GDP) and job creation.

The Presidency has developed The Medium Term Strategic Framework for the period 2009 to 2014 which is a statement of government intent. It identifies the development challenges facing South Africa and outlines the medium-term strategy for improving living conditions of South Africans. The MTSF is meant to guide planning and resource allocation across all spheres of government.

The MTSF identifies the following five development objectives:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation’s health profile and skills base and ensure universal access to basic services
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia
- Improve the safety of citizens by reducing incident of crime and corruption

To give effect to the development objectives spelled out in the electoral mandate, ten priority areas have been identified in the MTSF. These were articulated in the President's State of the Nation Address as follows:

1. Ensuring more inclusive economic growth, decent work and sustainable livelihoods: The main objective with regard to this priority is to respond appropriately, promptly and effectively so that growth in decent employment and improvements in income security are reinforced, and investment sustained to build up national economic capability and improve industrial competitiveness. This has to be conducted in an environment of a stable macro-economy which provides conditions for higher rates of investment and the creation of decent jobs.

2. Economic and social infrastructure: In the period ahead government will continue with the infrastructure investment programme aimed at expanding and improving social and economic infrastructure to increase access, quality and reliability of public services and to support economic activities, while also considering environmental sustainability and pursuing maximum employment impact. The aim is to ensure sustained investment growth over the medium-term so as to achieve the target of a fixed investment ratio above 25% of GDP by 2014. Such projects will be spatially referenced, planned for and implemented in an integrated manner. In addition, we will continue with programmes to provide and maintain health, education, library, sporting, recreation and other social infrastructure.

3. Rural development, food security and land reform: Between 10 and 15 million South Africans live in areas that are characterised by extreme poverty and underdevelopment. Recognising the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.

4. Access to quality education: Education has enjoyed the largest share of the national budget throughout the past 15 years. This significant investment in building human capital and capabilities has gradually improved the country's human resource and skills base. However, progress has not been optimal and the achievements have not taken place at the required scale. Our objective is thus to focus our skills and education system towards the delivery of quality outcomes. The focus will be on, amongst others, learner outcomes, early childhood development (ECD), improving schools management and monitoring and evaluation (M&E) systems, and supporting and developing a high-quality teaching profession.

5. Improved health care: In the current MTSF period we aim to transform the public health system so as to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV and AIDS, TB and other communicable diseases as well as lifestyle and other causes of ill-health and mortality. Elements of our strategy include the phasing in of a National Health Insurance System over the next five years and increasing institutional capacities to deliver health-system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, including particularly hospitals.

6. Fighting crime and corruption: Government is determined to curb levels of crime and corruption. Contact crimes, crimes against women and children and organised crime remain a key focus, and so is the combating of corruption. Key to our success would be the comprehensive revamp of the criminal justice system (CJS), including the strengthening of accountability systems and enhancement of citizen involvement and community mobilisation in the fight against crime.

7. Cohesive and sustainable communities: Social cohesion is important if we are to achieve developmental success. However, inequalities of condition and opportunity and weaknesses with regard to a sense of being part of a common enterprise, are placing severe stress and strain on social cohesion. In this MTSF period, we aim to meet our target of halving poverty and unemployment by 2014 and, in conjunction with other priorities, to strengthen human capabilities, promote shared values and social solidarity and strive to reduce overall inequality.

8. Creation of a better Africa and a better world: Over the medium term, the main goal with respect to this priority is to ensure that our foreign relations contribute to the creation of an environment conducive to economic growth and development domestically, within Africa and in other developing countries. Implementing NEPAD, promoting SADC regional integration, strengthening South-South relations and pursuing a developmental and investment-oriented approach to engagements with the North, are key aspects related to this priority.

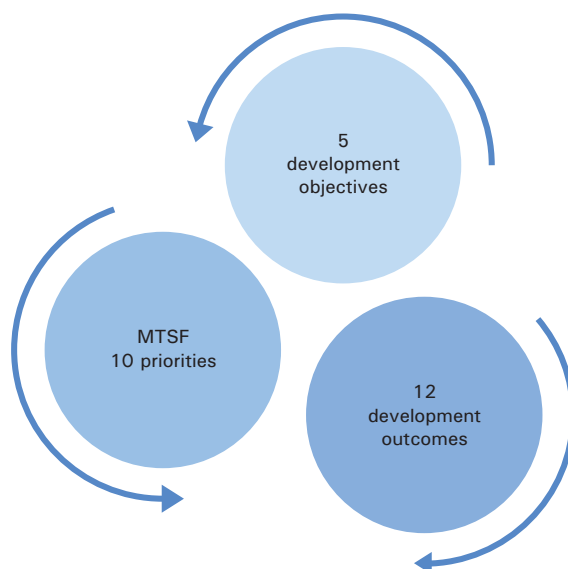
9. Sustainable resource management and use: Like the rest of the world, we are vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. Interventions will include, amongst others, diversification of the energy mix in pursuit of renewable energy alternatives and the promotion of energy efficiency, enforcing a zero tolerance approach to illegal and unsustainable exploitation of resources, supporting local and sustainable food production, and promoting sustainable water use and preserving the quality of drinking water.

10. A developmental state including improvement of public services: In the previous mandate period, government committed itself to improving the capacity of the state for growth and development. This remains a priority. Whilst progress has been made, we continue to face significant challenges in transforming the system of governance. Challenges include capacity gaps in local government, poor quality of some of our public services, declining trust and confidence in public institutions such as the judiciary, legislatures and the executive branch of government, and weak planning capacity across the three spheres of government. As we strive to overcome these hurdles, our long-term goal remains the building of an effective and accountable state as well as fostering active citizenship.

Statistical measurement has to adapt to these new challenges and provide a credible raft of indices, indicators and information that increase the knowledge base of policy and enlighten policy understanding of the ever changing environment. In the absence of statistical evidence, policy making and monitoring are prone to defining any destination as the destination.

1.3 Measuring performance on national priorities

Government has adopted a new approach to delivery that focuses on outcomes. From the development focus of the MTSF, the government has derived twelve clear, measurable outcomes and together with enhanced planning, monitoring and evaluation capacity, aims to give greater impetus to development and service delivery improvements, and to make a meaningful impact on the lives of South Africans.



The 12 development outcomes that have been identified and agreed to by Cabinet are:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Create a better South Africa and contribute to a better and safer Africa and world;
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Stats SA plays a critical role in measuring the extent to which the quality of life of South Africans has improved. In particular, the Statistics Act provides direct support to Chapter 3 of the constitution on corporative government. By leading the measurement environment Stats SA provides a level playing field for discourse. Stats SA implements 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.

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.

In his State of the Nation Address, the President emphasised South Africa's position within the international fraternity with specific reference to efforts to speed up the political and economic integration of the SADC region, promote intra-regional trade and investment, and play a leading role in continental efforts to strengthen the African Union and its organs. The country will focus its energy on revitalising the New Partnership for Africa's Development, as a strategy for economic development on the continent. South Africa has recently joined Brazil, Russia, India and China (BRIC) and in April this year, the inaugural meeting of the BRICS will be convened in China.

1.5 Stats SA's mandate

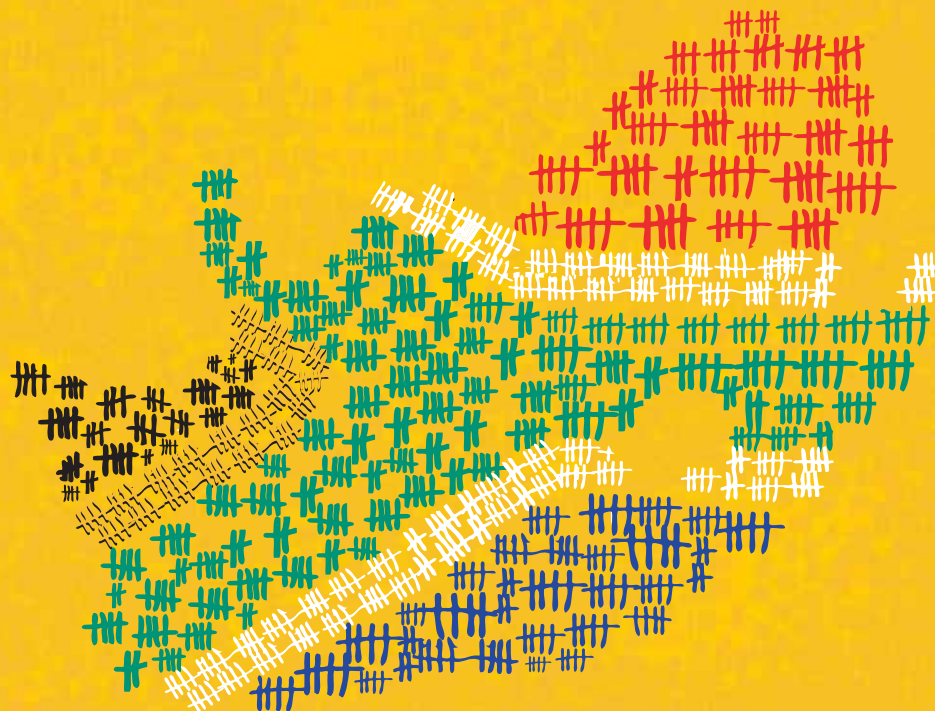
Whim and caprice are diseases that set the demise of even the most powerful of institutions. Institution building is a central task of our nascent statistical institution in order to guarantee irreversibility of the gains we have made thus far. The challenges that face Statistics South Africa going forward are about conscious institution building which is consistent with the Statistics Act. The role of Stats SA is to expand and deepen the evidential knowledge base in order for society to understand the socio-economic phenomena across time. By providing the state with information about the economic, demographic, social and environmental situation, policy can be equipped with knowledge and better understand the options and course of action to be taken. Most importantly, under the South African National Statistics System (SANSS), Stats SA is to increase the supply of official statistics to inform development outcomes by transforming statistical information in the public domain to official statistics. The production and management of official statistics should be in line with the Statistics Act and the United Nations Fundamental Principles of Official Statistics. With greater responsibility for regulation as decided by the world leaders in response to the financial and economic crisis, the context and response from Stats SA depends on how the organisation leads and coordinates the statistical production system in the country.

The Strategic Plan document 2010–2014 and subsequent work programmes outline in detail what this institution building will consist of, and in chapter two of this work programme we give specific emphasis on institution building and predictability.

The fundamental principles of official statistics

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

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



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Chapter 2

Strategic direction

Strategic direction for statistical production in South Africa

2.1 Legislative mandate

Stats SA is a national government department accountable to the Minister of National Planning in the Presidency. An amendment to the Statistics Act will be proposed to the legislature to ensure that there is administrative and legislative consistency in accountability as Stats SA was gazetted to be accountable to the Minister of National Planning. The activities of the department are regulated by the Statistics Act which ensures independence from political interference in the production and dissemination of official statistics. According to the Statistics Act, the purpose of official statistics is to assist organs of state, businesses, other organisations and the public in planning, decision-making, and monitoring or assessment of policies.

The Act makes provision for the appointment of a Statistician-General whose role in statistical production in the country can be summarised as follows:

Firstly, as the *National Statistical Authority* to inform stakeholders on the economy and society by:

- Collecting, compiling and disseminating a wide range of economic, social and population statistics;
- Developing and maintaining databases for national statistics on businesses and enumeration areas; and
- Promoting a public culture of measurement.

Secondly, as the *National Statistical Coordinator* to promote coordination among producers of official and other statistics, to advance quality, comparability and optimum use of official statistics and to avoid duplication by:

- Formulating quality criteria and establishing standards, classifications and procedures;
- Providing statistical advice; and
- Liaising with other countries and statistical agencies and representing Stats SA internationally.

2.2 Strategic overview and direction

Stats SA has adopted a new strategic direction in 2010 in response to the changing requirements for statistics and to the shift of government to an outcomes-orientated monitoring and evaluation approach which are centered on results based management.

In the Strategic Plan (2010–2014), Stats SA identifies strategically important outcomes, orientated objectives and focus areas over a five-year period which can be measured over the medium term and evaluated by Parliament and the public. The Strategic Plan and Work Programme of Stats SA aims to integrate stakeholder needs, strategy, people, resources, processes and measures to improve decision-making, transparency and accountability.

The main objective of the Strategic Plan is to define the roadmap for establishing a sound statistical system for the country. It builds on the successes and addresses the weaknesses of Stats SA and outlines the medium-term strategy for improvements in statistical development.

Below is an overview of past successes, challenges and critical success factors to ensure the strategy is achieved over the medium to long-term.

a) Building a sustainable institution

Institution building refers to a structured process through which the totality of products, people and systems provide signals that are symptomatic of providing not only a tomorrow, but demonstrate that tomorrow will be better. In relation to Stats SA, we have achieved the position that provides a window for a better tomorrow. In the main, the statistical products, their quality, periodicity and trust levels show that the public regard Stats SA highly.

Governance: For the past few years Stats SA has received unqualified audits. In the most recent Audit Report by the Auditor-General, issues relating to material losses and expenditure were noted and these issues are being addressed by Stats SA. This year the organisation will be operating under severe pressure as a result of the census operations and we are assured by the progressively improving audit opinion that even in the year of the census, good governance will be upheld. The provincial and district level infrastructures have never been at the level at which they are now, and these are being appropriately honed to manage the large and swift-moving census operations. At head office level we have provided sufficient capability in the census project office by drawing technical support from our programme and project office which was steadily built over the past seven years. The project office is providing focused phase and subject-specific training to the cadet of field staff who will be deployed in the census. We have what it takes to deliver a successful Census 2011.

Population and social statistics: The year of census enumeration has finally arrived. The last population census was conducted in 2001 with an undercount of 17%, whilst the census in 1996 delivered an undercount of 10%. The organisation has started with its marketing and communication campaign and the census was successfully launched in all nine provinces. The organisation just concluded a dress rehearsal at the end of 2010 and is conducting the final debriefing session before October 2011. The strategy now is to follow up refusals, non-contacts, unoccupied and vacant dwellings to understand the magnitude of the challenge they may impose on us. Information collected through the population census forms the basis of any sound statistical system as it provides statistical information to the lowest geography across various sectors. Census results will become the most important data source to inform development outcomes in the country. This is in line with the strategic intent of the new direction. The census is also an important vehicle for building institutional capacity on an intellectual, integration and delivery front. Stats SA will put measures in place to sustain and build on the institutional capacity to ensure successful census undertakings in the future. From administrative records we have produced vital statistics and the Causes of death report has shed more light on patterns and levels of mortality in the country.

Economic statistics: Our CPI has moved from being a pariah, to being what others look forward to and it is receiving improvements continuously including providing the results of the CPI within a shorter time lag. We have declared war on the PPI and plans are afoot to fix this other balance of our prices and we should deliver without fail by 2013. The Income and Expenditure Survey 2005 ran clockwork, on implementing weights tough as the task was and raising lots of questions it found a Stats SA up to the task. On the labour market front, we have reinstated salaries and wages in the module to the delight of our users. The short term series monthly's and quarterly releases are always awaited with abated breaths. The national and local government financial statistics have kept up with the latest IMF standards. On agricultural statistics we have conducted two censuses of agriculture and we shall be moving to a census of all agriculture post Census 2011, which will provide us the frame for the agricultural census. The national accounts have improved and we have

produced both Supply and Use tables as well as released occasional reports on Social Accounting Matrix. We need to improve so that all the three sides of the account, Production, Expenditure and Income are compiled by Stats SA. This delivery has a target date of 2015. We are an organisation at work.

Culture: Addressing culture has been a very challenging task and the organisation has not made any concerted effort to address it as it is constantly changes form. What we do know as an organisation is that we have the ability to deliver. Although some activities point to an organisation that seeks to define itself as caring, such as the social responsibility drive, the sports programme and Employee Assistance Programme, there are signs of firstly entrenching bureaucracy rather than being people centred, secondly we see a culture of entitlement and rights without responsibilities, thirdly there is a culture that is myopic and fails to appreciate the role of South Africa and Africa in global affairs. There is therefore a greater danger in this area of our agenda for change than in any other area.

Systems and processes: Operationally we are delivering appropriately through operational planning, monitoring and reporting system that allow for more objective assessment of the direction and pace of change in the organisation.

Organisational design: Stats SA's organisational design is anchored on the reason for existence and it is informed by clustering of competencies. Firstly the design in the sphere of intellectual competence has four clusters, namely (i) Social and Population Statistics, (ii) Economic Statistics, (iii) National Statistics System, and (iv) Methodology and Standards. The second area consists of the technological focus which is the Cluster for information technology and yet to be implemented cluster of Geography. The third area of competency consists of addressing the logistics and there are two clusters converging on logistical competence and these are Survey Operations and Provinces. The fourth competency is of governance and management and this is addressed by Corporate Services. The last area of competence is on politics which is addressed by Marketing and Stakeholder Management, Communications and International Statistical Development. In its mature form the Act prescribes an organisational design that will cover nine Deputy Directors-General as well as heads of provinces corresponding to whatever number of provinces a future political dispensation may determine. We have moved towards this optimal organisational design with three more DDGs to assign and nine equivalents in the future, each for a province. With such human resource infrastructure that will address the intellectual, technological, logistical, managerial and the political, Stats SA should be trusted with being the lead agency in the production of statistics.

b) Building a statistical system that informs evidence based decisions

The urgency for statistical coordination has been sparked by the current priority given to effective service delivery by the government through a management-for-outcomes approach to doing business. The approach emphasises data and insights as requirements for informed planning and decision-making. Effective monitoring demands indicators and/or indices which need baseline data to set the process in motion. These indicators/indices have to be reliable in terms of quality. The strategic intent of the new direction is to expand the statistical information base by building a sound statistical system that is able to deliver these indicators and meet the demands of various stakeholders to inform planning, monitoring and decision-making.

Over the last nine years the organisation has partially implemented the Statistics Act specific in relation to coordinating statistics in the country. Stats SA has however, successfully implemented all other sections of the Act that relate to the production of statistics within Stats SA which happens to be the host department of the Statistician-General. Stats SA has become a trusted institution that can deliver high quality statistics

deserving of a democracy such as one in South Africa. It relies on a statistical value chain that informs our plans and performance indicators.

The coordination of the production of statistics by other organs of state is a task and a mission yet to be accomplished. It is a complex mission and required more thought and appropriate institutional arrangements including public trust in the intellectual leadership demanded of the lead institution. The appropriate conditions and institutional arrangements that enable the implementation of the Statistics Act have arisen with the need for a Planning Ministry on the one hand and one for Monitoring and Evaluation on the other. The Statistics Act in particular, Sections 7 and 14, is all about anticipating this eventuality. Focus in this regard therefore will be on the national statistics system going forward. The provincial infrastructure is in place and we have the best ever capacity and capability in the provinces to manage statistics as well as fulfill the mandate of the Act in relation to provinces. Key building blocks to be implemented over the medium term include developing statistical standards, providing technical support to producers of official statistics, rolling-out SASQAF and certifying statistics as official, implementing a governance structure for the statistical system and strengthening statistical reporting in the country.

c) International environment

On international statistical development, we see an emerging recognition of South Africa as a critical force. Africa has put the country in a position of trust in all matters important. This position of trust comes against a backdrop of a culture that shows signs that fail to appreciate the critical role of the continent to South Africa and the mutual relationship necessary for this role to be sustained. Africa has propelled Stats SA into a leadership role in the Africa Symposia on Statistical Development which has to date seen six symposia, Cape Town, Kigali, Accra, Luanda, Darkar, Cairo and Cape Town in 2012. With the traversing of the continent, the organisation has enlisted the commitment of all African countries to run their censuses in the 2010 Round of Censuses and focusing in particular on countries emerging out of conflict. In this regard with other Africans, and African statisticians we converged in Sudan in 2008 to drive the core elements of the 2005 Comprehensive Peace Agreement, whose critical condition was the undertaking of a population census. We wish the Sudanese people well as they move towards a historic decision in July this year for separation and are encouraged by the role statistics and census played in this historic epoch. We encourage the Sudanese in both parts of the border to embrace statistics as a pathfinder. We have secured firm commitments in Angola (2013), DRC (2011) and Madagascar (2011) to undertake a census. At this stage almost half-way to 2014, at least more than half of the African countries have undertaken a census, with more than eight undertaking a census next year and the remainder in the three years before 2015. The ISlballo Capacity Building Programme was initiated with six pillars and hosted two ISlballo Young African Statisticians Conferences. South Africa has chaired the United Nations Statistics Commission and PARIS21 and chairs the ASSD and hosts the secretariat. We however see danger signs as we attempt jointly to mobilize the continent. Giants such as Egypt, Nigeria, Sudan and Angola will need to come to the table and lead in whatever area of competency they excel, for Africa to succeed. But there is comfort in the fact that Africa has taken statistics seriously and its slumbering giants will wake up and rise to the occasion. The world gave Statistics South Africa to host the World Cup of Statistics. In 2009, South Africa hosted the 57th Session of the International Statistics Institute (ISI). This was an endorsement of trust in what we do and have achieved.

Finally, our scorecard therefore is of an organisation and institution that has grown over the last ten years, an organisation that has learnt its lessons well and embraced the future. The challenges are being those of a South Africa that has to fit in Africa and the World.

2.3 Strategic shift

The new direction adopted by Stats SA is underpinned by four major strategic shifts:

- Expansion of the domain of statistical production, and increasing the supply of official statistics;
- Addressing the statistical information gap;
- Addressing the statistical quality gap; and
- Addressing the statistical skills/capacity gap.

2.4 Vision and mission

To achieve the desired state of producing official statistics to inform decision-making, the current state of statistical production in the public domain needs to be transformed. Stats SA's strategic direction is informed by its vision, which is:

'Your leading partner in quality statistics.'

Stats SA's contribution towards the measurement of development goals and outcomes is captured in its mission statement, which is:

'To lead and partner in statistical production systems for evidence-based decisions.'

2.5 Shared values

Our values are based on Batho Pele principles and we strive 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 responsibilities 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.

2.6 Strategic outcomes

Stats SA has defined the outcomes and results to be achieved throughout the journey. The following strategic outcomes will drive the strategic focus of the organisation:

2.6.1 Trust and public confidence in statistical information

Increased usage of official statistics, transparency in methods, independence in production and evidence-based decision-making are key indicators for measuring trust.

2.6.2 Informed developmental state that strengthens democracy and accountability

A statistical system that enables the increased usage of official statistics in planning, monitoring and evaluation, policy development and decision-making is a key indicator for informed development.

2.6.3 Sustained statistical capacity

A continuous supply of mathematical and statistical skills will increase the ability of the system to produce quality statistics and are key indicators for sustained statistical capacity.

2.6.4 Partnerships in the development and sharing of best practices in statistics

The usage of international best practice and standards will increase the supply of official statistics produced in the statistical system and will be a key indicator for quality and transparency in the statistical process.

2.7 Core competencies

Being a knowledge-based organisation, Stats SA will strive to excel in the following five capabilities:

- Intellectual capability: the knowledge and skills required in the fields of statistics, mathematics, economics, sociology and geography to produce official statistics.
- Technological capability: the people, information technology (IT), information systems (IS) and geography are central to the production of statistical information.
- Logistical capability: the ability of organisational processes and systems to collect statistical information on a large scale from various sources in the field.
- Political astuteness: the ability to understand and respond to the political environment and related pressures.
- Administrative capability: the ability to manage in a statistical environment, including planning, communication and public relations, and governance.

2.8 Strategic objectives

In order to implement the new strategic direction, the following six strategic objectives will drive strategic change in the statistical system over the next five years:

2.8.1 Strategic objective 1: To expand the statistical information base by increasing its depth, breadth and geographic spread

The government has identified twelve development outcomes and the Medium Term Strategic Framework (MTSF). As part of a standardised system of production of statistics, Stats SA translated the measurement of these priority outcomes, together with international frameworks for statistical reporting and the needs of users, into ten statistical themes that constitute the universe of statistical production.

The key strategic thrust over the next five years will be to expand and improve the measurement of statistical information in the following ten areas:

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

Except for the population census, Stats SA's contribution to the statistical information base relates mainly to conducting business and household surveys and making use of administrative records to a lesser extent to inform on the outcomes on a national and provincial level.

This work programme mainly outlines the statistical products produced by Stats SA in the first six statistical themes. The other role players in the statistical system stretch from national and provincial departments to local authorities and other producers. A more detailed statistical programme with statistical offerings produced by partners for the remaining statistical themes will be compiled in collaboration and consultation with key partners.

2.8.2 Strategic objective 2: To enhance public confidence and trust in statistics

Trust in official statistics is essential in any healthy democratic society. Statistics encourage debate, inform decision-making and enable citizens and other stakeholders to assess whether government is delivering on its promises. For official statistics to play that role, the public need to have confidence in the figures themselves. There are a number of factors that contribute to low confidence levels, but mainly it revolves around a perceived lack of accuracy of statistics as well as relevance and responsiveness of information produced.

Addressing the quality gap: Stats SA is putting in place a set of measures in the statistical system to manage, improve and address the quality gap. These measures include data items, standards and classifications. The formulation, adoption and implementation of a quality assurance framework are an important step towards quality improvement in the statistical system. Stats SA as the leading agency on statistical quality has developed the South African Statistical Quality Assessment Framework (SASQAF) and will be auditing the quality of statistical information produced by the organisation as well as other organs of state against SASQAF. Statistics will be declared as official if they are sustainable, meet the quality requirements and are relevant beyond the needs of the organ or agency that collected them.

Promoting the quality and coverage of frames: According to the Statistics Act, the Statistician-General is required to develop and maintain registers or lists for producing statistics. The coverage and quality of these frames impact on the accuracy of statistical information produced, as frames form the cornerstone on which samples for surveys are designed. The Statistician-General currently maintains two frames, namely the geographic frame (for social surveys) and the business sampling frame (for economic surveys). The Dwelling Frame, Business Register and Population Register form the pillars of quality statistics.

Improving our corporate image: Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Stats SA aims to position the organisation as a credible, responsive and reliable partner in quality statistics through an integrated approach to communication, marketing and stakeholder relations. The outcome we want to achieve is to create a receptive environment for the statistical information to inform evidence-based decision-making.

Addressing the information gap: Public policy users have increasingly demonstrated that Stats SA needs to raise its profile in terms of developing a statistical infrastructure that will contribute to the body of knowledge required for 'well researched, evidence-based inputs'. A strategy has been developed that will produce integrated, tertiary-level information for development planning through research, data integration and analysis. In short, it will deal with information on outcome and impact analysis but will, however, not pronounce on policy.

The key building blocks and strategic initiatives that the organisation will focus on over the next five years to ensure that statistics produced in the statistics system are fit for purpose are listed below:

- Rolling out a quality management system;
- Declaring statistics as official;
- Developing and maintaining the dwelling frame;
- Developing and maintaining the Business Register for the business sampling frame;
- Implementing integrated communication, marketing and stakeholder relations; and
- Implementing policy research and analysis.

2.8.3 Strategic objective 3: To improve productivity and service delivery

The profound and deepening financial and economic crises that affected all countries, including South Africa, have resulted in government reducing budgets and putting stringent governance and financial controls in place. The overriding theme for the next five years will be marked by 'doing more with less'. In order to address the internal challenges but keep up the pace of delivering high-quality statistical information, the organisation adopted a number of strategies to ensure it becomes more effective and efficient in conducting its business.

Streamlining field collections: The process of collecting data in the field is fragmented and ineffective as resources are duplicated across surveys. An integrated fieldwork strategy is being implemented to streamline data collection in the field, deliver better value for money and increase the quality of statistical output. This will lead to the creation of a unified and permanent fieldwork force resulting in better quality questionnaires feeding into processing and ultimately the production of quality outputs.

Optimising data processing: Data processing involves the conversion of statistical information from different collection tools such as questionnaires into electronic data that are clean, accurate, consistent and reliable. The success of data processing in the future is dependent on the design and development of a common generic platform consisting of various systems and resources that would then form the vital cog of data processing for any survey moving forward. The most vital characteristic of the future strategy is around the development of open standards and standard content and processing methods.

Improving governance and accountability: Transparency and accountability are the dominant themes in governance. Efficient and accountable management of public funds is an important element of good governance. Good governance will be achieved through compliance to legislative and policy environments, and ensuring effective service delivery of the right things, at the right time, and the right place. The main challenge, however, is to ensure a balance between compliance and efficient service delivery. In order to achieve this, the organisation has designed a range of interventions to enhance, integrate and streamline its administrative, management and logistical processes and support services.

The following strategic initiatives are intended to improve the productivity and service delivery of Stats SA over the next five years:

- Integrating survey operations;
- Ensuring effective management support and systems
- Improving governance and accountability; and

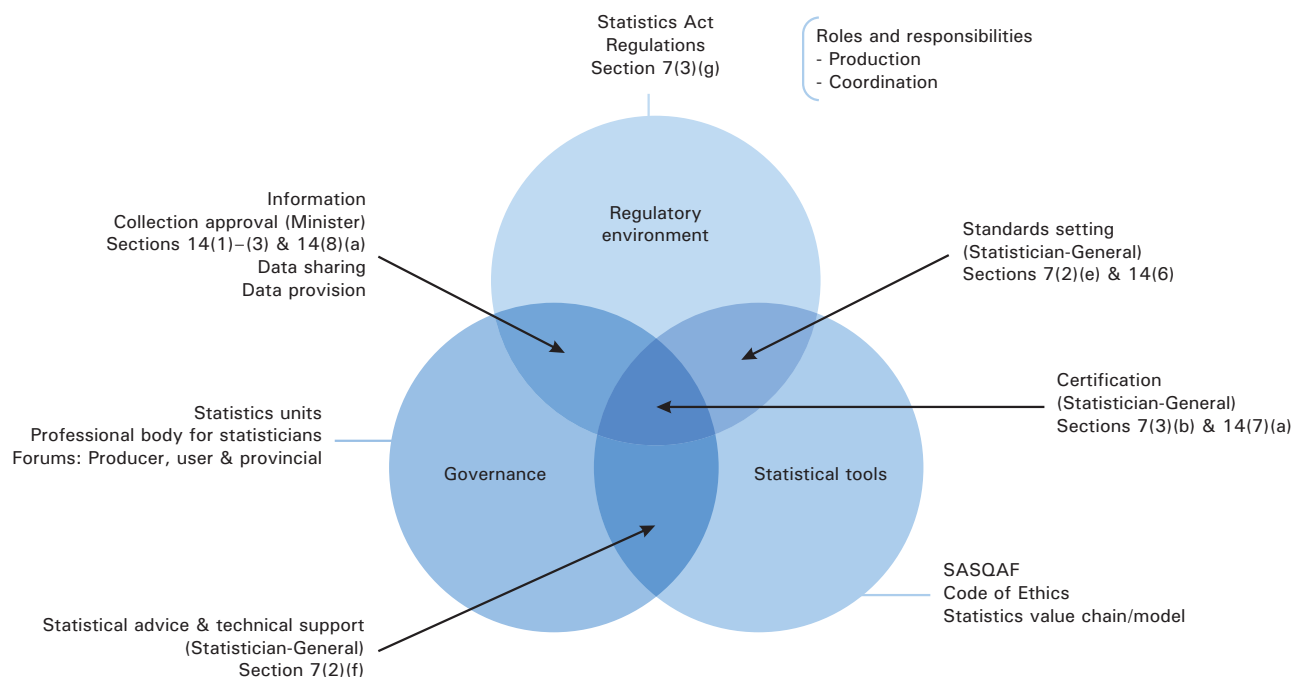
2.8.4 Strategic objective 4: To lead the development and coordination of statistical production within the South African National Statistics System (SANSS)

Statistical development in the country has mainly focused on Stats SA as the official statistics agency in the country. The rationale for a strategic shift is to ensure that comprehensive statistics can be delivered to users meeting national, subnational, sectoral and international needs. The intended outcome is a coordinated national statistics system (NSS) with shared goals and cross-cutting strategies capable of efficiently and effectively monitoring development indicators.

The NSS is the organising framework or mechanism for implementing statistical coordination. A major role of the NSS is one of transforming the ineffective current state characterised by the three gaps (information, quality and capacity gaps) to a system of official and potentially official statistics that adequately serve a developmental state by meeting user needs, producing statistics of good quality, and by building statistical capacity (skills and infrastructure) to sustain production.

The strategic enablers to ensure statistical coordination in the country are presented on the following page:

Strategic enablers to implement coordination



The key strategic initiatives over the next five years to lead statistical coordination in South Africa are described below:

- Creating an enabling regulatory environment;
- Coordinating statistical planning across organs of state;
- Coordinating statistical production among organs of state; and
- Coordinating statistical reporting among organs of state.

2.8.5 Strategic objective 5: To invest in the learning and growth of the organisation

In the global market environment, intangible assets are raising the basis of competitive advantages and growth opportunities of the organisation.

People, data and knowledge are important to the success and sustainability of the organisation. There is a need to invest in these intangible assets to drive a new strategic direction for statistical development in the country. Three categories of capital that create organisational value are human capital, organisational capital and information capital.

Human capital: Comprises all the skills, expertise and competences required to respond to the needs of stakeholders, including leadership and management capability. People are our most important asset. Stats SA is competing with a dynamic market, both in the business and government sectors, for professional skills in mathematics and statistics. Stats SA's human capacity building framework and strategy is geared towards optimising employee learning and knowledge. It addresses statistical capacity building holistically as the skills gap is not only applicable to Stats SA, but also to partners in the SANSS. The framework includes capacity building at school level, tertiary level, inside Stats SA, the SANSS and SADC.

Information capital: Comprises all the information technology, systems, data and information required within a statistical environment. One of the key strategies that the organisation has adopted to improve its productivity and service delivery is to modernise the way the organisation conducts its business, supported by technology, but also about modernising the way systems, data and information are developed and managed across the organisation.

Organisational capital: Comprises the capability of the organisation, its organisational structure, culture and organisational management processes to drive change and delivery. The organisational capital creates the necessary environment in which the organisation should perform. Driving change will be based on shared values that engender trust and link the organisation and people together.

The organisation will invest in the following learning and growth initiatives over the next five years to build a high-performing organisation:

- Develop human capacity;
- Invest in information capital; and
- Create a conducive organisational environment.

2.8.6 Strategic objective 6: To promote international cooperation and participation in statistics

The past decade has witnessed a trend towards the 'globalisation of the demand for official statistics'. The global economy as well as social and environmental development challenges such as climate change and the economic and financial crises, that do not recognise borders, have increased our 'information interdependence'. Governments, the private sector, researchers and the public at large demand comparable and reliable data, not only for their own country, but also for other countries and for regional and global aggregates.

At an African level, Stats SA will participate, share and learn from other countries in upholding international standards and best practice.

Stats SA will invest in the following initiatives over the next five years to promote international participation in statistics:

- Promoting statistical development in Africa;
- Promoting a culture of evidence-based policy formulation and decision-making; and
- Building international partnerships.

2.9 Implementing the plan

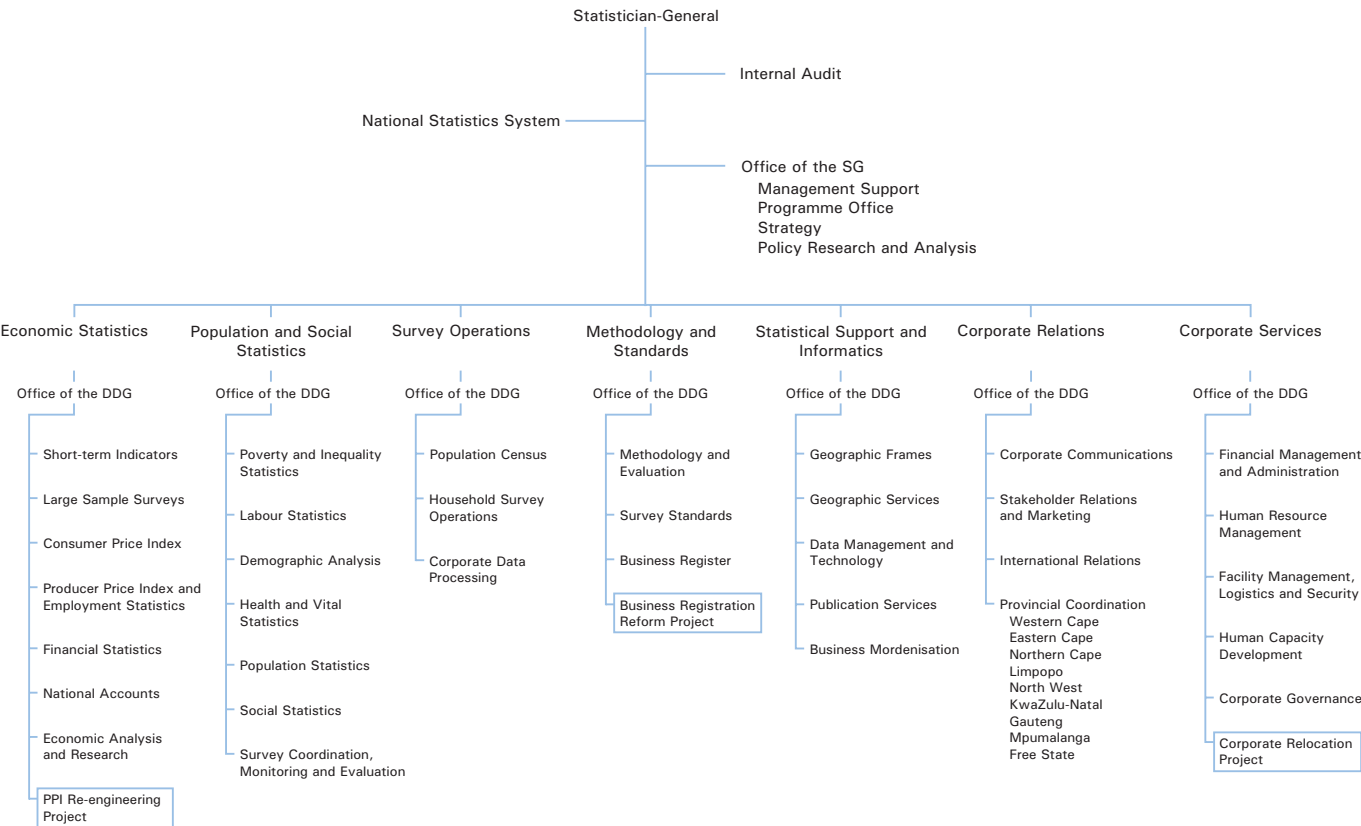
2.9.1 Key priorities for 2011/12

The strategy has outlined what we want to achieve over the next five years. The key priorities that the organisation will focus on during the 2011/12 financial year are outlined below:

- Conduct a population census in 2011;
- Re-engineer the PPI;
- Coordinate the production of education, health and crime statistics;
- Develop and maintain frames;
- Integrate communication, marketing and stakeholder management;
- Integrating survey operations;
- Participate in statistical development in Africa;
- Prepare for the relocation of Stats SA's Head Office; and
- Build statistical capacity:
 - o Establish ISlballo Institute; and
 - o Strengthen analytical and methodological capability.

2.9.2 Aligning the organisational structure to the strategy

Stats SA has reviewed its organisational structure during 2010 to ensure alignment to the redefined vision, mission and strategic objectives. The structure below reflects the approved structure for 2011/12. Stats SA will be implementing further structural changes over the medium term.





From left to right:
Dr J Arrow (Deputy Director-General: Methodology & Standards)
Ms K Masiteng (Deputy Director-General: Population and Social 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)

2.10 Planning, monitoring and reporting

As a national government department, 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) with respect to planning and monitoring.

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:

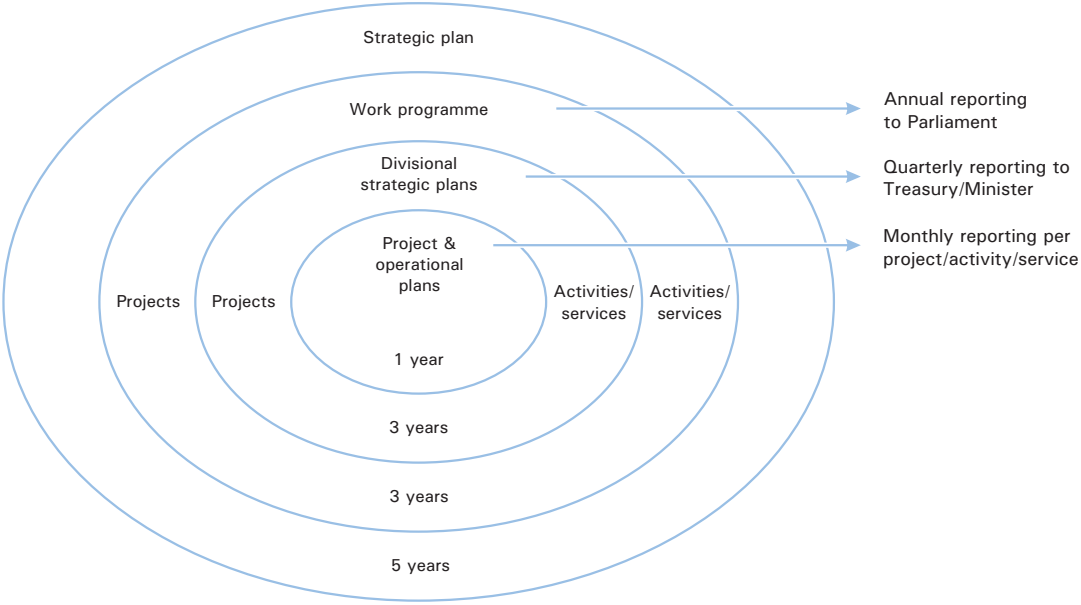
- a. Strategic planning – The compilation of a five-yearly strategic plan and annual work programme and approved by the Minister of National Planning.
- b. Business planning – Divisional plans are compiled outlining annual outputs and targets to be achieved for the financial year.
- c. Integrative operational planning – Detailed project and operational plans are compiled outlining activities and tasks to be conducted monthly.

Monitoring and reporting

In order for Stats SA to achieve its vision of being 'Your leading partner in 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.

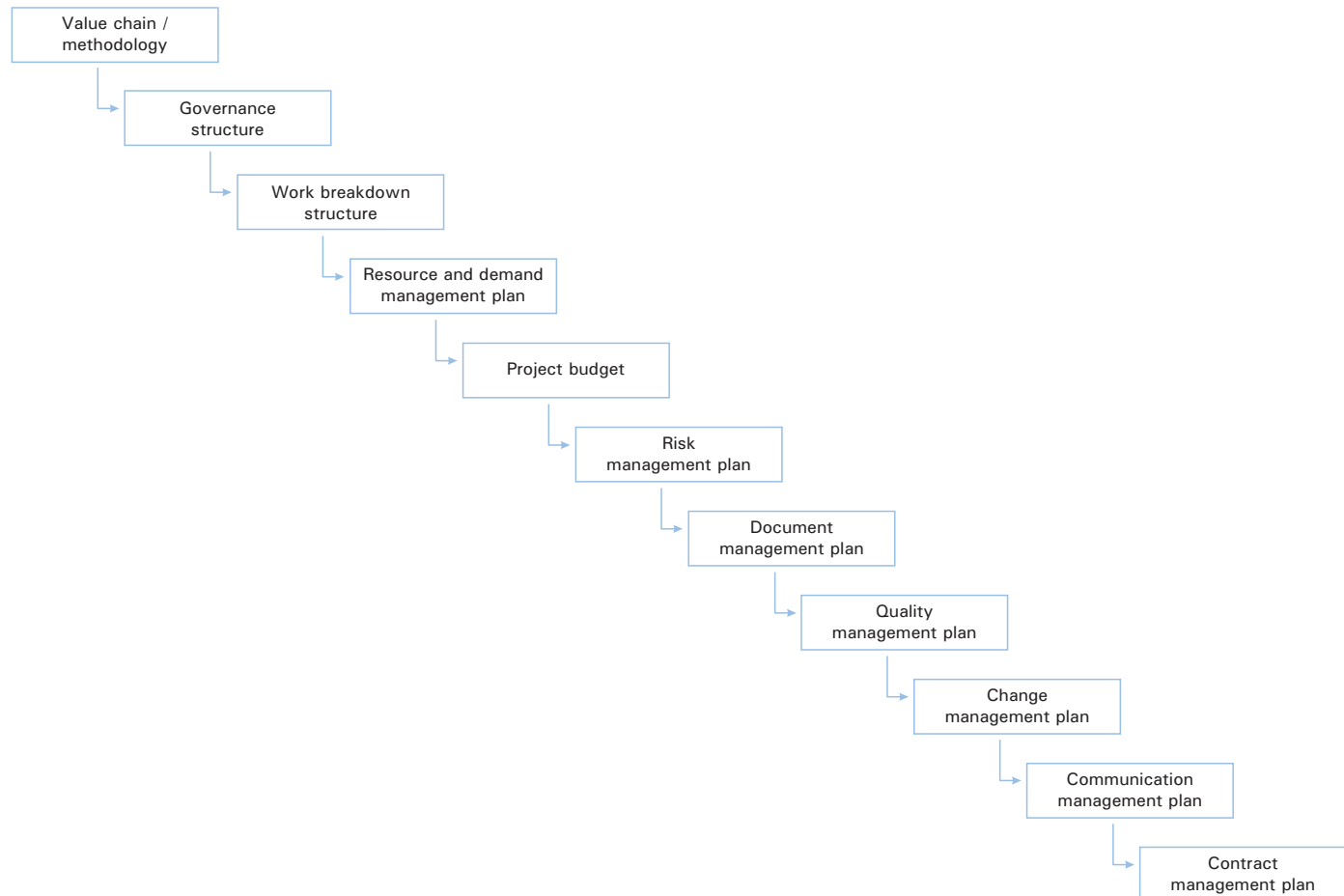
- a. Annual reporting – An annual report is compiled and tabled in Parliament, on the overall performance of the organisation in terms of the annual targets outlined in the strategic plan and/or work programme.
- b. Quarterly reporting – Quarterly reports are compiled and submitted to the Minister and Treasury, outlining progress made against targets as stated in the work programme.
- c. Monthly reporting – Monthly reports are compiled as an early warning system and are submitted to the internal executive committee of the organisation.

The following diagram displays the planning and reporting process in Stats SA:



Project Management in Stats SA

Stats SA has adopted a project management approach to ensure effective and efficient delivery of products and services. The diagram below displays the planning documents required as inputs for the project according to the Project Management Framework of Stats SA:



Strategy in brief

Strategic objective	Strategic focus	Outputs
To expand the statistical information base by increasing its depth, breadth and geographic spread	Economic growth and transformation	<ul style="list-style-type: none"> • GDP • Industry and Trade Statistics • Financial Statistics • National Accounts • Economic Analysis and Research
	Prices	<ul style="list-style-type: none"> • Consumer Price Index • Producer Price Index • Producer Price Index re-engineering • Income and Expenditure Survey
	Employment, job creation and decent work	<ul style="list-style-type: none"> • Quarterly Employment Statistics • Quarterly Labour Force Survey
	Life circumstances, service delivery and poverty	<ul style="list-style-type: none"> • General Household Survey (GHS) • Living Conditions Survey (LCS) • Municipal survey on non-financial statistics
	Population dynamics	<ul style="list-style-type: none"> • Population Census 2011 • Mid-year population estimates • Health and Vital Statistics
	Safety and security	<ul style="list-style-type: none"> • Victims of Crime Survey • Statistical support: Safety and security statistics subsystem
	Health	<ul style="list-style-type: none"> • Statistical support: Health statistics subsystem
	Education	<ul style="list-style-type: none"> • Statistical support: Education statistics subsystem
	Sustainable resource management and use	<ul style="list-style-type: none"> • Environmental economic accounts • Discussion papers on water, minerals and energy
	Rural development, food security and land reform	<ul style="list-style-type: none"> • Strategy for independent estimates of agriculture

Strategy in brief (continued)

Strategic objective	Strategic focus	Outputs
To enhance public confidence and trust in statistics	Methodological support, systems solutions and standards development	<ul style="list-style-type: none"> • Statistical standards • Methodological and systems support to survey areas
	Declaring statistics as official	<ul style="list-style-type: none"> • Certification of statistics as official
	Dwelling frame	<ul style="list-style-type: none"> • Sampling frame for household surveys • Standard Geographical Frame • Geographical services
	Business Register	<ul style="list-style-type: none"> • Sampling frame for business surveys • New business sampling frame system • Quarterly snapshot
	Innovation management	<ul style="list-style-type: none"> • Business Register Reform
	Integrated communication, marketing and stakeholder relations	<ul style="list-style-type: none"> • StatsOnline • User satisfaction index • Internal communication programme • Communication and marketing campaign
	Policy research and analysis	<ul style="list-style-type: none"> • Integrated economic analysis and research • Integrated social and community development research • Integrated spatial research and analysis

Strategy in brief (continued)

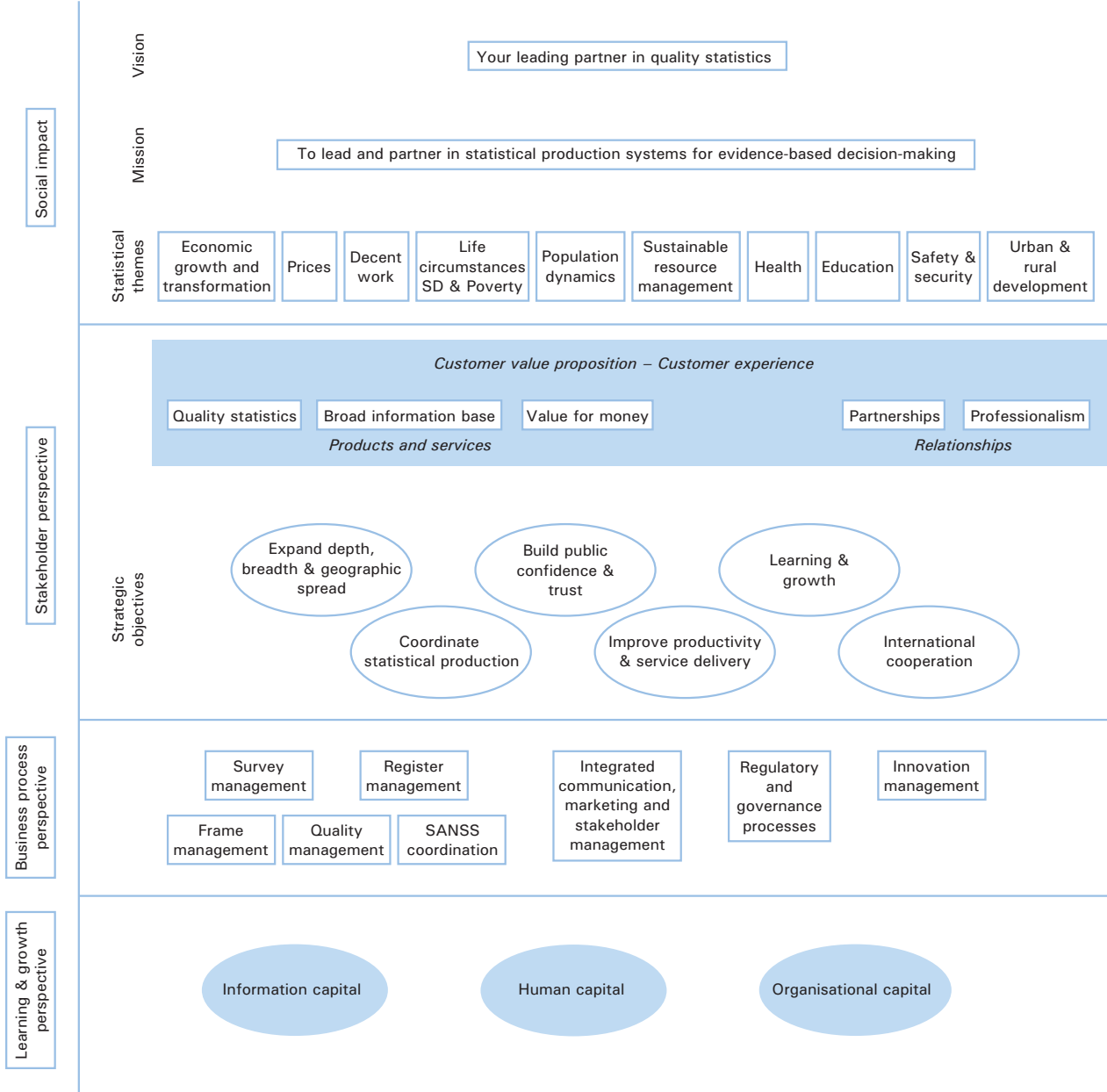
Strategic objective	Strategic focus	Outputs
To improve productivity and service delivery	Integrated survey operations	<ul style="list-style-type: none"> • Integrated field operations • Integrated data processing
	Management support	<ul style="list-style-type: none"> • Strategy development • Integrated planning, reporting and monitoring • Project management • Internal audit
	Governance and accountability	<ul style="list-style-type: none"> • Human Resource Management • Facilities management, security and logistics • Financial administration and management • Risk management • Policy coordination • Legal services
	Functionality of provincial and district offices	<ul style="list-style-type: none"> • Dissemination and information services • Field operations • Provincial statistical system • Decentralised corporate support
To lead the development and coordination of statistical production within the South African National Statistics System	Statistical planning across organs of state	<ul style="list-style-type: none"> • NSS strategy • Statistical programmes Health, Education, Safety and Security and Science and Technology
	Statistical production amongst organs of state	<ul style="list-style-type: none"> • Economic and Social Statistics subsystems defined • Governance structures • Standards for statistical system • Methodological, technical and systems support and advice to partners • Data provision and data sharing among stakeholders • Statistical capacity development initiatives for partners • Management system for statistical information (MSSI)
	Statistical reporting amongst organs of state	<ul style="list-style-type: none"> • MDGs country report coordinated • Development indicators for SA

Strategy in brief (concluded)

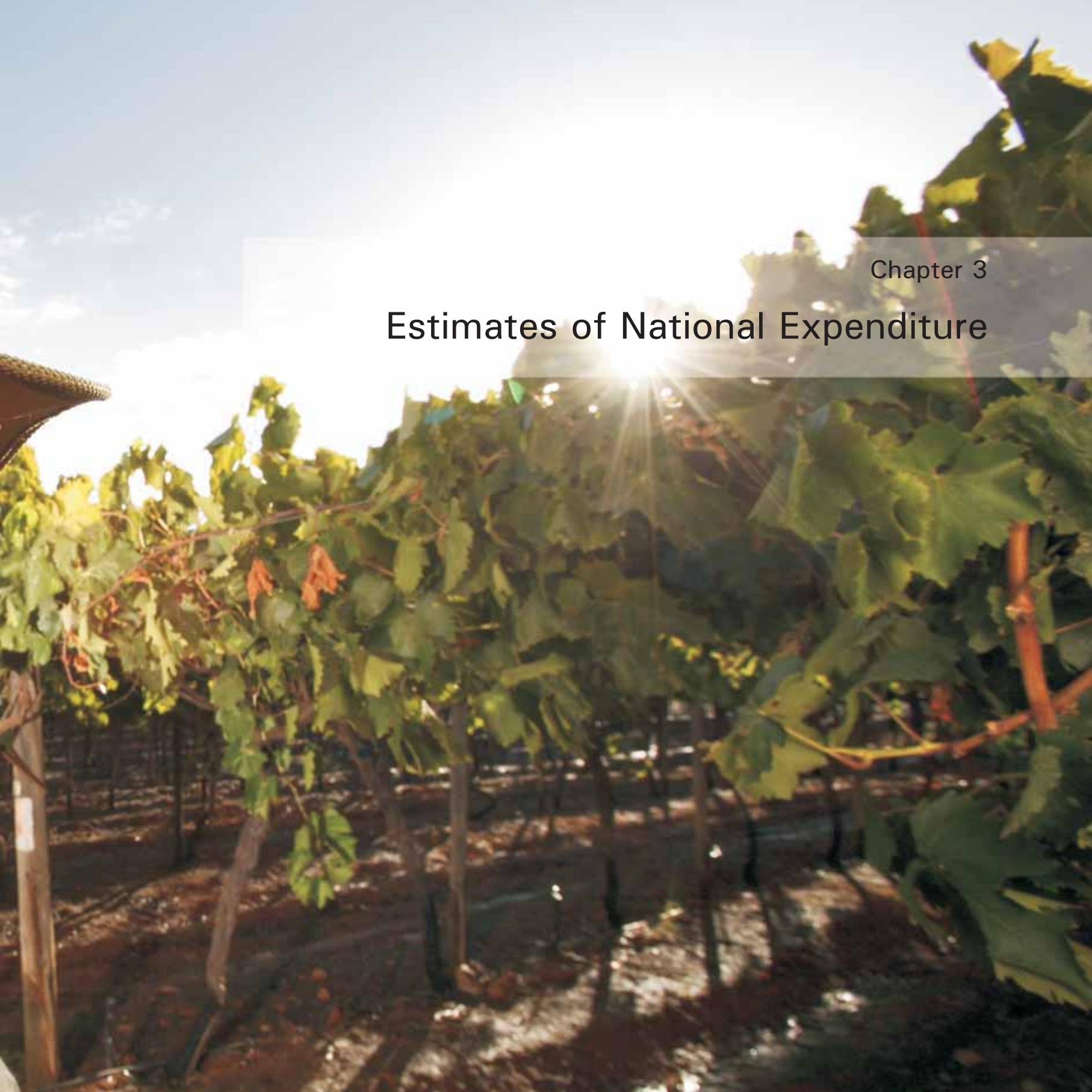
Strategic objective	Strategic focus	Outputs
To invest in the learning and growth of the organisation	Human capital	<ul style="list-style-type: none"> • Schools programme: <ul style="list-style-type: none"> o Maths4Stats o Census@School • Tertiary programme: <ul style="list-style-type: none"> o Training and research partnerships/chair • Inside Stats SA <ul style="list-style-type: none"> o Internship o Internal training programme o E-learning • ISibalo Institute
	Information capital	<ul style="list-style-type: none"> • Functional server and network infrastructure • ICT user-focused services • Innovation ICT • Business modernisation
	Organisational capital	<ul style="list-style-type: none"> • New premises for Stats SA's Head Office • Organisational and management structure • Organisational values
To promote international cooperation and participation in statistics	Statistical development in Africa	<ul style="list-style-type: none"> • SHaSA • ASSD • ISibalo
	Culture of evidence-based policy formulation and decision-making	<ul style="list-style-type: none"> • 2010 Round of Population and Housing Censuses • Civil Registration and Vital Statistics
	International partnerships	<ul style="list-style-type: none"> • ICP

Strategy map

Stats SA has developed its strategy within the context of the balanced scorecard framework. Below is a graphical presentation of Stats SA's strategy map.





A photograph of a vineyard with rows of grapevines. The sun is shining brightly from behind the vines, creating a lens flare effect. The leaves are green, and some are showing signs of aging or damage. The ground is covered with dry leaves and shadows from the vines.

Chapter 3

Estimates of National Expenditure

Statistics South Africa

Budget summary

	2011/12		2012/13		2013/14	
	Total to be appropriated	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
R thousand						
MTEF allocation						
Administration	414 516	396 825	9 497	8 194	437 732	466 350
Economic Statistics	196 366	196 319	10	37	207 361	220 923
Population and Social Statistics	121 757	121 280	204	273	117 901	125 614
Methodology and Standards	75 590	75 443	147	–	79 821	85 040
Statistical Support and Informatics	195 077	181 828	25	13 224	205 998	219 469
Corporate Relations	414 705	413 801	604	300	437 913	466 550
Survey Operations	1 822 898	1 803 271	–	19 627	211 578	133 774
Total expenditure estimates	3 240 909	3 188 767	10 487	41 655	1 698 304	1 717 720
Executive authority	Minister in the Presidency: National Planning Commission					
Accounting officer	Statistician-General of Statistics South Africa					
Website address	www.statssa.gov.za					

More detailed information for each vote is available at www.treasury.gov.za. More comprehensive coverage of vote specific information, particularly on goods and services, transfers and subsidies, donor funding, public entities and lower level institutional information, is provided.

Aim

Provide a relevant and accurate body of statistics to inform users on the dynamics in the economy and society by applying internationally acclaimed practices.

Programme purposes

Programme 1: Administration

Purpose: Manage the department and provide centralised support services.

Programme 2: Economic Statistics

Purpose: Produce economic statistics to meet user requirements.

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.

Programme 4: Methodology and Standards

Purpose: Provide expertise on quality and methodology for official statistics, standards for conducting surveys and a business sampling frame.

Programme 5: Statistical Support and Informatics

Purpose: Enable service delivery programmes through the use of technology in the production and use of official statistics. Promote and provide better access to official statistics.

Programme 6: Corporate Relations

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

Programme 7: Survey Operations

Purpose: Provide collection and processing support to produce official statistics.

Strategic overview: 2007/08 – 2013/14

Statistics South Africa aims to contribute to the realisation of South Africa's development outcomes by leading and partnering with other government departments in statistical production systems to provide accurate and quality statistical information on economic, demographic, social and environmental developments. The information is used to inform planning, public policy, and decision making, as well as for monitoring and evaluating government programmes. Statistics South Africa's overall strategic goal is to increase the supply of official statistics to better meet user needs.

Outcomes and related outputs

In relation to government's 12 outcomes, Statistics South Africa's main contribution is towards creating a better South Africa and contributing to a better and safer Africa and world (outcome 11). The department will provide information that will form the basis for evidence in policy decisions, policy implementation and policy evaluation. The department will achieve this by producing and coordinating the relevant and necessary statistical information required for policy making, planning, and monitoring and evaluation. It is a state resource for providing public statistics.

New strategic direction and programme structure

In 2010, Statistics South Africa adopted a new strategic direction in response to government's 12 outcomes. A strategic review revealed critical gaps in the statistical system, relating to information, quality and skills. Addressing these gaps over the next five years will involve transforming the country's statistical system. The transformation, which by its nature must involve partnerships between producers of statistics, is aimed at increasing the supply of official statistics for decision making, planning, monitoring and measuring. This is reflected in Statistics South Africa's new vision, which is to be South Africa's leading partner in quality statistics.

After an intensive review of its strategic objectives and priorities in 2010, Statistics South Africa amended its programme structure. This resulted in certain subprogrammes in the budget structure being renamed.

Key strategic priorities

Expanding the statistical information base to inform evidence based decisions

The department's key strategic thrust over the next five years, informed by the 12 outcomes of government's medium term strategic framework, will be to expand and improve the measurement of statistical information in the following 10 areas: economic growth and transformation; prices; employment, job creation and decent work; life circumstances, service delivery and poverty; population dynamics; sustainable resource management; health; education; safety and security; and rural development, food security and land reform.

Census 2011

A priority for Statistics South Africa in 2011/12 is Census 2011, which will be conducted in October 2011. The department has been planning for the census, building capacity and getting all the systems ready since 2001. Lessons from the previous censuses, and the community and household surveys have provided the foundations for Census 2011. The census is a huge administrative, human and logistical task. Planning that has been done from approximately 100 offices around the country include the demarcation of 106 000 enumeration areas, listing every address in the country, printing 20 million questionnaires, appointing 160 000 fieldworkers and visiting approximately 14 million households. The results of the census will be the cornerstone of the statistical system and will feed into the statistical information base of the identified areas of influence.

Enhancing public confidence and trust in statistics

Public confidence in official statistics is essential to the functioning of a democracy. The key building blocks for ensuring that statistics produced in the national statistics system are meaningful and reliable include: rolling out a quality management system; declaring statistics as official; developing and maintaining the dwelling frame; developing and maintaining the business sampling frame; implementing policy research and analysis; and implementing integrated communication, marketing and stakeholder relations.

Improving productivity and service delivery

To address internal challenges while maintaining the pace of delivering high quality statistical information, the department has adopted measures to ensure more effective and efficient business practices. It has designed a range of interventions to enhance, integrate and streamline its administrative, management and logistical processes and support services. The following strategic initiatives are intended to improve the department's productivity and service delivery over the next five years: implementing an integrated approach to fieldwork; implementing a corporate data processing facility; improving governance and accountability; and enhancing the functionality of provincial and district offices.

Leading the development and coordination of statistical production in South Africa

As South Africa's official statistics agency, the department is mandated to coordinate the production of national statistics through the organising framework of the national statistics system. The department leads South Africa's statistical system by collaborating with stakeholders and providing official statistics. To continue and improve this function over the next five years, the department will work towards creating an enabling regulatory environment, coordinate statistical planning across organs of state, coordinate statistical production among organs of state, coordinate statistical reporting among organs of state, and raise the profile and status of statistics.

Investing in learning and growth

Organisational value is created through human, organisational and information capital. To continue on its trajectory of building a high performing organisation, the focus over the medium term will be on: developing human capacity through its internship, learnership and schools programmes; establishing a statistics training institute and partnering with tertiary institutions; investing in information capital by modernising the way the organisation conducts its business, including restructuring the way systems, data and information are developed and managed; and creating a positive organisational culture and management ethos that is able to embrace and drive change.

Promoting international cooperation and participation in statistics

The department has an important role to play in responding to the increasing global demand for statistics, particularly in Africa. Engaging with other official agencies on the continent, the department will share and learn from other countries about implementing and maintaining international standards and best practice. Over the next five years, to enhance international participation in the production of statistics, the department will promote the importance of developing a culture of evidence based policy formulation and decision making, and continue to build international partnerships.

Selected performance indicators

Indicator	Programme	Past		Current		Projections		
		2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Number of sectors reported on: quarterly and annual GDP estimates	Economic Statistics ¹	34	34	34	34	–	–	–
Number of quarterly and annual GDP estimates releases per year	Economic Statistics ¹	–	–	–	–	5	5	5
Number of economic sectors reported on: industry and trade statistics	Economic Statistics ¹	7	9	9	9	–	–	–
Number of releases on industry and trade statistics per year	Economic Statistics ¹	–	–	–	–	142	142	142
Number of economic sectors reported on: financial statistics	Economic Statistics ¹	8	8	8	8	–	–	–
Number of releases on financial statistics per year	Economic Statistics ¹	–	–	–	–	17	17	17
Number of commodity price movements collected per year: consumer price index	Economic Statistics ¹	1 100	1 100	400	400	–	–	–
Number of consumer price index releases per year	Economic Statistics ¹	–	–	–	–	12	12	12
Number of commodity price movements collected per year: producer price index	Economic Statistics ¹	1 700	1 645	1 645	1 640	–	–	–
Number of producer price index releases per year	Economic Statistics ¹	–	–	–	–	12	12	12
Number of industries reported on: labour market trends	Economic Statistics ¹	8	8	8	8	–	–	–
Number of releases on employment and earnings per year	Economic Statistics ¹	–	–	–	–	4	4	4
Number of releases on labour market dynamics per year	Population and Social Statistics	2	2	4	4	4	4	4
Number of releases on the changing profile of the population per year	Population and Social Statistics	18	18	18	18	17	17	17
Total number of municipalities demarcated	Statistical Support and Informatics	0	0	117	164	234	234	0
Number of census questionnaires collected during the pilot (2009/10) and the main census (2011/12)	Survey Operations	–	–	120 000	–	14 000 000	–	–

1. Performance indicators for all economic statistics series are changed for the medium term and are thus reflected separately from those of the preceding years.

Programme 1: Administration

- *Departmental Management* drives the strategic direction for the department, monitors organisational performance, builds project management capabilities and provides project management expertise to priority projects.
- *Corporate Services* provides support to the department by: coordinating internal policy reviews and development; facilitating organisational risk management; promoting fraud prevention; providing legal support, human resource services, a reliable and cost effective fleet and travel service; and providing a conducive working environment compliant with legislation.
- *Financial Administration* provides financial, procurement, asset management and provincial financial support services to the department.
- *Internal Audit* provides internal audit services to the department. In 2009/10, 66 per cent of scheduled audits were finalised.
- *National Statistics System* aims to expand the domain of statistical production and increase the supply of official statistics by addressing the information, quality and skills gaps in statistical production.
- *Office Accommodation* provides a conducive working environment that is compliant with legislation.

Programme 2: Economic Statistics

- *Programme Management for Economic Statistics* provides strategic direction and leadership for this programme.
- *Short Term Indicators* provides information on turnover and volumes in eight economic sectors on a monthly and quarterly basis through the publication of statistical releases.
- *Large Sample Surveys* provides periodic information on turnover and volumes in 8 economic sectors.
- *Producer Price Index and Employment Statistics* provides information on the producer price index and on employment levels in the formal non-agricultural sector.
- *Consumer Price Index* provides information on the level of inflation by producing various consumer price indices.
- *Financial Statistics* tracks public sector spending and the financial performance of private sector organisations.
- *National Accounts* produces GDP data and other integrative statistical products.
- *Economic Analysis and Research* integrates and analyses information from various data sources.

Objectives and measures

- Inform economic planning, monitoring and decision making by providing accurate, relevant and timely economic statistical information through the application of internationally recognised practices, by publishing quarterly and annual GDP estimates providing information on 10 sectors of the economy as well as regular statistical releases on employment and earnings, industry and trade, and financial statistics.

- Provide information for inflation targeting and on the changing cost of living by improving the measurement of price changes in the economy through the application of internationally recognised practices, by publishing monthly statistical releases on the consumer price index and producer price index.

Programme 3: Population and Social Statistics

- *Programme Management for Population and Social Statistics* provides strategic direction and leadership for this programme.
- *Population Statistics* publishes population statistics collected through population censuses and surveys.
- *Health and Vital Statistics* publishes statistics on births, deaths, marriages, divorces, tourism and migration based on administrative records.
- *Social Statistics* provides information on living conditions and tourism through general household and tourism surveys.
- *Demographic Analysis* collates and analyses data from census, surveys and administrative data in order to compile mid-year population estimates and generate a knowledge base on social and population themes.
- *Survey Coordination, Monitoring and Evaluation* monitors and assures the quality of field operations of household surveys and censuses.
- *Labour Statistics* provides information on labour market trends in South Africa through the labour force survey.
- *Poverty and Inequality Statistics* provides information on poverty levels as well as the income and expenditure trends.

Objectives and measures

- Inform social and economic development planning, monitoring and decision making by providing accurate, relevant and timely statistical information through the application of internationally recognised practices, by publishing regular information on the labour market, vital registrations, poverty levels, living conditions, and service delivery, as well as population dynamics and demographic trends.

Programme 4: Methodology and Standards

- *Programme Management for Methodology and Standards* provides strategic direction and leadership for this programme.
- *Methodology and Evaluation* provides technical expertise on methodologies and technical solutions for producing official statistics and conducting reviews of surveys.
- *Survey Standards* develops standards, classifications and definitions for surveys undertaken by the department.
- *Business Register* maintains and improves the sampling frame for economic statistics.

Objectives and measures

- Improve the comparability and accuracy of statistical information by reviewing and evaluating methodological compliance in survey areas annually 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

- *Programme Management for Statistical Support and Informatics* provides strategic direction and leadership for this programme.
- *Geography Services* provides a mapping and information service to the department and other users.
- *Geography Frames* provides a sampling frame for household surveys and censuses.
- *Publication Services* provides editing, publishing and distribution services to survey areas.
- *Data Management and Technology* provides technology infrastructure for the department and supports data management across statistical series.
- *Business Modernisation* improves data and information management across the organisation by modernising the way business is conducted and supported by technology.

Objectives and measures

- Ensure a reliable sampling frame for household surveys by updating the spatial frame and database annually.
- Support the production of official statistics by continuously upgrading ICT infrastructure, and ensuring 90 per cent network availability.

Programme 6: Corporate Relations

- *Programme Management for Corporate Relations* provides strategic direction and leadership for this programme.
- *International Relations* manages relations with international statistical agencies.
- *Provincial Coordination* provides provincial capacity to support the collection and use of official statistics as well as statistical support to provincial and local stakeholders.
- *Stakeholder Relations and Marketing* maintains relations with stakeholders across the country.
- *Corporate Communications* manages media relations and internal communication.

Objectives and measures

- Increase awareness and the use of official statistics by maintaining and improving stakeholder relations and managing external and internal communications by annually conducting stakeholder workshops in all provinces to inform and consult with stakeholders on statistical matters and improving website visitor sessions through publicity campaigns and interactions with stakeholders.
- Provide an integrated data collection service which ensures timeliness and accuracy, and disseminate quality statistics through statistical technical support services to provincial and local stakeholders.
- Ensure alignment with international standards, best practice and statistical skills development by increasing participation, sharing and learning in international statistical initiatives on an ongoing basis.

Programme 7: Survey Operations

- *Programme Management for Survey Operations* provides strategic direction and leadership to this programme.
- *Population Census* conducts periodic population censuses and surveys.
- *Household Survey Operations* coordinates and integrates collection activities across surveys.
- *Corporate Data Processing* manages the editing and processing of data.

Objectives and measures

- Increase the statistical information base by conducting a population census in 2011.
- Ensure the efficiency and effectiveness of survey operations by coordinating and integrating household survey operations (such as the quarterly labour force survey, the general household survey and the income and expenditure survey) annually.
- Improve the quality of editing and processing data by standardising and optimising the use of technology (such as scanning and handheld devices) annually.



CENSUS 2011

You Count!




**Statistics
South Africa**



your leading partner in quality statistics



A photograph of a modern, two-story house with a light-colored upper section and a stone-clad lower section. The house features four decorative, arched vertical elements. A silver SUV is parked on a gravel driveway in front of the house. The sky is overcast.

Chapter 4

Annual Performance Plan

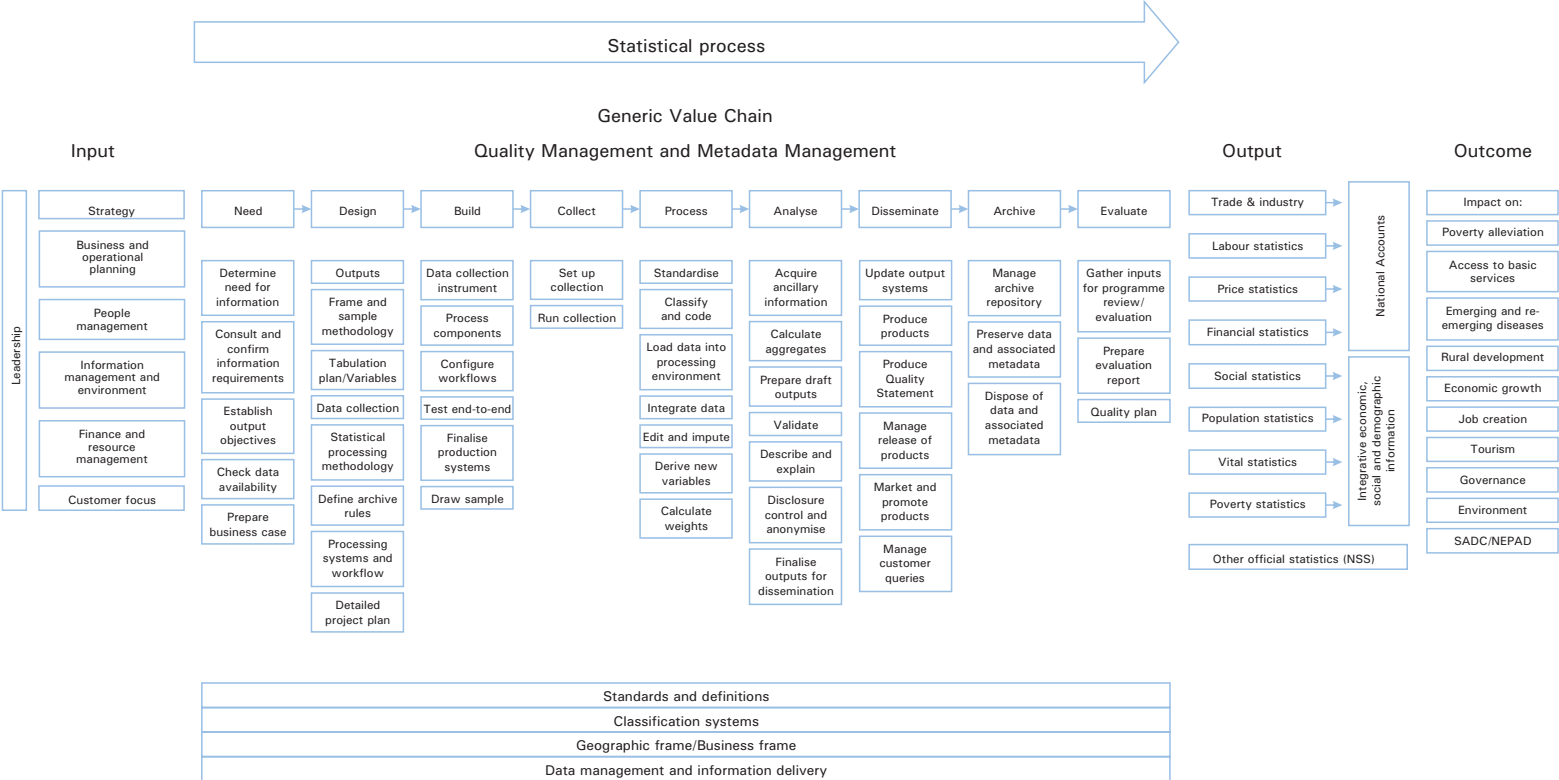
Implementing the Annual Performance Plan

The preceding chapters have focused on the importance of national statistics in South Africa, the strategic direction of Stats SA and the ENE.

This chapter outlines what Stats SA plans to do in the upcoming financial year and during the MTEF to implement the Strategic Plan. The Annual Performance Plan sets out performance indicators, outputs and targets identified for the organisation to achieve its goals. All activities of the department are aligned to the strategic objectives to ensure effective implementation.

Stats SA produces statistical products under two broad programmes, namely Economic Statistics, and Population and Social Statistics. Both these programmes compile statistics based on data collected 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.



4.1 Expanding the statistical information base by increasing its depth, breadth and geographic spread

Stats SA's strategy is informed by emerging priorities as set out in the Medium Term Strategic Framework, taking into consideration strategic and policy changes announced by the President in his State of the Nation Address. In summary, the framework seeks to measure the social, cultural and economic welfare of all South Africans. The core of Stats SA's strategy is to lead and coordinate the provision of relevant, reliable and quality statistical information that enables users to understand the dynamics of the economy and society.

Stats SA will focus on improving the measurement of and expanding the statistical information base in the following statistical themes:

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

(a) Economic growth and transformation

Policy context: The South African economy is recovering from the recent financial and economic crises. A multidimensional approach is required to effect economic change. Over the period ahead, policy objectives include making the economy more labour-absorptive, raising productivity, boosting exports and promoting greater levels of investment.

The overarching objective of measuring the economy is to ensure that 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 policymakers by focusing on the most relevant aspects of the economy.

Initiatives and developments to improve the measurement of economic growth and transformation

The suite of statistical series relevant to the measurement of the growth of the South African economy and its components may be categorised as follows:

- 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 and which are conducted every three to four years. The LSS' 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 monthly and quarterly current indicator surveys focusing on short-term change.

The two categories 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 initiatives for improving the quality of quarterly GDP will be the introduction of new current indicator surveys and the re-engineering of quarterly information with emphasis on improving timeliness. Stats SA plans to improve the series that feeds into the estimation of the 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 initiatives, including the rolling out of new seasonal adjustment techniques and deflators during 2011/12.

The strategy places emphasis on improving the quality, relevance and timeliness of current releases by creating more depth through better targeting of human capital and improved institutional capacity, particularly for the analysis of the series. The refreshment of a quarterly sample for monthly and quarterly series will be implemented over the medium term.

Several scoping and feasibility exercises will be undertaken. These include ongoing work on the regional dissection of economic data as well as the foreign trade sector, particularly foreign trade in goods.

Stats SA measures economic growth in the following ten sectors:

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

Outputs and targets: Economic growth and transformation

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: National Accounts (Programme 2)					
Gross Domestic Product					
Provide information about the level of economic activity	GDP estimates	Frequency, timeliness and number of sectors reported on	Quarterly release on GDP estimates on 10 sectors of the economy	Quarterly release on GDP estimates on 10 sectors of the economy	Quarterly release on GDP estimates on 10 sectors of the economy
			Independent annual GDP estimates on 34 sectors of the economy by November 2011	Independent annual GDP estimates on 34 sectors of the economy by November 2012	Independent annual GDP estimates on 34 sectors of the economy by November 2013
			Annual release on GDP estimates on 10 sectors of the economy by November 2011	Annual release on GDP estimates on 10 sectors of the economy by November 2012	Annual release on GDP estimates on 10 sectors of the economy by November 2013
			Biannual release on the supply and use tables on 10 sectors of the economy by November 2011 and February 2012	Biannual release on the supply and use tables on 10 sectors of the economy by November 2012 and February 2013	Biannual release on the supply and use tables on 10 sectors of the economy by November 2013 and February 2014
Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)					
Agriculture, hunting, forestry and fishing					
Provide statistical information on the primary sector of the economy	Statistical information on agriculture	Frequency, accuracy and timeliness of reports	1 release on the 2010 LSS on agriculture by November 2011	1 release on the 2011 LSS on agriculture by November 2012	1 release on the 2012 LSS on agriculture by November 2013
			2011 LSS on agriculture commences in September 2011	2012 LSS on agriculture commences in September 2012	Census of agriculture commences in September 2013
Mining and quarrying					
Provide statistical information on the primary sector of the economy	Statistical information on mining: production and sales	Frequency and timeliness of reports	Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources	Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources	Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources
	Statistical information on mining and quarrying		Report on the 2009 LSS on mining and quarrying by June 2011	2012 LSS on mining and quarrying commences in September 2012	Release on 2012 LSS on Mining and Quarrying by November 2013

Outputs and targets: Economic growth and transformation (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)					
<i>Manufacturing</i>					
Provide statistical information on the secondary sector of the economy	Statistical information on manufacturing: production and sales	Frequency, accuracy and timeliness of reports	Monthly release on manufacturing: production and sales with a response rate of at least 80% (75% in special months), 6 weeks after the reference month	Monthly release on manufacturing: production and sales with a response rate of at least 80% (75% in special months), 6 weeks after the reference month	Monthly release on manufacturing: production and sales with a response rate of at least 80% (75% in special months), 6 weeks after the reference month
	Statistical information on manufacturing: utilisation of production capacity by large enterprises		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	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	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
			2011 LSS on manufacturing commences in September 2011	Release on the 2011 LSS on manufacturing by November 2012	Financial report on the 2011 LSS on manufacturing by September 2013
					Product report on the 2008 LSS on manufacturing by December 2013
<i>Electricity, gas and water supply</i>					
Provide statistical information on the secondary sector of the economy	Statistical information on generation and consumption of electricity	Frequency, accuracy and timeliness of reports	Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month	Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month	Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month
	Statistical information on electricity, gas and water supply		Release on the 2010 LSS on electricity, gas and water supply by November 2011	Report on the 2010 LSS on electricity, gas and water supply by June 2012	
<i>Construction</i>					
Provide statistical information on the secondary sector of the economy	Statistical information on building plans passed and completed	Frequency, accuracy and timeliness of reports	Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month

Outputs and targets: Economic growth and transformation (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Provide statistical information on the secondary sector of the economy	Statistical information on buildings completed per annum	Frequency, accuracy and timeliness of reports	Annual release on selected building plans passed and completed (2009) including municipal information, with a response rate of at least 90%,	Annual release on selected building plans passed and completed (2010), including municipal information, with a response rate of at least 90%,	Annual release on selected building plans passed and completed (2011), including municipal information, with a response rate of at least 90%,
			6 months after year end	6 months after year end	6 months after year end
			Annual report on buildings completed per annum for 2008, with a response rate of at least 95%, 20 months after year end	Annual report on buildings completed per annum for 2009, with a response rate of at least 95%, 20 months after year end	Annual report on buildings completed per annum for 2010, with a response rate of at least 95%, 20 months after year end
			2011 LSS on construction commences in September 2011	Release on the 2011 LSS on construction by November 2012	Report on the 2011 LSS on construction by September 2013
Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)					
Wholesale and retail trade, repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants					
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on retail trade sales	Frequency, accuracy and timeliness of reports	Monthly release on retail trade sales with a response rate of at least 80% (75% in special months), 7 weeks after the reference month	Monthly release on retail trade sales with a response rate of at least 80%),7 weeks after the reference month	Monthly release on retail trade sales with a response rate of at least 80%),7 weeks after the reference month
			Report on the 2009 LSS retail trade by September 2011	2012 LSS on retail trade commences in September 2012	Release on the 2012 LSS on retail trade by November 2013
	Statistical information on motor trade sales		Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month
			Report on the 2009 LSS on motor trade by September 2011	2012 LSS on motor trade commences in September 2012	Release on the 2012 LSS on motor trade by November 2013
	Statistical information on wholesale trade sales		Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month
			Report on the 2009 LSS on wholesale trade by September 2011	2012 LSS on wholesale trade commences in September 2012	Release on the 2012 LSS on wholesale trade by November 2013

Outputs and targets: Economic growth and transformation (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on food and beverages	Frequency, accuracy and timeliness of reports	Monthly release on food and beverages with a response rate of at least 80%,10 weeks after the reference month	Monthly release on food and beverages with a response rate of at least 80%,10 weeks after the reference month	Monthly release on food and beverages with a response rate of at least 80%,10 weeks after the reference month
			Report on the 2009 LSS on food and beverages by September 2011	2012 LSS on food and beverages commences in September 2012	Release on the 2012 LSS on food and beverages by November 2013
	Statistical information on accommodation		Monthly release on tourist accommodation with a response rate of at least 80%, 8 weeks after the reference month	Monthly release on tourist accommodation with a response rate of at least 80%, 8 weeks after the reference month	
	Report on the 2009 LSS on accommodation by September 2011		2012 LSS on accommodation commences in September 2012	Release on the 2012 LSS on accommodation by November 2013	
Subprogramme: Social Statistics (Programme 3)					
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on tourism	Frequency, accuracy and timeliness of reports	Tourism Survey conducted by June 2011	Tourism Survey conducted by June 2012	Tourism Survey conducted by January 2013
			Annual release on domestic tourism by January 2012	Annual release on domestic tourism by January 2013	Annual release on domestic tourism by January 2014
Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)					
Transport, storage and communication					
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on post and telecommunications	Frequency, accuracy and timeliness of reports	Release on the 2010 LSS on post and telecommunications by November 2011	Report on the 2010 LSS on post and telecommunications by September 2012	
	Statistical information on transport	Frequency, accuracy and timeliness of reports	Monthly release on transport with a response rate of at least 80%, 8 weeks after the reference month	Monthly release on transport with a response rate of at least 80%, 8 weeks after the reference month	Monthly release on transport with a response rate of at least 80%, 8 weeks after the reference month
			Release on the 2010 LSS on transport and storage by November 2011	Report on the 2010 LSS on transport and storage by September 2012	

Outputs and targets: Economic growth and transformation (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Social Statistics (Programme 3)					
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on transport (continue)	Frequency, accuracy and timeliness of reports	National Transport Pilot conducted by June 2011 Report and edited data to Department of Transport, 6 months after the reference month	National Transport Survey Methodology finalised	National Transport Survey conducted by May 2011 Report and edited data to Department of Transport, 6 months after the reference month
Subprogramme: Short-term Indicators and Large Sample Surveys (Programme 2)					
<i>Financial intermediation, insurance, real estate and business services</i>					
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on liquidations and insolvencies	Frequency, accuracy and timeliness of reports	Monthly release on liquidations and insolvencies, 8 weeks after the reference month	Monthly release on liquidations and insolvencies, 8 weeks after the reference month	Monthly release on liquidations and insolvencies, 8 weeks after the reference month
	Statistical information on civil cases for debt		Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month	Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month
	Statistical information on real estate and business services		Release on the 2010 LSS on real estate and business services by November 2011	1 report on the 2010 LSS on real estate and business services by December 2012	2013 LSS on real estate and business services commences in September 2013
<i>Community, social and personal services</i>					
Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on other community, social and personal services	Frequency, accuracy and timeliness of reports			Report on the LSS on other community, social and personal services commences in September 2013
Subprogramme: Financial Statistics (Programme 2)					
<i>Forestry and fishing; mining; manufacturing ;electricity; construction; trade; transport; business services; personal and related services</i>					
Provide information on private sector businesses	Financial statistics of private sector enterprises	Frequency, accuracy and timeliness of reports	Annual release on financial statistics of private sector enterprises for 2010 with an overall response rate of 80% (of sample), by October 2011	Annual release on financial statistics of private sector enterprises for 2011 with an overall response rate of 80% (of sample), by October 2012	Annual release on financial statistics of private sector enterprises for 2012 with an overall response rate of 80% (of sample), by October 2013

Outputs and targets: Economic growth and transformation (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Provide information on private sector businesses	Financial statistics of private sector enterprises	Frequency, accuracy and timeliness of reports	Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample), with a quarterly lag	Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample), with a quarterly lag	Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample), with a quarterly lag
Subprogramme: Financial Statistics (Programme 2)					
<i>Government Services</i>					
Provide financial information on government	Financial statistics of national government	Frequency, accuracy and timeliness of reports	Annual release on the financial statistics of national government for 2009/10 with audited data by June 2011	Annual release on the financial statistics of national government for 2010/11 with audited data by June 2012	Annual release on the financial statistics of national government for 2011/12 with audited data by June 2013
	Financial statistics of extra-budgetary accounts and funds		Annual release on the financial statistics of extra-budgetary accounts and funds 2009/10 with audited data by August 2011	Annual release on the financial statistics of extra-budgetary accounts and funds 2010/11 with audited data by August 2012	Annual release on the financial statistics of extra-budgetary accounts and funds 2011/12 with audited data by August 2013
	Financial statistics of provincial government		Annual release on the financial statistics of provincial government for 2009/10 with audited data by September 2011	Annual release on the financial statistics of provincial government for 2010/11 with audited data by September 2012	Annual release on the financial statistics of provincial government for 2011/12 with audited data by September 2013
	Financial statistics of higher education institutions		Annual release on the financial statistics of higher education institutions for 2010 with audited data by October 2011	Annual release on the financial statistics of higher education institutions for 2011 with audited data by October 2012	Annual release on the financial statistics of higher education institutions for 2012 with audited data by October 2013
	Financial statistics of consolidated general government		Annual release on the financial statistics of consolidated general government for 2009/10 with audited data by November 2011	Annual release on the financial statistics of consolidated general government for 2010/11 with audited data by November 2012	Annual release on the financial statistics of consolidated general government for 2011/12 with audited data by November 2013
	Financial statistics on capital expenditure of the public sector		Annual release on capital expenditure of the public sector for 2009/10 with a response rate of 95% by July 2011	Annual release on capital expenditure of the public sector for 2010/11 with a response rate of 95% by July 2012	Annual release on capital expenditure of the public sector for 2011/12 with a response rate of 95% by July 2013
	Financial census of municipalities		Annual release on the financial census of municipalities for 2009/10 with a response rate of 95% by September 2011	Annual release on the financial census of municipalities for 2010/11 with a response rate of 95% by September 2012	Annual release on the financial census of municipalities for 2011/12 with a response rate of 95% by September 2013

Outputs and targets: Economic growth and transformation (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Provide financial information on government	Financial statistics of municipalities	Frequency, accuracy and timeliness of reports	Quarterly release on the financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag	Quarterly release on the financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag	Quarterly release on the financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag
Subprogramme: National Accounts (Programme 2)					
Social Accounting Matrix					
Provide information about the level of economic activity	Research documents/ reports	Timeliness and number of documents	Research document on input/output tables by March 2012	Research document on input/output tables by March 2013	Report on SAM by March 2014
Satellite Accounts					
Provide information about the level of economic activity	Discussion document on information and communication technology	Timeliness and number of documents	Discussion document on information and communication technology by March 2012	Discussion document on information and communication technology	Report on information and communication technology
	Discussion document on non-profit institutions		Discussion document on non-profit institutions by March 2012	Discussion document on non-profit institutions by March 2013	Discussion document on non-profit institutions by March 2014
	Discussion document on updated Tourism Satellite Accounts (TSAs) for South Africa		Report on updated TSAs for South Africa by March 2012	Report on updated TSAs for South Africa by March 2013	Report on updated TSAs for South Africa by March 2014
Environmental Economic Accounts					
Provide information on sustainable resource management and use	Research report on the availability of water data	Timeliness and number of documents	Feasibility study on the availability of water data from the Water Boards by March 2012	Discussion document on availability of water data from the Water Boards by March 2013	Discussion document on f availability of water data from the Water Boards by March 2014
	Discussion document on fisheries		Discussion document on fisheries by March 2012	Discussion document on fisheries by March 2013	Discussion document on fisheries by March 2014
	Discussion document on minerals		Discussion document on minerals by March 2012	Discussion document on minerals by March 2013	Discussion document on minerals by March 2014
	Discussion document on energy		Discussion document on energy by March 2012	Discussion document on energy by March 2013	Discussion document on energy by March 2014

Outputs and targets: Economic growth and transformation (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Economic Analysis and Research (Programme 2)					
National Accounts Research					
Conduct research on sectoral information in the economy	Research on the independent calculation of GDP estimates	Timeliness and number of documents	Research on the independent calculation of all GDP estimates through the production approach by March 2012	Document on the independent calculation of all GDP estimates through the production approach by March 2013	
	Research paper on the calculation of GDP estimates		Research paper on the calculation of GDP estimates through the income approach by March 2012	Document on the calculation of GDP estimates through the income approach by March 2013	Develop methodology and plans to compile independent expenditure approach annually
				Research paper on the calculation of annual GDP estimates through the expenditure approach by March 2013	Document on the calculation of annual GDP estimates through the expenditure approach by March 2014
	Report on the impact of 2008 SNA on South Africa's National Accounts		Report on the implementation of 2008 SNA on South Africa's National Accounts by March 2012	Report on the implementation of 2008 SNA on South Africa's National Accounts by March 2013	Report on the implementation of 2008 SNA on South Africa's National Accounts by March 2014
	SAS annual module for GDP		Module on quarterly GDP in the SNA on SAS project by March 2012	Development of module on quarterly GDP in the SNA on SAS project by March 2013	Development of module on GDP in the SNA on SAS project by March 2014
Socio-economic Integration					
Conduct research on the factors affecting economic activity	Integrative research reports	Timeliness and number of documents	5 integrative research reports; 2 by 30 September 2011 and 3 by 31 March 2012	5 integrative research reports; 2 by 30 September 2012 and 3 by 31 March 2013	5 integrative research reports; 2 by 30 September 2013 and 3 by 31 March 2014
			Quarterly flash estimates of GDP	Quarterly flash estimates of GDP	Quarterly flash estimates of GDP

(b) Price stability

Policy context: Monetary policy plays an important role in supporting sustainable growth and employment, and in protecting real incomes. Policy targets a low and stable rate of inflation to reduce the long-term cost of borrowing and provide confidence about the future. This in turn stimulates investment, employment and competitiveness - particularly among exporters and import-competing industries. Low inflation is especially important to protect the living standards of workers and the poor (Budget Review: 2010).

Timely and accurate information on price changes is an important prerequisite for determining monetary policy. It would not be possible to determine appropriate interest rates in the absence of a comprehensive consumer price index. Similarly, the compilation of producer prices plays an important role in determining where price pressures in the production side of the economy are coming from. Policy instruments rely on evidence from these price changes.

Initiatives 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.

Consumer price index: 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 various long-term contracts. Over the medium term, emphasis will be placed on researching and implementing an electronic data collection methodology, alternative sources for domestic workers wages and preparing for the next re-weighting.

Income and Expenditure Survey (IES): The purpose of the IES is to provide appropriate and statistically reliable information on households' acquisition and consumption expenditure patterns from all types of settlements. This information is used to update the CPI basket of goods and services. Stats SA is currently in the field conducting a 12-month survey. The data collection phase is scheduled to be finalised in September 2011. The results of the survey will be released in September 2012.

Over the medium term, research projects will be undertaken to expand the statistical information base as well as to improve processes and methodologies. These research projects include:

- Conceptualising a continuous survey with a core of detailed expenditure information that will provide the necessary data for measuring living conditions and updating the CPI basket of goods and services; and
- Improving data quality for income and financial data.

Producer price index: The PPI measures the change each month in the prices of a basket of commodities at producer level. The PPI also measures monthly changes in the prices of imported and exported commodities. The PPI is used as a deflator in the national accounts, and is also used extensively by producers to make price adjustments in long-term contracts.

The redevelopment project started in 2010, focusing on the calculation of a suite of new price indicators for domestic output in the South African economy. The latest information from Stats SA's large sample surveys and national accounts statistics will form the basis of the new indices; complemented with information gathered from various industry associations and dominant role-players. In addition to a new basket of goods to be priced, the redevelopment will include a move to the latest international classification systems, new reference year as well new weights.

Outputs and targets: Price stability

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Consumer Price Index (Programme 2)					
<i>Consumer Price Index</i>					
Provide statistical information on price changes	Statistical information on consumer price changes	Frequency, accuracy and timeliness of reports	Monthly CPI releases published on the second last Wednesday of every month with an imputation rate of less than 2%	Monthly CPI releases published on the second last Wednesday of every month with an imputation rate of less than 2%	Monthly CPI releases published on the second last Wednesday of every month with an imputation rate of less than 2%
Subprogramme: Poverty and Inequality Statistics (Programme 3)					
<i>Income and Expenditure Survey</i>					
Provide statistical information on household consumption expenditure patterns	Statistical information on household consumption expenditure	Frequency, accuracy and timeliness of reports	Data collection completed by September 2011 Data editing completed by December 2011 Data validation and confrontation completed by February 2012 Clean dataset to CPI by March 2012	Data analysis completed by June 2012 Results of IES (dataset, statistical release and report) published by September 2012	
Subprogramme: Producer Price Index (Programme 2)					
<i>Producer Price Index</i>					
Provide statistical information on price changes	Statistical information on producer price changes	Frequency and timeliness of reports	Monthly PPI releases published on the last Thursday of every month Quarterly report on the re-engineering of the PPI <ul style="list-style-type: none"> • Product analysis • Systems and process development • Data collection of new items in the basket 	Monthly PPI releases published on the last Thursday of every month PPI release for January based on new methodology published by February 2013	Monthly PPI releases published on the last Thursday of every month Develop a larger set of industry-based PPI

(c) Employment, job creation and decent work

Policy context: To build a more inclusive and equal society, South Africa needs a marked expansion in employment. This is not only an economic objective: putting more people to work contributes to human development, income redistribution and social cohesion. Broadening economic participation assists in curbing dependency, countering crime and reducing poverty, illness, alienation, mental stress and contributes to social cohesion (Budget Review: 2010).

Initiatives to improve the measurement of employment, job creation and decent work include:

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 for collecting labour market information in South Africa. It collects data on the labour market activities of individuals aged 15 years and older. The labour market information relates to three categories, namely employment, unemployment and inactivity. On employment, the QLFS measures levels of employment and descriptors to employment such as sector (formal or informal), industry, occupation, hours of work and decent work indicators. On unemployment (apart from levels of unemployment and duration of unemployment), the survey covers the unemployment rate by province, population group and age. A profile is also provided in relation to whether the unemployed are job losers, job leavers, new entrants or re-entrants into the labour market. The 'not economically active' group is made up mostly of students, discouraged work seekers, the ill and disabled, homemakers and pensioners.

Initiatives to expand the labour market statistical information base, over the medium term, include providing panel data for longitudinal analysis and implementing supplementary modules on activities of young people and time use, during 2011/12. A module on migrant work will be developed during 2011 and a review and subsequent improvement of the core questionnaire to be more gender responsive will be implemented in 2012.

Quarterly Employment Survey: The QES is a survey of businesses and organisations and collects statistical information on employment and earnings in the formal, non-agricultural sector. The need to improve employment data at the detailed industry level remains a priority. Initiatives to expand the statistical information base over the medium term include research into industry and occupation details at a lower level for selected industries, and conducting research to collect new indicators on turnover rate, job flow and hours of work.

Stats SA is also in the process of reviewing the QES to assess whether the series can be enhanced with additional labour market information as well as timeliness to meet the growing demand from both the private sector and government for more information, specifically in the area of labour productivity and more industry detail. The refreshment of a quarterly sample for the QES will be piloted in 2012/13.

A key challenge is the harmonisation of labour market indicators in Stats SA. Ongoing processes compare results of the two employment series to understand similarities and differences where they arise.

Outputs and targets: Employment, job creation and decent work

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Producer Price Index and Employment Statistics (Programme 2)					
<i>Employment and Earnings</i>					
Provide statistical information on labour market trends	Statistical information on employment and earnings, and average monthly earnings	Frequency, accuracy and timeliness of releases	Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month
Subprogramme: Labour Statistics (Programme3)					
<i>Quarterly Labour Force Survey</i>					
Provide statistical information on labour market trends	Statistical information on the labour market	Frequency and timeliness of releases and report	Quarterly release on labour market information 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter) Annual report on Labour market dynamics in South Africa, 2010 published by September 2011	Quarterly release on labour market information 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter) Annual report on Labour market dynamics in South Africa, 2011 published by September 2012	Quarterly release on labour market information 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter) Annual report published on Labour market dynamics in South Africa, 2012 published by September 2013
	Supplementary modules	Frequency and timeliness of releases and report	Supplementary modules developed and implemented: <ul style="list-style-type: none"> Activities of Young People module published by May 2011 Time Use module published by November 2011 Migrant work module developed and tested by March 2012 Gender responsiveness questions developed and tested by March 2012 	Implementation of supplementary modules: <ul style="list-style-type: none"> QLFS core questionnaire modified for gender responsiveness by September 2012 Supplementary Migrant Work module implemented by September 2012 Survey of Employers and Self-employed developed by March 2012 	Implementation of supplementary modules: <ul style="list-style-type: none"> Survey of Employers and Self-employed by September 2013
	Decent work indicators	Frequency and timeliness of releases and report	Decent work indicators published in the annual report by September 2011	Decent work indicators published in the annual report	Decent work indicators published in the annual report

(d) Life circumstances, service delivery and poverty

Policy context: Poverty is a multifaceted phenomenon and actions geared towards eradicating it imply that the facets that manifest it must be progressively and comprehensively attended to in order to improve the material well-being and life circumstances of citizens. One of the country's key priorities is to halve poverty by 2014. This is also one of the eight objectives of the Millennium Development Goals (MDGs). South Africa's poverty reduction commitment was at the centre of the Reconstruction and Development Programme to 'meeting basic needs'.

According to the 2010 MDG country report, South Africa has experienced a decline in poverty largely as a result of an income transfer programme, massive reallocation of pro-poor expenditure, for example on housing, water, electricity and sanitation. South Africa has achieved or is close to achieving the dollar-based purchasing power parity adjusted targets.

Statistical information as the basis for evidence based policy-making, is required to measure progress or lack of it.

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 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.

Stats SA introduced process improvements during 2010 and turnaround times have been reduced to publishing the results six months after the reference month. 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.

As part of the design of a continuous population survey for household surveys, the sampling methodology for the selected indicators measured by the GHS will be reviewed so that annual reporting can be done at district council and/or municipal level.

Other initiatives include:

- Introducing a new report on the social profile of South Africa. The report will include information on vulnerable groups, children, youth, the elderly, women and the disabled;
- Assisting and providing technical support to government departments in using GHS data in planning, monitoring and decision-making
- Compiling reports that measure indicators as per M&E frames of different stakeholders; and
- Researching service delivery in depth for a selected topic.

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 levels and 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.

International and local definitions of poverty are increasingly expressed in multi-dimensional terms. A multi-topic poverty survey was developed by Stats SA to capture such multidimensionality.



The first Living Conditions Survey (LCS) was conducted from September 2008 to August 2009. Dissemination of the statistical release is scheduled for January 2011. During 2011/12, Stats SA will conduct research, consult with stakeholders and develop and test survey methodologies for the next LCS scheduled for April 2013. The LCS 2013/14 will form the first round of the continuous survey with the core module that collects detail expenditure information. The continuous survey will replace the LCS and the IES. The results of the 2013/14 LCS will be released in November 2014.

Outputs and targets: Life circumstances, service delivery and poverty

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Social Statistics (Programme 3)					
<i>General Household Survey</i>					
Provide statistical information on living conditions in South Africa	Statistical information on the life circumstances of South Africans	Frequency, accuracy and timeliness of reports	Annual report on the life circumstances of South Africans with a response rate of at least 90%, by March 2012	Annual report on the life circumstances of South Africans with a response rate of at least 90%	Annual report on the life circumstances of South Africans with a response rate of at least 90%
			GHS Series Volume III: Water and sanitation published by August 2011	GHS Series Volume IV: Food security and Agriculture published	GHS Series Volume IV: Food security and The Environment published
			Selected development indicators published by March 2012	Selected development indicators published by March 2013	Selected development indicators published at district and municipal level by March 2014
			Continuous population survey and sampling methodology developed by March 2012	Continuous population survey and sampling methodology tested	Continuous population survey and sampling methodology implemented
			Report on the social profile of South Africa published by December 2012	Report on the social profile of South Africa published	Report on the social profile of South Africa published
Subprogramme: Financial Statistics (Programme 2)					
<i>Non-financial Census of Municipalities</i>					
Provide statistical information on service delivery	Statistical information on service delivery of municipalities	Frequency, accuracy and timeliness of reports	Annual release on the non-financial census of municipalities for 2009/10 with a response rate of 95% by October 2011	Annual release on the non-financial census of municipalities for 2010/11 with a response rate of 95% by October 2012	Annual release on the non-financial census of municipalities for 2011/12 with a response rate of 95% by October 2013

Outputs and targets: Life circumstances, service delivery and poverty (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Poverty and Inequality Statistics (Programme 3)					
<i>Living Conditions Survey (LCS)</i>					
Provide statistical information on living conditions, life circumstances and poverty	Statistical information on poverty levels in South Africa	Frequency, accuracy and timeliness of reports	Stakeholder consultations commences in April 2011	Survey methodology developed and tested by March 2013 Data collection instruments finalised by October 2012	Data collection from April 2013 to March 2014

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WHAT IS CENSUS NIGHT?

It is a chosen reference period when all people will be counted
(9 – 10 October 2011)

WHEN IS THE NEXT CENSUS?

The census will take place in October 2011



CENSUS 2011
You Count!

(e) Population dynamics

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


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

Initiatives and developments to provide information on the population dynamics of South Africa

Population Census: The numerical profile and social dynamics of a country are essential for any democracy to measure the effect of its programmes and policies. It is part of an integrated national statistics system and forms the benchmark for the population count at national and local levels.

Census information becomes the demographic, population and economic baseline information that is collected periodically to inform planning, monitoring and evaluation across government. Census information is also essential for monitoring internationally adopted MDGs.

The population census is the most logistically complex and massive exercise a national statistical office undertakes. It requires mapping the entire country, mobilising and training a considerable number of enumerators, conducting a comprehensive publicity campaign, canvassing all households to participate, collecting individual information, processing the vast amounts of data from completed questionnaires, and analysing and disseminating the data to the lowest level. For many people, the census may be the only time that the state reaches them and asks a question.




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CENSUS 2011
You Count!

The next population census will be conducted in 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 government policies and programmes. Census 2011 will also provide valuable insights into the progress South Africa has made in achieving the MDGs.

Planning and preparations for Census 2011 are well under way. Methodologies, systems and processes have been informed by lessons learnt from Census 1996 and 2001, the 2007 Community Survey, the 2009 Census pilot, the 2010 Census Dress rehearsal, various research tests conducted over the years and international best practices. The following are the critical factors to ensure a successful Census 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;
- Comprehensive and user-friendly data collection tools;
- Effective and efficient data processing systems;
- Trained fieldworkers to carry out main enumeration;
- Planning and conducting a post enumeration survey;
- Producing products that meet users' needs; and
- Facilitating users' accessibility to the data on an ongoing basis.

The following are key targets for Census 2011:

- Census 2011 dress rehearsal data processed by June 2011
- Procurement of goods and services for data processing by August 2011
- Fieldwork material procured by June 2011
- Recruitment and training of contract staff by September 2011
- Forward logistics (field materials) completed by August 2011
- Approximately 120 000 enumeration areas (EAs) enumerated by October 2011
- Reverse logistics completed by December 2011
- Census 2011 data processed by August 2012
- Census 2011 products and data by November 2012

Recruitment: Approximately 160 000 staff will be appointed for the Census consisting of fieldworkers, quality assurance monitors, data capturers, logistics officers and district coordinators. There will be 110 districts offices (including satellite offices) across the country used to accommodate the census staff at district levels.

Publicity: Publicity will be undertaken at two levels. The first level will focus on mass media publicity and advocacy mainly as a mobilisation strategy. The second will be targeted at the public and will be undertaken by the fieldworkers during listing fieldwork.

Listing: Listing entails compilation of a register of all dwelling units, other structures and prominent features in a given enumerator area.

Enumeration:

- Census 2011 will implement a de-facto approach.
- A face-to-face interview approach of collecting data will be implemented.
- Self-enumeration will target the hard-to-count population as well as respondents who opt for it.
- The sweeping approach will be applied in farms, smallholdings, recreation and national parks. Fieldwork supervisors and fieldworkers in farms, smallholdings, large traditional EAs, recreation and national parks will be provided with suitable vehicles.
- Non-response follow-up targeting refusals, non-contacts, etc. will be conducted at the end of the enumeration process.

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, only 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 essential for human development. Vital statistics derived from civil registration are the only nationally representative source of information that links mortality to its causes. This information is necessary for planning, monitoring and evaluating the health status of a population, and for the planning of adequate health interventions.

Stats SA currently produces information on live births, 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 health and vital statistics are outlined below:

- Increased collaboration and technical support to the departments of Home Affairs and Justice and Constitutional Development on civil registration;
- Conducting an assessment of the quality of death certification in order to improve the quality and timeliness of mortality and causes of death information;
- Introducing process improvements in relation to automated coding for demographic variables and timeliness of statistical releases;
- Increased analytical work integrating data from surveys and censuses to complement administrative data source; and
- Strengthening the country's health information system as one of the sources of health statistics.



CENSUS 2011

You Count!



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Outputs and targets: Population dynamics

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Population Census (Programme 7)					
Population Census 2011					
Provide comprehensive demographic information on the population dynamics at all levels of society	Statistical information on the size, nature and geographic location of the SA population	Accuracy and timeliness of Census 2011	Fieldwork manuals printed by May 2011	Census 2011 data processing completed by August 2012	Plans for Census 2016 developed by June 2014
			Census 2011 dress rehearsal data processed by June 2011	Release Census 2011 results by November 2012	
			Procurement of goods and services for data processing (for main census) by August 2011		
			Forward logistics (field materials) completed by August 2011		
			Recruitment and training of contract staff by September 2011		
			Listing of EA’s (approximately 120 000)by October 2011		
			Census enumeration fieldwork conducted by November 2011		
			Reverse logistics completed by December 2011		
Subprogramme: Population Statistics (Programme 3)					
Population Census and research					
Provide comprehensive demographic information on the population dynamics at all levels of society	Census 2011 tabulation plan and products	Timeliness of documents/ products	Census 2011 tabulation plan by August 2011	Census 2011 products by November 2012	Thematic and in-depth analysis reports based on Census 2011 data
			Census 2011 products plan by September 2011		Research reports on emerging issues emanating from Census 2011 and other household surveys
Demographic profile, population projections and estimates					
To provide demographic information on population dynamics	Books on South African and African Demography	Timeliness and number of books	Book on South African Demography compiled by June 2011	Book on African Demography compiled by July 2012	

Outputs and targets: Population dynamics (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
To provide demographic information on population dynamics	Annual reports on projected population estimates	Timeliness and number of reports	Annual report on projected population estimates by July 2011	Annual report on projected population estimates by July 2012	Annual report on projected population estimates by July 2012.
				Design and test sub-provincial population estimates production system by March 2013	Annual report on sub-provincial estimates by September 2013
Subprogramme: Health and Vital Statistics (Programme 3)					
Health and Vital Statistics					
Provide statistical information that reflect changes in the profile of the South African population in relation to health and vital events	Statistical information on mortality and causes of death	Frequency, timeliness and number of reports/ releases	Annual release on 2009 mortality and causes of death by November 2011	Annual release on 2010 mortality and causes of death by November 2012	Annual release on 2011 mortality and causes of death by November 2013
	Statistical information on recorded live births		Annual release on recorded live births for 2010 by August 2011	Annual release on recorded live births for 2011 by August 2012	Annual release on recorded live births for 2012 by August 2013
	Statistical information on marriages and divorces	Annual release on 2010 marriages and divorces including customary marriages and civil unions by December 2011	Annual release on 2011 marriages and divorces including customary marriages and civil unions by December 2012	Annual release on 2012 marriages and divorces including customary marriages and civil unions by December 2013	
	Statistical information on tourism and migration	Monthly release on 2011 tourism and migration, 3 months after the reference period	Monthly release on 2012 tourism and migration 3 months after the reference period	Monthly release on 2013 tourism and migration 3 months after the reference period	
		Annual report on 2010 tourism by April 2011	Annual report on 2011 tourism by April 2012	Annual report on 2012 tourism by April 2013	
		Annual report on documented immigrants by March 2012	Annual report on documented immigrants and self declared emigrants by March 2013	Annual report on documented immigrants and self declared emigrants by March 2014	
	National health interview survey report	Frequency, timeliness and number of reports/ releases	Report on stakeholder consultation by February 2012	Report on health interview pilot	Report on health interview survey

(f) Safety and security

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

The work of fighting crime is becoming more complex and, therefore, more challenging. Criminals are becoming more organised and more sophisticated, operating with little regard to national boundaries. Foreign criminal groups are extending their operations as organised crime becomes increasingly globalised and South Africa is not impervious to this development.

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

In the medium term, it would be important to develop an integrated statistical information system that includes survey data and administrative records from various role players in order to provide a more comprehensive picture of crime in the country.

Initiatives and developments in Stats SA to improve the measurement of safety and security:

Victims of Crime Survey (VOCS): The Victims of Crime Survey is recognised as a tool to assist government and the public to understand the dynamics of crime. The VOCS is a national household-based survey that examines crime from the point of view of the victim. It was first conducted in 1998 by Stats SA. The survey was repeated in 2003 and 2007 by the Institute of Security Studies. One of the limitations of all three studies was the relatively small sample size (less than 5 000 households). Whilst the VOCS is not intended to replace police statistics, it can provide vital information that can assist in crime prevention. The VOCS can also examine the extent of reporting or underreporting of crime, complement crime statistics provided by administrative sources, explore the perceptions about the police and police service, and act as a benchmark against which future surveys of the same nature can be compared.

From 2011 onwards, Stats SA plans to conduct an annual Victims of Crime Survey in close collaboration with other role players in the Safety and Security cluster. The survey will be conducted with a sample of approximately 30 000 households in all nine provinces and the data will be used primarily for the development of policies and strategies, crime prevention and public education programmes and to complement administrative records.

During 2011/2012, a joint publication between Stats SA and SAPS will be investigated. This work will form an integral part of the development of a national crime statistics system.

Outputs and targets: Safety and security

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Social Statistics (Programme 3)					
<i>Victims of Crime Survey</i>					
Provide statistical information on safety and security	Statistical information on the crime situation in South Africa	Frequency, accuracy and timeliness of report	Annual report on the crime situation in South Africa with a response rate of at least 90%, 6 months after the reference month (September 2011)	Annual report on the crime situation in South Africa with a response rate of at least 90%, 6 months after the reference month (September 2012)	Annual report on the crime situation in South Africa with a response rate of at least 90%, 6 months after the reference month (September 2013)
		Number of reports	Report on laying the foundations for the development of a national crime statistics system by March 2012	Report on the continued development of a national crime statistics system Integrated report on administrative crime statistics and VOCS published	Continuous measurement of crime statistics to mitigate seasonality of measurement introduced National crime statistics system developed Integrated report on administrative crime statistics and VOCS published



4.2 Enhancing public confidence and trust in official statistics

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

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

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

Below are outputs and targets to implement initiatives that will enhance public confidence and trust in official statistics.

(a) Quality management system

An independent quality assessment programme has been initiated to ensure compliance of statistical series both within and outside Stats SA with the prescripts of the South African Statistical Quality Assessment Framework (SASQAF). This unit will make recommendations to the Statistician-General on declaring statistics as official.

The Methodology and Evaluation and Survey Standards units provide standards, statistical and technical expertise, methodological support and advice to the statistical production areas within the organisation as well as to partners in the SANSS. This includes technical solution support to ensure integration and the application of appropriate quality criteria, standards, classifications and procedures.

Standards development, statistical compliance and methodological and technical solutions 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, weighting and estimation;
- Developing and implementing technical systems and solutions; and
- Researching current and international best practice.

Over the medium term, Stats SA plans to roll out independent control and post-evaluation surveys for internal products. The 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) will be conducted in November 2011.

Outputs and targets: Quality management system

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Methodology and Evaluation (Programme 4)					
<i>Methodological support, systems solutions and standards development</i>					
Provide methodological and systems support services to producers of statistics	Quarterly report on methodological support to economic and social surveys	Number of reports delivered as per user specification	90% of methodological support to economic and social surveys as per requests from surveys areas and SANSS partners	90% of methodological support to economic and social surveys as per requests from surveys areas and SANSS partners	90% of methodological support to economic and social surveys as per requests from surveys areas and SANSS partners
	Reports on methodological matters	Number of research reports	Research report on the utilisation of the quarterly snapshot on the refreshment of samples by March 2012	Report on snapshots for piloting quarterly refreshment of quarterly economic statistics sample	Report on refreshment of quarterly economic statistics sample implemented
			Research report on the use of SARS data to replace smaller size group enterprises (estimation-based) by September 2011	Report on the use of SARS data for the estimation of smaller size groups enterprises	
			Research report on the application of sample rotation within Economic Surveys by March 2012	Sample rotation implemented	
			Quarterly report on modelling of small area statistics for Household-based statistics	Preliminary paper related to household base small area statistics published	Usability of household based model (small area) for publications tested
			Research report on the methodology for the development of the Master Sample by March 2012	Methodology for sampling frame for household based surveys (Master Sample) developed	Sampling frame for household based surveys (Master Sample) implemented
Provide methodological and systems support services to producers of statistics	Report on technical solutions developed	Percentage of technical solutions implemented	90% technical solutions developed as per request from survey areas	90% technical solutions developed as per request from survey areas	90% technical solutions developed as per request from survey areas

Outputs and targets: Quality management system (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
<i>Methodological support, systems solutions and standards development</i>					
Improve methodological and systems support through researching current and international best practice	Technical reports and solutions based on research findings	Number and timeliness of reports	<p>Research report compiled on automating the generation of snapshots by March 2012</p> <p>Integrated Business Sampling Frame system (module 1) developed by March 2012</p> <p>Project plan for changed generic environment (Business surveys) compiled by October 2011</p> <p>Research report on the use of electronic questionnaires for data collection compiled by October 2011</p>	<p>Automation of the generation of snapshots tested</p> <p>Integrated Business Sampling Frame system (modules 2&3) developed</p> <p>Phase 1 of standardisation of systems rolled out</p> <p>Research report on implementing open source technology</p>	<p>Automation of the generation of snapshots piloted and finalised</p> <p>Integrated Business Sampling Frame system (modules 4&5) developed</p> <p>Phase 2 of standardisation of systems rolled out</p> <p>Capacity building in open source environment</p>
Conduct post enumeration survey for the pilot census	Report on PES	Timeliness of post-enumeration survey	<p>Matching and reconciliation visits for census dress rehearsal completed by June 2011</p> <p>Census 2011 Dress Rehearsal PES report finalised by September 2011</p> <p>PES fieldwork methodologies reviewed and finalised by October 2011</p> <p>PES fieldwork completed by December 2011</p>	<p>Matching and reconciliation visits completed by June 2012</p> <p>Census 2011 PES report finalised by September 2012</p>	
Implement a monitoring and evaluation framework	Reports on survey monitoring and evaluation	Number of reports	<p>Reports on household surveys monitored and evaluated by March 2012:</p> <ul style="list-style-type: none"> • GHS • QLFS • DTS • IES • Census 2011 • PES 	Reports on household surveys monitored and evaluated	Reports on household surveys monitored and evaluated

Outputs and targets: Quality management system (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Survey Standards (Programme 4)					
<i>Setting standards for the statistical system</i>					
Coordinate the development of statistical standards within Stats SA	New standards developed	Number of standards developed	Three standards developed by March 2012	Two standards developed by March 2013	Two standards developed by March 2014
			Stakeholder consultation on Quality management systems (QMS) conducted and quality initiatives consolidated by March 2012	Quality management system for Stats SA developed	Quality management policy and rollout strategy developed
			Standards Approval Committee established by March 2012	Formal approval of standards	Quality management system and training material developed Formal approval of standards
Coordinate the development of statistical standards within Stats SA	Standards maintained	Number of standards reviewed	Existing standards reviewed and updated as per review cycle by March 2012:	Existing standards reviewed and updated as per review cycle by March 2013:	Existing standards reviewed and updated as per review cycle by March 2014:
			<ul style="list-style-type: none"> • Classifications • Concepts and definitions for Stats SA • Questionnaire design (households based and economic surveys) • Generic Operational Manual for household and social surveys • Survey standards metadata template • SASQAF 	<ul style="list-style-type: none"> • Classifications • Concepts and definitions for Stats SA • Questionnaire design (households based and economic surveys) • Generic Operational Manual for household and social surveys • Survey standard metadata template • SASQAF • Standard Industrial Classification • Standard Classification of Occupations 	<ul style="list-style-type: none"> • Classifications • Concepts and definitions for Stats SA • Questionnaire design (households based and economic surveys) • Generic Operational Manual for household and social surveys • Survey standards metadata template • SASQAF • Standard Industrial Classification • Standard Classification of Occupations • Standard for tabulation • Standard on data archiving • Fieldwork operation standard • Variable Naming Convention

Outputs and targets: Quality management system (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: National Statistics System (Programme 1)					
<i>Setting standards for the statistical system</i>					
Promote statistical quality in the SANSS	Statistical standards	Number of standards developed/ reviewed in the SANSS	Annual review of SASQAF by January 2012 Sector-specific standards for Health statistics developed in partnership with DoH in line with SASQAF by March 2012	Annual review of SASQAF conducted Sector-specific standards for Safety and Security statistics developed in line with SASQAF	Annual review of SASQAF conducted Sector-specific standards for other partners in the SANSS developed in line with SASQAF
	Reports on SASQAF training	Number of organs of state trained	Partners in the Education and Health subsystems trained in SASQAF by March 2012	Partners in the Safety and Security subsystems trained in SASQAF	Partners in the SANSS trained in SASQAF
Conduct independent quality assessments for the certification of statistics	Report on assessments	Number of series assessed for certification against SASQAF	Four assessment reports by March 2012	Six assessment reports	Eight assessment reports

(b) Business sampling frame development and maintenance

Business register: The business register forms the pillar of the business sampling frame that is utilised as the sampling frame for the various series of economic statistics produced by Stats SA. The defining characteristics of a reliable business register are that it is comprehensive in coverage, accurate in classification, and has updated contact information. Such a register must be maintained so that new businesses are included and dead units are removed.

The sampling frame is derived from the various tax registers of the South African Revenue Service (SARS). The maintenance source is the value added tax register. A set of business rules are developed to capture the changes in businesses such as economic activity (classification) and the life status. These have to be maintained with minimum time lags to ensure that reliable and accurate information is reported. Turnover of businesses is used in conjunction with employment indicators as a sizing measure. The accuracy of a business sampling frame, as a foundation of economic statistics, allows results of surveys to mirror economic reality on the ground as much as possible.

A quality management framework has been introduced and quarterly reports are made available to internal users on the agreed performance measures and indicators.

The business sampling frame covers all sizes of businesses including small, medium, large and complex businesses registered at SARS. Large and complex businesses typically have organisational and management structures that are quite different from smaller size businesses. Due to the economic dominance of such entities, statistical offices world-wide pay special attention to them through a process called profiling. Increased productivity has led to more businesses being updated. Special attention was given to businesses which were unclassified (economic activity not known).

Business registration reform: The state has a constitutional obligation to create an environment conducive to investment and job creation. This task can be more efficiently discharged if the government has at its disposal the relevant factors such as business start-ups and closures in the various sectors of the economy and labour absorption potentials. An objective of the business reform process is to create such an environment. A second objective of the proposed reform is the creation of an integrated environment in which compliance with and the enforcement of relevant legislative prescripts can be administered more effectively by the respective organs of state.

In the pursuit of these objectives, the Department of Trade & Industry (the dti), South African Revenue Service (SARS), Statistics South Africa (Stats SA), and National Treasury (NT) entered into a strategic partnership aimed at transforming the business registration landscape in South Africa.

The Business Registration Reform project is aimed at transforming the legislative, regulatory and operational aspects of business registration through the development and implementation of a single business registration authority by 2013.

Over the next three years, the BRR project will focus on:

- The establishment of a single registration authority for primary registration;
- Review of the legal definition of ‘primary business registration’ to include tax registration;
- Expansion of the type of business entities included in the legal definition of primary business registration;
- Compliance with all registration requirements through a single transaction;
- The introduction of a mandatory unique registration number for all legal and commercial transactions;
- Expanding the number and type of registration channels available for the purpose of primary business registration; and
- Increased data and information sharing among government entities.

Over the medium term, improvements will focus on re-engineering of the business sampling frame system which is required to implement the statistical units’ model as well as increasing the utilisation of the business sampling frame through geo-referencing of businesses.

Outputs and targets: Business sampling frame development and maintenance

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Business Register (Programme 4)					
<i>Business frame</i>					
Provide and maintain an updated sampling frame for the collection of economic statistics	Updated business sampling frame	Percentage of large business surveys completed	Monthly reports on percentage of large business surveys completed	Monthly reports on percentage of large business surveys completed	Monthly reports on percentage of large business surveys completed
		Timeliness and number of snapshots	Quarterly reports on performance and quality indicators for the business register complex	Quarterly reports on performance and quality indicators for the business register complex	Quarterly reports on performance and quality indicators for the business register complex
			Preliminary common sampling frame by November 2011	Preliminary common sampling frame by November 2012	Preliminary common sampling frame by November 2013
			Final business sampling frame snapshot and common sampling frame by March 2012	Final business sampling frame snapshot and common sampling frame by March 2013	Final business sampling frame snapshot and common sampling frame by March 2014
			Quarterly snapshots of the business sampling frame for research use	Quarterly snapshots piloting refreshment of economic series samples	Quarterly snapshots for further implementation of the quarterly refreshment economic series samples

(c) Dwelling frame development and maintenance

The dwelling frame is a database of geographically referenced dwellings with physical addresses. This will be provided through the *geographic infrastructure* and *geographic knowledge* across the statistical value chain (i.e. geographic systems, geographic frames, geographic methods and standards, geographic support, geographic analysis) in order to improve the quality of statistical data collections, processing, analysis and dissemination.

The dwelling frame will become the sampling frame for all household surveys and the population census.

Strategic objectives are:

- To provide the geographic infrastructure (i.e. geographic system, geographic frame and geographic knowledge and support) required to improve the quality of data collection, analysis and dissemination.
- To update, maintain and disseminate spatial data infrastructure; develop standards and concepts of the geographic frame; and to ensure interdepartmental coordination of spatial data activities.
- To provide a support service to surveys, censuses and registers, as well as for the integration of data and value-added products, and for analysis and product development.

The key deliverables over the medium term are the updated Census 2011 collection and dissemination geographies, which forms the basis for conducting Census 2011.

Outputs and targets: Dwelling frame development and maintenance

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Geographic Services and Geographic Frames (Programme 5)					
<i>Geographic frame</i>					
Provide and maintain an updated sample frame for the collection of social statistics	Dwelling frame	Number of points completed	10,4 million points by March 2012	10,9 million points by March 2013	11,4 million points by March 2014
	Dwellings with addresses	Number of number plates displayed	900 000 number plates displayed by March 2012	1,2 million number plates displayed by March 2013	1,5 million number plates displayed by March 2014
	Updated place names database	Number of place names maintained	Quarterly report on place names maintained	Quarterly report on place names maintained	Quarterly report on place names maintained
	Quarterly report on EA demarcation	Number of EAs maintained	Quarterly report on EA demarcation maintained	Quarterly report on EA demarcation maintained	Quarterly report on EA demarcation maintained
	Small area layer	Number of small areas created	Research report on creation of small area layer compiled by March 2012	Methodology developed and tested	60 000 small areas created
Subprogramme: Geographic Services and Geographic Frames (Programme 5)					
<i>Geographic support</i>					
Provide geographic support to census	Maps Summary books QA Reports	Number of maps created	50 000 maps created and printed by April 2011		
		Number of EA summary books produced	80 000 EA summary books produced by May 2011		
		Number of EAs listed	103 000 EAs listed by September 2011	Methodology updated and tested	Methodology updated and tested
Provide geographic support to surveys and users	Quarterly reports on maps printed and users supported	Number of maps printed	8 000 maps created by March 2012	8 000 maps created	8 000 maps created
		Number of users supported	Quarterly report on users supported	Quarterly report on users supported	Quarterly report on users supported

(d) Integrated communications, marketing and stakeholder relations

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

Stakeholder relations management: A two-way communication channel is vital for providing information to stakeholders. Feedback from stakeholders is used to tailor statistical outputs to better meet user needs. Stats SA has implemented a Stakeholder Relations Management (SRM) system which facilitates a proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users.

Publication services: Provide access to statistical and corporate publications to internal and external users. The publications are in hard copy and electronic formats. The look and feel of the publications is easy to the eye and in a language that is easy to understand.

Communications: The fundamental outcome of the organisation's communication activities is to create a receptive environment for the products and services offered by Stats SA and 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 service delivery by the state. It is for these reasons that there will always be media and public scrutiny of the organisation. Stats SA's communication approach is fundamentally about getting the right message to the right stakeholders at the right time. This will be achieved through regular interaction with the multiplicity of people and groups that either impact or are beneficiaries of the work of the organisation.

The objectives for these various communication interventions include:

- To increase the general public awareness of official statistics;
- To increase usage and participation in the work of the organisation;
- To address negative attitudes among respondents and stakeholders; and
- To increasingly assert and demonstrate the organisation's relevance to the South African society.

Outputs and targets: Integrated communications, marketing and stakeholder relations

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Stakeholders relations and marketing (Programme 6)					
<i>Stakeholder management</i>					
Improve integrated communications, marketing and stakeholder relations management	Integrated communications, marketing and stakeholder relations strategy	Standard application of key messages across Stats SA	<p>Integrated strategy and plan implemented:</p> <ul style="list-style-type: none"> • Strategy and plan approved by June 2011 • Communication to Head Office by August 2011 • Piloted at provincial level by March 2012 <p>Integrated communication, marketing and advocacy plan for Census 2011 implemented by February 2012</p>	Integrated strategy and plan piloted at district level	Strategy and plan evaluated and reviewed
Improve stakeholder interactions	Quarterly reports on key accounts established	Number of key accounts established	Key accounts established with 10 government departments by March 2012	Key accounts established with 10 government departments	Key accounts established with 15 government departments
	Reports on workshops conducted	Number of workshops conducted	<p>9 African Stats Day workshops by December 2011</p> <p>Exhibitions and promotions:</p> <ul style="list-style-type: none"> • Tourism Indaba • Pretoria Show • SALGA • Rand Show • Star Career Expo 	<p>9 African Stats Day workshops</p> <p>Exhibitions and promotions:</p> <ul style="list-style-type: none"> • Tourism Indaba • Pretoria Show • SALGA • Rand Show • Star Career Expo 	<p>9 African Stats Day workshops</p> <p>Exhibitions and promotions :</p> <ul style="list-style-type: none"> • Tourism Indaba • Pretoria Show • SALGA • Rand Show • Star Career Expo
Improve accessibility to official statistics	Quarterly reports on stakeholder interaction via CRM and the website	Number of visitor sessions to StatsOnline	2,75 million visitor sessions per annum	3 million visitor sessions per annum	3,2 million visitor sessions per annum
		Number of publications downloaded from StatsOnline	420 000 downloads for the year	430 000 downloads for the year	440 000 downloads for the year
		Percentage requests captured on the CRM system	100% requests captured onto the CRM system by March 2012	100% requests captured onto the CRM system	100% requests captured onto the CRM system

Outputs and targets: Integrated communications, marketing and stakeholder relations (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Conduct User Satisfaction Survey (USS)	Report on USS	User satisfaction index	USS conducted by March 2012	USS conducted by March 2013	USS conducted by March 2014
Subprogramme: Publication Services (Programme 5)					
<i>Compilation, editing, design, printing and electronic product development</i>					
Provide publication, printing and distribution services	Quarterly report on publications printed and distributed	Number of publications	225 publications and questionnaires for economic surveys printed and distributed by March 2012	225 publications and questionnaires for economic surveys printed and distributed	225 publications and questionnaires for economic surveys printed and distributed
Provide editing and design services and compile publications	Quarterly report on publications compiled, edited and published	Percentage publications compiled, edited and designed	100% publications completed according to publication schedule Publications compiled according to publication schedule: <ul style="list-style-type: none"> Quarterly Bulletin of Statistics Annual Stats In Brief Annual SA Statistics 10 issues of monthly Mbalo Brief 	100% publications completed according to publication schedule Publications compiled according to publication schedule: <ul style="list-style-type: none"> Quarterly Bulletin of Statistics Annual Stats In Brief Annual SA Statistics 10 issues of monthly Mbalo Brief 	100% publications completed according to publication schedule Publications compiled according to publication schedule: <ul style="list-style-type: none"> Quarterly Bulletin of Statistics Annual Stats In Brief Annual SA Statistics 10 issues of monthly Mbalo Brief
Provide statistical information in electronic formats	Quarterly report on user requests	Number of electronic products distributed	All statistical databases available electronically in time series, based on needs of users and producers	All statistical databases available electronically in time series, based on needs of users and producers	All statistical databases available electronically in time series, based on needs of users and producers

Outputs and targets: Integrated communications, marketing and stakeholder relations (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Corporate Communications (Programme 5)					
<i>Internal communications</i>					
Provide effective communication within Stats SA	Electronic weekly newsletters	Timeliness of newsletter	Weekly Pulse distributed electronically	Weekly Pulse distributed electronically	Weekly Pulse distributed electronically
	Report on staff meetings	Number of meetings	2 general staff meetings per annum conducted (June and December)	2 general staff meetings per annum conducted (June and December)	2 general staff meetings per annum conducted (June and December)
<i>Public and media relations</i>					
Improve public and media relations	Monthly external newsletter	Timeliness of newsletter	Monthly external newsletter distributed to respondents in household surveys	Monthly external newsletter distributed to respondents in household surveys	Monthly external newsletter distributed to respondents in household surveys
Raise the profile of Stats SA as the leading partner in quality statistics	Annual report on media coverage of Stats SA	Number of sessions conducted with the media	Product specialists trained on media communication quarterly	Product specialists trained on media communication quarterly	Product specialists trained on media communication quarterly
			Quarterly media training sessions conducted in four provinces	Quarterly media training sessions conducted in four provinces	Quarterly media training sessions conducted in four provinces
			2 press conferences per quarter (GDP and QLFS)	2 press conferences per quarter (GDP and QLFS)	2 press conferences per quarter (GDP and QLFS)
			Monthly press release for CPI and monthly economic short term indicators	Monthly press release for CPI and monthly economic short term indicators	Monthly press release for CPI and monthly economic short term indicators
			Weekly article by the Statistician-General	Weekly article by the Statistician-General	Weekly article by the Statistician-General

(e) Policy research and analysis

In line with the strategic plan, Stats SA established a policy research and analysis unit during 2010/11. The purpose of the unit is to enhance public confidence and trust in statistics by providing an integrative technical support and advisory team for policy planners and development practitioners. This is evident by the information needs of the public, private and civil society sectors. This unit will also be required to participate in knowledge research and innovation on key development themes through partnerships with local, national, and international scientific groups.

The policy research and analysis unit is to provide well-researched, evidence-based inputs into policy processes on broad cross-cutting issues that have long term implications for development.

This will be achieved through:

- Integrative economic research and analysis
- Integrative social and community development research
- Integrative spatial research and analysis

Outputs and targets: Policy research and analysis

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Policy Research and Analysis (Programme 1)					
Economic policy research					
Inform users on economic trends in South Africa	Economic reports	Number and timeliness of reports/ papers	Quarterly integrated economic reports based on Stats SA data sources	Quarterly integrated economic reports based on Stats SA data sources	Quarterly integrated economic reports based on Stats SA data sources
			Research paper on Responsiveness of employment to GDP by September 2012	2 research papers on joint behaviour of Stats SA survey results	2 research papers on joint behaviour of Stats SA survey results
			Research paper on Business cycles by March 2012		
Social and community development research					
Inform users on the socio-economic trends in South Africa	Socio-economic Trends 2012	Number and timeliness of reports	Socio-economic trend reports: Data preparation by March 2012	Socio-economic trend reports published by December 2012	
	Information portal	Availability of information tool	Information portal developed by March 2012	Integrated theme-knowledge products developed	
Integrative spatial research and analysis					
Inform users on the spatial dynamics in South Africa	Development Index Framework	Number and timeliness of documents	Advocacy programme on Development Index Framework rolled-out by March 2012	Development Index Framework updated	Development Index Framework updated
	Urban Function Index		Advocacy programme on Urban Function Index rolled-out by March 2012	Urban Function Index updated	Urban Function Index updated
	Spatial statistics		2 Research papers on spatial statistics by March 2012	2 Research papers on spatial statistics	2 Research papers on spatial statistics



4.3 Improving productivity and service delivery

The recent financial and economic crises that affected all countries, including South Africa, have resulted in government having to prune budgets and to put stringent governance and financial controls in place. The underlying theme for the next five years will be marked by 'doing more with less'. In order to address the internal challenges but keep up the pace of delivering high-quality statistical information, the organisation adopted a number of strategies to ensure it becomes more effective and efficient in conducting its business.

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

a) Improving survey operations

Integrated fieldwork approach: Stats SA is rolling out an integrated fieldwork strategy that will ensure effective and efficient fieldwork operations. An integrated approach will deliver better value for money through:

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

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

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

Outputs and targets: Integrated survey operations

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Household Survey Operations (Programme 7)					
<i>Integrated fieldwork</i>					
Coordinate and integrate collection activities across household surveys	Completed QLFS questionnaires	Number of completed questionnaires	Approximately 32 000 dwelling units per quarter, with a response rate of 85 %	31 995 dwelling units per quarter, with a response rate of 85 %	31 995 dwelling units per quarter, with a response rate of 85 %
	Completed General Household Survey	Response rate	Approximately 32 000 dwelling units, with a response rate of 85 % by June 2011	Approximately 31 995 dwelling units, with a response rate of 85 %	Approximately 31 995 dwelling units, with a response rate of 85 %
	Completed National Housing Transport Pilot		Approximately 50 PSUs with a response rate of 85 % by June 2011		
	Completed Tourism Survey		Approximately 32 000 dwelling units, with a response rate of 85 % by September 2011	31 995 dwelling units, with a response rate of 85 %	31 995 dwelling units, with a response rate of 85 %
	Completed Income and Expenditure Survey		Approximately 32 000 dwelling units, with a response rate of 85 % by September 2011		
	Completed Victims of Crime Survey		Approximately 32 000 dwelling units, with a response rate of 85 % by March 2012	Approximately 31 995 dwelling units, with a response rate of 85 %	Approximately 31 995 dwelling units, with a response rate of 85 %
Maintain and update the master sample	Updated sample frame	Number of PSUs maintained and updated	Quarterly reports on maintenance and updating of the master sample	Quarterly reports on maintenance and updating of the master sample	Quarterly reports on maintenance and updating of the master sample

Outputs and targets: Integrated survey operations (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Corporate Data Processing (Programme 7)					
<i>Data processing</i>					
Coordinate and integrate processing activities across household surveys	Edited QLFS dataset	Number of questionnaires processed	Approximately 128 000 questionnaires (32 000 per quarter)	QLFS: Approximately 128 000 questionnaires (32 000 per quarter)	QLFS: Approximately 128 000 questionnaires (32 000 per quarter)
	Edited GHS dataset	Timeliness of processing	Approximately 32 000 questionnaires by November 2011	Approximately 32 000 questionnaires	Approximately 32 000 questionnaires
	Edited TUS dataset		Approximately 32 000 questionnaires by February 2011	Approximately 32 000 questionnaires	Approximately 32 000 questionnaires
	Edited NHTS pilot dataset		Approximately 1 000 questionnaires by September 2011		
	Edited IES dataset		Approximately 32 000 questionnaires by December 2011		
	Edited VOCS dataset		Approximately 32 000 questionnaires by June 2011	Approximately 32 000 questionnaires by June 2012	Approximately 32 000 questionnaires by June 2013
	Edited master sample dataset		Approximately 5 500 PSUs updated on a monthly basis	Approximately 5 500 PSUs updated on a monthly basis	Approximately 5 500 PSUs updated on a monthly basis

b) Management support

Strategy and planning: A new strategic direction for statistical production in the country was adopted by Stats SA during 2010 for the next 5 years. The organisation has embarked on a process to translate the 'Vision into Action'. The implementation plan focuses on engaging people to ensure a common understanding of the vision, alignment of actions to the new direction and priorities as defined in the strategic plan. A policy framework and national strategy for statistical production in the country will be compiled in collaboration with key stakeholders.

Integrated planning, reporting and monitoring: The organisation has implemented an integrated planning, reporting and monitoring process. An integrated reporting system is in the process of being developed and will be rolled out during 2011/12. The system will ensure the timely and efficient reporting of organisational performance on a monthly and quarterly basis.

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

Internal Audit: Internal Audit will assist management in improving internal controls, risk management and governance by providing independent risk based assurance services as well as advisory services as required by the Public Finance Management Act (PFMA).

An integrated audit approach placing emphasis on the identification of risks, the prioritising thereof and the testing of controls over key risk areas will be followed. Our findings and recommended areas for improvement will be included in all internal audit reports submitted to management and the Audit Committee.

Outputs and targets: Management support

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Strategy (Programme 1)					
<i>Strategic planning and reporting</i>					
Drive the strategic direction and monitor organisational performance	Annual work programme	Number of reports/ documents	Work programme tabled in Parliament by March 2012	Work programme tabled in Parliament	Work programme tabled in Parliament
	Divisional plans	compiled and submitted to relevant stakeholder	Divisional strategic plans finalised by November 2011	Divisional strategic plans finalised	Divisional strategic plans finalised
	Quarterly performance reports		Quarterly reports submitted to Minister and Treasury	Quarterly reports submitted to Minister and Treasury	Quarterly reports submitted to Minister and Treasury
	Annual report		Annual report tabled in Parliament by October 2011	Annual report tabled in Parliament	Annual report tabled in Parliament
Subprogramme: Programme Office (Programme 1)					
<i>Programme and project management</i>					
Build project management capabilities and provide project management expertise to priority projects	Staff trained in project management	Number of staff trained	20 staff members trained in project management by March 2012	20 staff members trained in project management	20 staff members trained in project management
	Census 2011 team empowered in applying Stats SA's project management framework	Priority Stats SA project empowered	Priority Stats SA project, Census 2011 empowered in accordance with Stats SA's project management framework by March 2012	Priority Stats SA project empowered in accordance with Stats SA's project management framework	Priority Stats SA project empowered in accordance with Stats SA's project management framework

Outputs and targets: Management support (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Programme Office (Programme 1)					
<i>Programme and project management</i>					
Facilitate annual operational planning and monthly organisational reporting	Annual operational planning and monthly organisational reporting facilitated in 7 clusters	Number of clusters supported in operational planning and reporting	7 clusters supported in operational planning and reporting by March 2012	7 clusters supported in operational planning and reporting	7 clusters supported in operational planning and reporting
Provide integrated management information to inform decision-making	Integrated management information	Number of reports made available to stakeholders	Monthly integrated management information reports to EXCO	Monthly integrated management information reports to EXCO	Monthly integrated management information reports to EXCO
Subprogramme: Internal Audit Service (Programme 1)					
<i>Internal audit</i>					
Provide internal audit services to Stats SA	Report on audits conducted	Number and timeliness of audits	Population and Social statistics including provincial and district offices by December 2011	Population and Social statistics	Population and Social statistics
			Provincial and district offices	Provincial and district offices	Provincial and district offices
			Financial Management, SCM and FMLS by March 2012	Financial Management, SCM and FMLS	Financial Management, SCM and FMLS
			Human Resource Management and Human Capacity Development by November 2011	Human Resource Management and Human Capacity Development	Human Resource Management and Human Capacity Development
			Governance relating to other core business areas by March 2012	Governance relating to other core business areas	Governance relating to other core business areas
			Data Management and Technology by March 2012	Data Management and Technology	Data Management and Technology

c) Governance and administration

The new strategic direction that was adopted in 2010 requires corporate services and other service areas to become strategic partners by delivering the right services, at the right time and the right place. This will be achieved through promoting good governance, improving the turn-around time of service delivery, decentralising corporate service functions to provincial and district offices in line with the respective capacity of offices and enhancing the financial and human resource management processes and systems.

The organisation will focus on the following key priorities over the medium term to improve productivity and service delivery:

Governance and compliance

- Improving corporate governance which includes the provision of a reliable reporting mechanism and the roll-out of the amended risk management framework;
- Conducting critical task analysis;
- Conducting strategic risk assessments; and
- Ensuring mitigating strategies to address strategic risks.

Financial management and administration:

- Implementing an integrated demand management plan to enable effective and efficient delivery of goods and services at the right time and place;
- Improving turnaround time of procurement services; and
- Providing reliable and quality accounting information (document management).

Human resource management:

- 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 and to streamline the approach to job grading;
- Conducting a skills audit to establish skills required in the organization;
- Implementing a staff retention strategy to ensure the retention of scarce skills; and
- Implementing a succession planning programme.

Facilities management, logistics and security

- Developing and piloting a travel service through an in-house agency to enable a reliable and cost-effective travel services; and
- Improving turnaround time of fleet and logistical services.

Outputs and targets: Governance and administration

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Corporate Governance (Programme 1)					
<i>Policy coordination</i>					
Coordinate internal policy review and development in Stats SA	Quarterly report on policies	Number of policies approved and reviewed	Quarterly reports on existing policies reviewed and new policies approved	Quarterly reports on existing policies reviewed and new policies approved	Quarterly reports on existing policies reviewed and new policies approved
<i>Risk management</i>					
Facilitate organisational risk management in line with PFMA requirements and best practice	Reports on risk management	Unqualified audit report	Divisional risk plans compiled by February 2012	Divisional risk plans compiled	Divisional risk plans compiled
			Top 10 organisational risks compiled by March 2012	Top 10 organisational risks compiled	Top 10 organisational risks compiled
			Quarterly risk management reports to EXCO and Audit Committee	Quarterly risk management reports to EXCO and Audit Committee	Quarterly risk management reports to EXCO and Audit Committee
			Project Risk and Governance Report for Census 2011 compiled by June 2011	Project Risk and Governance Report for Census 2011 compiled	Closure report for Census 2011
Promote fraud prevention in Stats SA	Fraud prevention plan and progress reports	Reduced fraud cases	Quarterly reports on incidence of fraud to Exco and OPSC	Quarterly reports on incidence of fraud to Exco and OPSC	Quarterly reports on incidence of fraud to Exco and OPSC
<i>Legal support</i>					
Provide legal support	Quarterly report on legal support provided	Number of contracts, legal opinions and litigation matters	Quarterly reports on contracts, legal opinions and litigation matters	Quarterly reports on contracts, legal opinions and litigation matters	Quarterly reports on contracts, legal opinions and litigation matters
			Manual on the Promotion of Access to Information Act compiled by June 2011	Monitor and report on the implementation of the Act	Monitor and report on the implementation of the Act

Outputs and targets: Governance and administration (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Financial Management and Supply Chain Management (Programme 1)					
<i>Effective financial management</i>					
Provide effective financial management in line with relevant legislation	MTEF submission	Timely submission of documents	MTEF reflecting the strategy and funding requirements of the department compiled by August 2011	MTEF reflecting the strategy and funding requirements of the department compiled by August 2012	MTEF reflecting the strategy and funding requirements of the department compiled by August 2013
	AENE submission	Unqualified audit opinion	Adjustment Estimates of National Expenditure submitted by October 2011	Adjustment Estimates of National Expenditure submitted by October 2012	Adjustment Estimates of National Expenditure submitted by October 2013
	Estimates of National Expenditure		Estimates of National Expenditure submitted by December 2011	Estimates of National Expenditure submitted	Estimates of National Expenditure submitted
	Monthly reports		Monthly monitoring and reporting to budget managers, budget committee and Exco	Monthly monitoring and reporting to budget managers, budget committee and Exco	Monthly monitoring and reporting to budget managers, budget committee and Exco
	In Year Monitoring report (IYM)		Monthly submission of In Year Monitoring report (IYM) and Minister's report by the 15th of the preceding month	Monthly submission of In Year Monitoring report (IYM) and Minister's report by the 15th of the preceding month	Monthly submission of In Year Monitoring report (IYM) and Minister's report by the 15th of the preceding month
<i>Effective financial administration</i>					
Improve financial administration services and provide quality accounting information	Financial statements	Unqualified audit opinion	Submission of bi-annual financial statements to the Auditor-General and National Treasury by May and October 2011	Submission of bi-annual financial statements to the Auditor-General and National Treasury by May and October 2012	Submission of bi-annual financial statements to the Auditor-General and National Treasury by May and October 2013
	Tax reconciliation		Submission of bi-annual tax reconciliation to SARS by May and October 2011	Submission of bi-annual tax reconciliation to SARS by May and October 2012	Submission of bi-annual tax reconciliation to SARS by May and October 2013
	Reports on financial transactions		Monthly report on: <ul style="list-style-type: none"> Valid invoices received paid within 30 days Travel and subsistence advances paid within 2 working days Travel and subsistence claims paid within 7 working days User account management Payroll management Creditors and tax reconciliation 	Monthly report on: <ul style="list-style-type: none"> Valid invoices received paid within 30 days Travel and subsistence advances paid within 2 working days Travel and subsistence claims paid within 7 working days User account management Payroll management Creditors and tax reconciliation 	Monthly report on: <ul style="list-style-type: none"> Valid invoices received paid within 30 days Travel and subsistence advances paid within 2 working days Travel and subsistence claims paid within 7 working days User account management Payroll management Creditors and tax reconciliation
	Reports on decentralised financial administration functions		Quarterly reports on monitoring of decentralised financial administration functions	Monthly progress reports on monitoring and evaluation of decentralised financial administration	Monthly progress reports on monitoring and evaluation of decentralised financial administration

Outputs and targets: Governance and administration (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Provide effective support to Census 2011	Paid census workers and service providers	Percentage fieldworkers paid on time	100% census fieldworkers paid by November 2011	Closure report on payment of fieldworkers	Plan compiled for payment of fieldworkers for the Community Survey or Census
<i>Supply Chain Management</i>					
Improve service delivery and turnaround times for procurement	Approved demand plan	Unqualified audit opinion	Integrated demand management and asset acquisition plan compiled by April 2011	Integrated demand management and asset acquisition plan compiled	Integrated demand management and asset acquisition plan compiled
	Performance reports		Quarterly performance report on: <ul style="list-style-type: none"> • Bids awarded • Contracts signed • Acquisition • Receipt of goods and services procured within allocated timelines • Supplier performance Monthly progress reports on monitoring and evaluation of decentralised SCM functions: <ul style="list-style-type: none"> • Receipt of goods and services on Logis • Warehousing • Service providers' database • Acquisition functions 	Quarterly performance report on: <ul style="list-style-type: none"> • Bids awarded • Contracts signed • Acquisition • Receipt of goods and services procured within allocated timelines • Supplier performance Monthly progress reports on monitoring and evaluation of decentralised SCM functions: <ul style="list-style-type: none"> • Receipt of goods and services on Logis • Warehousing • Service providers' database • Acquisition functions 	Quarterly performance report on: <ul style="list-style-type: none"> • Bids awarded • Contracts signed • Acquisition • Receipting of goods and services procured within allocated timelines • Supplier performance Monthly progress reports on monitoring and evaluation of decentralised SCM functions: <ul style="list-style-type: none"> • Receipt of goods and services on Logis • Warehousing • Service providers' database • Acquisition functions
<i>Asset Management</i>					
Ensure effective management and control assets	Report on asset management	Unqualified audit on assets	Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD) 2 reports on biannual asset verification conducted (September and March) 2 reports on biannual asset disposal conducted (October and March)	Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD) 2 reports on biannual asset verification conducted (September and March) 2 reports on biannual asset disposal conducted (October and March)	Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD) 2 reports on biannual asset verification conducted (September and March) 2 reports on biannual asset disposal conducted (October and March)
<i>Provincial financial and advisory support</i>					
Coordinate and monitor financial activities in the provincial and district offices	Quarterly reports on management of cash flows in the provinces	Unqualified audit opinion	Quarterly reports on management of cash flows in the provinces	Quarterly reports on management of cash flows in the provinces	Quarterly reports on management of cash flows in the provinces

Outputs and targets: Governance and administration (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Human Resource Management (Programme 1)					
Recruitment and retention					
Provide an Effective human resource management	Quarterly report on staff movement	Decreased vacancy rate	Quarterly reports on: <ul style="list-style-type: none">• Vacancy rate of 13%• Staff turnover• Head hunting for scarce skills	Quarterly reports on: <ul style="list-style-type: none">• Vacancy rate of 12%• Staff turnover• Head hunting for scarce skills	Quarterly reports on: <ul style="list-style-type: none">• Vacancy rate of 11%• Staff turnover• Head hunting for scarce skills
	Approved retention strategy	Percentage decrease in loss of scarce skills	Retention strategy and plan (including career development) approved by September 2011	Progress report on the implementation of the strategy and plan	Progress report on the implementation of the strategy and plan
	Approved succession plan	Number and timeliness of documents	Succession plan and programme approved by September 2011	Quarterly reports on the implementation of the programme	Quarterly reports on the implementation of the programme
Improve performance management processes	Performance contracts for all staff	Percentage of performance contracts and evaluations finalised	100% performance contracts for 2010/11 finalised by May 2011	100% performance contracts finalised	100% performance contracts finalised
	Performance evaluations for all staff		100% performance evaluations for 2010/11 finalised by June 2011	100% performance evaluations finalised	100% performance evaluations finalised
HR support to planned projects and surveys					
Provide recruitment support to surveys	Contract staff appointed for projects and surveys	Number of permanent and contract staff recruited and appointed	Contract staff appointments	Contract staff appointments	Contract staff appointments
				Pilot of Living Conditions Survey	Living Conditions Survey
			Census 2011: 156 000 field staff by September 2011	Census of Agriculture	
			Census 2011: 800 data processors by March 2012		
			PES: 1974 contract staff by October 2011		
	PES: 212 contract staff by January 2012				
Human resources planning					
Compile HRM strategic plan	Approved HRM strategic plan	Timely submission of plan to DPSA	Human resource management strategic plan approved by June 2011	Human resource management strategic plan approved	Human resource management strategic plan approved

Outputs and targets: Governance and administration (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Employee relations					
Coordinate Employee Wellness Programmes	Report on employee assistance and wellness programmes	Number of employees participating in wellness programmes	Quarterly report on employee participation in wellness programmes: <ul style="list-style-type: none">Scholars' programme in June 2011Voluntary counseling and testing in June 2011Retirement planning workshops in July 2011Women's Day function in August 2011Disability indaba in November 2011World HIV/AIDS day function in December 2011	Quarterly report on employee wellness programmes	Quarterly report on employee wellness programmes
Benefit administration					
Provide benefit administration	Quarterly report on leave management	Unqualified audit report	100% leave records processed within 10 days of submission	100% leave records processed within 10 days of submission	100% leave records processed within 10 days of submission
Labour relations management					
Provide effective labour relations	Quarterly reports on labour relations	Number of staff trained	Quarterly report on training in labour relations	Quarterly report on training in labour relations	Quarterly report on training in labour relations
		Number of disciplinary cases handled	Quarterly reports on the management of grievances and disciplinary cases	Quarterly reports on the management of grievances and disciplinary cases	Quarterly reports on the management of grievances and disciplinary cases
Subprogramme: Facilities Management, Security and Logistics (Programme 1)					
Logistics management					
Provide a reliable and cost effective fleet and travel service	Quarterly report on fleet management	Reduction in travelling costs	In house travel management desk implemented by June 2011		
			Monthly reports on monitoring and evaluation of travel and fleet management services	Monthly reports on monitoring and evaluation of travel and fleet management services	Monthly reports on monitoring and evaluation of travel and fleet management services
			Credit card facility for travel management services implemented by June 2011	Monthly reconciliation and monitoring of the Travel and Accommodation expenditure against BAS system	Monthly reconciliation and monitoring of the Travel and Accommodation expenditure against BAS system
		Timeous delivery of required vehicles for projects	Leased vehicles for projects sourced	Monthly reports on monitoring and evaluation of fleet management services	Monthly reports on monitoring and evaluation of fleet management services
			6000 vehicles sourced for Census by June 2011		

Outputs and targets: Governance and administration (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Facilities Management, Security and Logistics (Programme 1)					
Facilities management					
Provide a conducive working environment compliant to legislation	Quarterly report on office space for HO and Census	Signed lease agreements	Lease agreement for 69 offices for Census 2011 signed by April 2011	Continuous management and monitoring of the lease agreement	Continuous management and monitoring of the lease agreement
			Accommodation and warehouse facilities for Census 2011 sourced by April 2011	Continuous management and monitoring of the lease agreement.	Continuous management and monitoring of the lease agreement.
Security					
Provide a conducive and safe working environment	Quarterly report on security management	Number of appraisals conducted	Security and compliance appraisal conducted in all Stats SA buildings by July 2012	Security and compliance appraisal conducted in all Stats SA buildings	Security and compliance appraisal conducted in all Stats SA buildings
		Number of screenings completed	Quarterly reports on screening and vetting of Stats SA employees and service providers	Quarterly reports on screening and vetting of Stats SA employees and service providers	Quarterly reports on screening and vetting of Stats SA employees and service providers
		Number of audits conducted	Quarterly reports on compliance audits conducted in line with OHSA	Quarterly reports on compliance audits conducted in line with OHSA	Quarterly reports on compliance audits conducted in line with OHSA



4.4 Leading the development and coordination of statistical production within the South African National Statistics System (SANSS)

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

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

In terms of the Act, coordination of production involves:

- Aligning the production of statistics by other organs of state to user needs to ensure relevance, and to avoid duplication;
- Setting standards to ensure quality statistics are produced;
- Integrate statistics in policy formulation processes to support development outcomes;
- Providing technical support to organs of state that produce statistics; and
- Declaring statistics produced by Stats SA and other organs of state as official statistics.

The SANSS is the organising framework for implementing statistical coordination. The SANSS will play a major role in transforming the ineffective current state characterised by an information gap, a quality gap and a capacity gap – to a system of official statistics that adequately serve a developmental state.

SANSS aims to facilitate satisfaction of user needs and will be accomplished through the production of quality statistics. This involves;

- Engaging agencies across all three spheres of government to identify indicators necessary to measure delivery of government programmes within the framework of the Monitoring and Evaluation system; and
- Providing frameworks for assessing statistical capacity, developing skills in government agencies and developing a one-stop shop for users to access development indicators.

Outputs and targets: National statistics systems

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: National Statistics Systems (Programme 1)					
Statistical planning across all organs of state					
Provide strategic direction for statistical development in the country	NSS strategy	Number of documents compiled	Strategy for the implementation of the NSS compiled by March 2012	Protocol on “Information collection approval” developed	Reporting processes to monitor implementation of NSDS developed
	Education sector statistical plan		Education statistical programme approved by March 2012	Education statistical programme included in performance plans of relevant Ministries	Education statistical programme published
	Health sector statistical plan		Health statistical programme drafted by March 2012	Health statistical programme approved	Health statistical programme included in performance plans of relevant Ministries
	Safety and security statistical plan		Crime statistical programme drafted by March 2012	Crime statistical programme approved	Crime statistical programme included in performance plans of relevant Ministries
	Science and technology statistical plan		Science and technology statistical programme approved by March 2012	Science and technology statistical programme included in performance plans of relevant Ministries	Science and technology statistical programme published
Coordination of statistical production					
Coordinate statistical production in the country	NSS system	Timeliness documents			
	Economic statistics subsystem		Demand for economic statistical information defined by March 2012	Economic Statistics subsystem strategy drafted	Economic Statistics subsystem strategy approved
	Social statistics subsystem		Demand for social statistical information defined by March 2012	Social Statistics subsystem strategy drafted	Social Statistics subsystem strategy approved
	Governance structure		Governance structures for national level established by March 2012	User-producer and producer-producer forums established	Statistical units in other government departments established

Outputs and targets: National statistics systems (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Statistical support and advice					
Coordinate statistical production in the country	Social statistics subsystem	Timeliness documents	Technical support to basic education in self assessment against SASQAF by December 2011	Independent quality assessment on basic education against SASAF conducted	Monitoring and evaluation support to basic education provided
			Health statistics subsystem mapped by March 2012	Technical support to health in self assessment against SASQAF	Independent quality assessment on health against SASQAF conducted
			Crime statistics subsystem mapped by March 2012	Technical support to SAPS in self assessment against SASQAF	Independent quality assessment on crime against SASQAF conducted
			Protocols for accessibility of data holdings established by March 2012	Accessibility and use of data holdings increased	MSSI updated and maintained
			Conceptual framework for coordinating statistical frames developed by March 2012	Feasibility study on transformation of national population register into a statistical frame conducted	National population register into a statistical frame published
Statistical reporting					
Coordinate statistical reporting in and by the country	National statistical reporting	Updated statistical database	Compendium of indicators reviewed and updated in collaboration with the Ministry of Performance Monitoring and Evaluation by March 2012	Compendium of indicators reviewed and updated in collaboration with the Ministry of Performance Monitoring and Evaluation	Compendium of indicators reviewed and updated in collaboration with the Ministry of Performance Monitoring and Evaluation
	International statistical reporting	Number of reports	Institutionalisation of the MDG reporting process by March 2012	MDG report compiled	MDG report compiled



4.5 Investing in the learning and growth of the organisation

People, data, and knowledge are important to the success and sustainability of any organisation. Employee competencies are the foundation for improving operations and contributing to the overall performance of the organisation.

Stats SA will invest in the following intangible assets to drive a new strategic direction for statistical development in the country:

- Human capital – Skills, talent, and competencies required to support the strategy.
- Information capital – networks and sound infrastructure required to support the strategy.
- Organisational capital – creating, mobilising and sustaining the process of change required to execute the strategy.

Human capital: South Africa is faced with a severe skills shortage, especially in the areas of mathematics and statistics. A skills development strategy has been put in place to strengthen Stats SA's capability and support the department's role in leading the national statistics system. The strategy captures a schools outreach programme to create awareness amongst children and educators, collaboration initiatives with higher education institutions and an in-house programme to further development of individual and organisational capability. This work programme prioritises enhancing the capabilities of staff through a number of initiatives including an internship programme, an in-house statistical training programme, a foreign study programme and a master's programme at Stellenbosch University. Stats SA will be conducting a skills assessment during 2011 to identify the skills gap. A priority over the medium term is the establishment of a statistics training institute, the ISibalo Institute that will play an important role in developing statistical capacity in the country.

Information capital: Technology is a strategic enabler in the statistical environment and plays a critical role in improving the efficiency and effectiveness of operations. Many repetitive, labour-intensive processes can be improved, integrated and automated to save costs, improve quality and response times. An ICT strategy has been developed with the aim of delivering effective and efficient ICT services to users and to ensure Stats SA's environment is aligned to best practice. Over the medium term, emphasis will be placed on business modernisation and improving data and information management across the organisation.

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

The following are the key outputs and targets that will be achieved during 2011/12.

Outputs and targets: Investing in human capital

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Human Capacity Development (Programme 1)					
Statistical literacy at schools level					
Improve statistical literacy in schools	Training materials	Number of training manuals developed	Teacher training manual for Maths4Stats updated by March 2012	Report on effectiveness of Maths4Stats programme	Evaluation report on Maths4Stats programme
			Study guide for learners (Gr 7 – 9) developed by June 2011 based on Census@School data	Study guide for learners (Gr 10 – 12) developed by June 2012 based on Census@School data	Evaluation report on Census@School programme
Statistical capacity building at tertiary level					
Establish partnerships with tertiary institutions to strengthen statistical capacity in the country	Report on training in urban and regional statistics and spatial modelling	Number of students trained	10 students enrolled for the Masters programme in urban and regional statistics by March 2012	10 students enrolled for the Masters programme in urban and regional statistics by March 2013	10 students enrolled for the Masters programme in urban and regional statistics by March 2014
			6 students enrolled for the survey methodology programme at Michigan University by March 2012	8 students enrolled for the survey methodology programme at Michigan University by March 2013	5 students enrolled for the survey methodology programme at Michigan University by March 2013
			Summer and winter schools in statistics hosted for staff in Stats SA and other organs of state by September 2011	Summer and winter schools in statistics hosted for staff in Stats SA and other organs of state by September 2012	Summer and winter schools in statistics hosted for staff in Stats SA and other organs of state by September 2013
			Research document on economic spread compiled by September 2011	Research document on economic spread compiled by September 2012	Research document on economic spread compiled by September 2013
Building capacity inside Stats SA					
Align training and development activities with HRD legislation	Approved training plan	Timeliness of documents	Training plan for Stats SA approved and implemented by June 2011	Training plan for Stats SA approved and implemented by June 2012	Training plan for Stats SA approved and implemented by June 2013
	Approved workplace skills plan		Workplace skills plan submitted by June 2011	Workplace skills plan submitted by June 2012	Workplace skills plan submitted by June 2013
	Quarterly reports		Quarterly reports on training conducted submitted to PSETA	Quarterly reports on training conducted submitted to PSETA	Quarterly reports on training conducted submitted to PSETA
Coordinate Stats SA's Internship Programmes	Report on interns trained	Number of interns recruited and trained through Internship Programme	45 interns appointed by January 2012	45 interns appointed by January 2013	45 interns appointed by January 2014

Outputs and targets: Investing in human capital (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Improve the competency and skills of Stats SA employees	Quarterly report on employees trained	Number of staff trained	Improve the competency and skills of Stats SA employees: <ul style="list-style-type: none"> DPSA induction (150) Leadership and management development training (150) Statistical training (685) Generic training courses (645) Foreign language training (10) Induction (100) IT training courses (350) SADC survey methodology courses (20) 	Improve the competency and skills of Stats SA employees: <ul style="list-style-type: none"> DPSA induction (100) Leadership and management development training (150) Statistical training (685) Generic training courses (645) Foreign language training (10) Induction (100) IT training courses (350) SADC survey methodology courses (20) 	Improve the competency and skills of Stats SA employees: <ul style="list-style-type: none"> DPSA induction (100) Leadership and management development training (150) Statistical training (685) Generic training courses (645) Foreign language training (10) Induction (100) IT training courses (350) SADC survey methodology courses (20)
Provide skills development opportunities	Quarterly report on bursaries awarded	Number of staff trained on formal study programmes (Bursaries)	<ul style="list-style-type: none"> Employee bursaries for local studies: 250 Learner bursaries for local studies: 10 Employee bursaries for foreign studies: 20 New bursaries for foreign studies: 30 	<ul style="list-style-type: none"> 250 employee bursaries awarded for local studies 20 employee bursaries awarded for foreign studies 	<ul style="list-style-type: none"> 250 employee bursaries awarded for local studies 20 employee bursaries awarded for foreign studies
<i>E-learning</i>					
Improve the accessibility of training	E-learning training offered	Number of courses accessible on E-Learning Solution	Training courses aligned to SAQA (6 courses) by March 2012	Training courses implemented and monitored	Training courses implemented, reviewed and updated
<i>ISlbal Institute</i>					
Establish an independent statistics training institute	Cabinet memo	Number of documents	Proposal for the establishment of an independent training institute to Cabinet by April 2011	ISlbal Institute established by April 2012	
	MTEF proposal		Funding proposal submitted to Treasury by August 2011		
	Legislative framework		Legislative framework for independent training institute developed by October 2011		
	Published curricula	Number of accredited courses/modules	Higher Certificate and a Post-graduate Diploma in Official Statistics accredited by March 2012	2 customised modules accredited	2 customised modules accredited
	Students trained	Number of students	30 students enrolled in 1-year certificate in Official statistics by March 2012	30 students enrolled in 1-year certificate in Official statistics	30 students enrolled in 1-year certificate in Official statistics

Outputs and targets: Investing in information capital

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Data Management and Technology (Programme 5)					
<i>Network management</i>					
Provide a stable, reliable and functional server and network infrastructure	Security measures implemented	Number of implemented security measures	Data protection systems implemented by March 2012: <ul style="list-style-type: none"> Unified Threat Management solution 	2 data protection systems implemented	3 data protection systems implemented
	Report on infrastructure initiatives	Number of infrastructure initiatives implemented	Infrastructure initiatives implemented by March 2012: <ul style="list-style-type: none"> Server Virtualisation 	2 infrastructure initiatives implemented	3 infrastructure initiatives implemented
<i>IT Service delivery</i>					
Deliver ICT services in line with organisational needs for its day-to-day operations and future development	ICT services that meet business needs	% services meeting published service level standards	80% of services meeting service level standards: <ul style="list-style-type: none"> Network access Email Help desk File storage IT procurement StatsOnline hosting 	85% of services meeting service level standards	90% of services meeting service level standards
<i>IT Governance</i>					
Ensure effective governance of ICT operations	Approved policies, standards and procedures	Number of policies, standards and procedures developed	2 policies and standards approved by March 2012	2 policies and standards approved	2 policies and standards approved
<i>Business Application</i>					
Improve collaboration with business areas, management and other divisions	Automated workflows	Number of workflows automated	2 workflows automated by March 2012: <ul style="list-style-type: none"> Recruitment Procurement 	2 workflows automated	2 workflows automated

Outputs and targets: Investing in information capital (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
<i>ICT Support to the SANSS</i>					
Establish Infrastructure to support the SANSS	Functional Infrastructure	Number of infrastructure initiatives developed to support the SANSS	Infrastructure initiatives by March 2012 <ul style="list-style-type: none"> Managed and secure file transfer (to upload files) 	2 infrastructure initiatives to support the SANSS	2 infrastructure initiatives to support the SANSS
Subprogramme: Business Modernisation (Programme 5)					
Develop and design an Enterprise-Architecture (EA) for Stats SA	Approved Enterprise Architecture strategy and plan	Number of completed steps towards a complete architecture	EA strategy and plan developed by March 2012 involving the following steps: <ul style="list-style-type: none"> Value proposition defined Scope defined Metrics program defined Communications program defined Governance model developed Baseline EA program maturity determined EA team composition and skills identified Project plan developed EA charter developed 	Quarterly report on the implementation of the EA strategy and plan	Review and adjust scope of EA plan

Outputs and targets: Investing in organisational capital

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Corporate Relocation (Programme 1)					
<i>Create a conducive organisational environment</i>					
Relocate Stats SA to new premises	Quarterly report on new building	Relocation to new premises	National Treasury (TA-1) approval for feasibility study conducted on new land parcel (Salvokop) obtained by June 2011 Appointment of consultants to prepare Request for Quotation (RFQ) and Request for Proposal (RFP) and PPP agreement schedule by June 2011 Evaluation of RFQ, RFP and PPP agreement schedule by October 2011 Tender process to obtain bids from PPP consortium initiated by March 2012 Signing of lease agreement and Occupation of Nzasm heritage village by March 2012	RFP evaluation of bids and TA-2B approval from National Treasury reporting on "Value for Money" by June 2012 Negotiate bids during 2 nd and 3 rd quarter 2012 with prospective tender qualifiers for TA-3- Treasury approval PPP agreement signed between Treasury and appointed PPP consortium by 4th Quarter 2012	Commence building construction by June 2013
Subprogramme: Human Resource Management (Programme 1)					
<i>Organisational structure</i>					
Align organisational structure to strategy	Approved organisational structure Report on occupational specific dispensations	Number and timeliness of documents	Organisational structure approved by July 2011 Implementation of occupational specific dispensations by June 2011	Organisational structure approved by July 2012	Organisational structure approved by July 2013
Subprogramme: Strategy (Programme 1)					
<i>Institution Building</i>					
Align values to strategy	Report on implementation of the value system	Number of documents	Report on implementation of the value system by March 2012	Conduct value assessment and compile values profile	Measure and monitor behavior in values system
Build Institutional capacity	Institution building programme		Institution building programme developed by October 2011	Institution building programme implemented	Institution building programme reviewed



4.6 Promoting international cooperation and participation in statistics

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

The promotion of international cooperation and participation in statistics intends to attain sustained statistical capacity. This will be achieved through the promotion of statistical development in Africa and building strong relationships and partnerships internationally. The Africa Symposia on Statistical Development (ASSD) and the ISlballo Capacity Building Programme are flagship initiatives in the rejuvenation of statistical capacity on the continent, and Stats SA will continue to play its leadership and supportive role to elevate these initiatives.

In an effort to continuously exchange skills and best practices with the statistical fraternity as a whole, the Stats SA international programme will scale up the organisation's participation in international statistical forums, continue to host international statistical events and increase its benchmarking and learning-from-the-best activities by undertaking coordinated study tours to leading international statistical agencies. In its pursuit of excellence, the organisation will continue to invite international experts to provide support whilst opening its doors to agencies that are interested in learning from Stats SA.

Africa has made many attempts to address socio-economic, political and cultural integration. There have been several initiatives, and policy decisions have been adopted by African political leaders to accelerate the integration of the continent in a bid to position Africa irreversibly on the path to development. Among initiatives and major legal frameworks adopted to build an integrated and prosperous Africa are the Lagos Plan of Action, the Abuja Treaty, the Sirte Declaration, and the creation of the African Union (AU) and its New Partnership for Africa's Development (NEPAD). These programmes, as well as Africa's progress towards meeting MDG targets, require statistical information.

One of Africa's initiatives is the Marrakech Action Plan for Statistics (MAPS), which encourages full participation of developing countries in the 2010 Round of Population and Housing Censuses (RPHC). This initiative paved the birth of the ASSD in Cape Town in January 2006. One of the resolutions of the first ASSD was that African countries should meet on an annual basis to discuss issues relating to statistical development in Africa, focusing on the need for all African countries to undertake a population and housing census in the round of 2010 until 2014. The ASSD has encouraged cooperation and collaboration among Pan-African institutions, namely the African Union Commission (AUC), African Development Bank (AfDB) and the United Nations Economic Commission for Africa (UNECA).

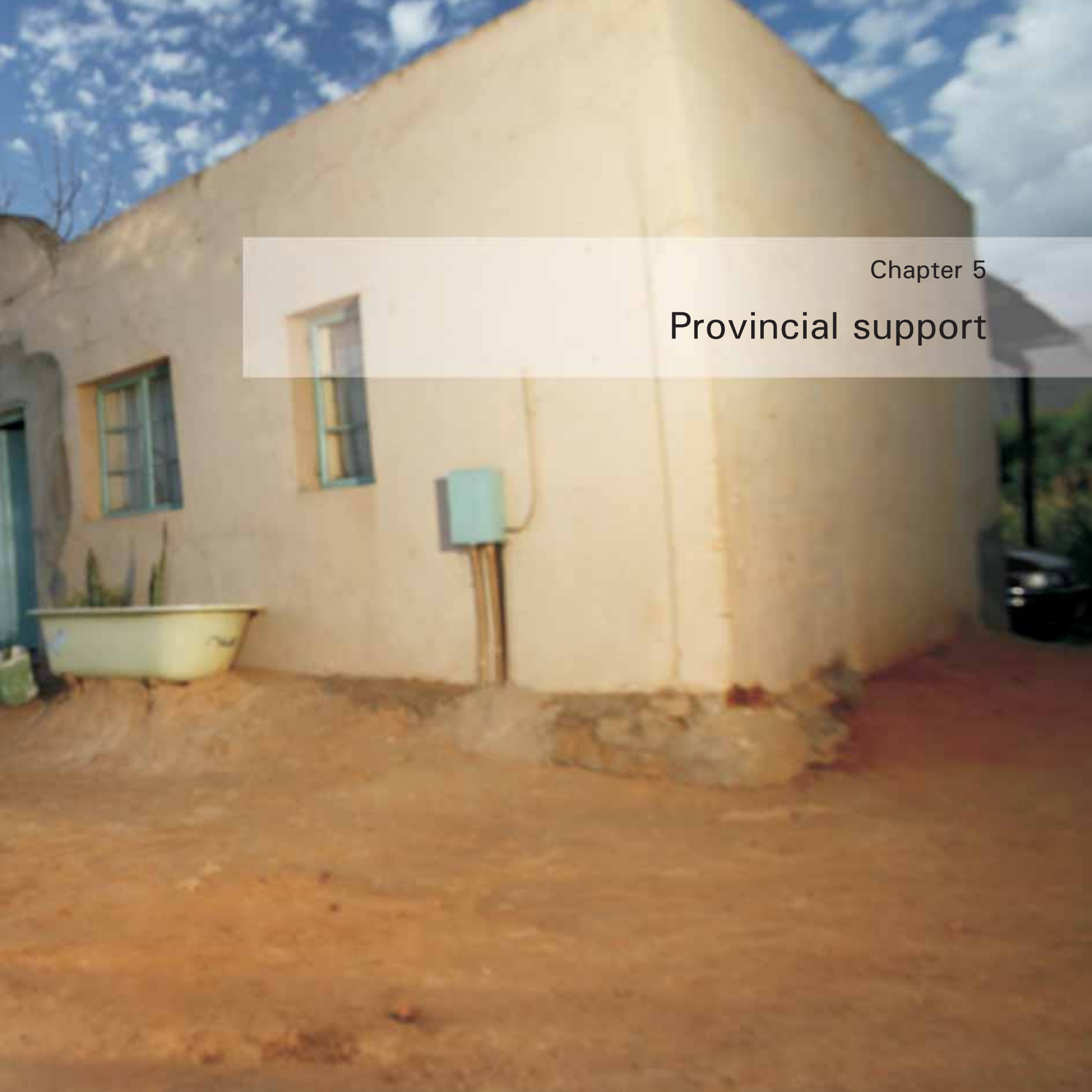
Stats SA's International Relations Programme has a bias towards statistical development in Africa, and therefore stands on the following strategic pillars:

- Promote statistical development in Africa;
- Promote a culture of evidence-based policy formulation and decision-making; and
- Build international partnerships.

Outputs and targets: International cooperation and participation in statistics

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: International Relations (Programme 6)					
<i>Promote statistical development in Africa</i>					
Promote strategy for harmonisation of statistics in Africa	Annual report on the Strategy for Harmonisation of Statistics in Africa (SHaSA)	Number of actions implemented by Stats SA	Annual report on SHaSA activities by March 2012	Annual report on SHaSA activities	Annual report on SHaSA activities
To strengthen statistical capacity on the continent	Annual report on ASSD	Number of countries attending the ASSD	7 th ASSD held in South Africa in January 2012	8th ASSD to be confirmed	9th ASSD to be confirmed
	Report on the Young African Statisticians at 58 th ISI 2011 in Dublin	Timeliness of report	Report on Young African Statisticians participation at 58 th ISI in Dublin by December 2011	Preparations for hosting 3rd IYASC by March 2013	Hosting the 3 rd IYASC by March 2014
Ratification of Statistics charter	Statistics charter	Timeliness of report	Statistics charter ratified by May 2011	Progress report on the implementation of the Statistics charter	
<i>Promote a culture of evidence-based policy formulation and decision-making</i>					
To promote international statistical best practice benchmarking and research	Annual report on implementation of framework	Timeliness of report	Annual report on the implementation of the benchmarking and research framework by March 2012	African Statistical Peer Support Framework reviewed	African Statistical Peer Support Framework evaluated
<i>Building international partnerships</i>					
To participate in international statistical activities	Quarterly reports on international activities	Number of reports	International events calendar compiled by March 2012	International events calendar compiled	International events calendar compiled
			Quarterly report on International visits	Annual Report on International visits	Annual Report on International visits
Participate in International Comparisons Programme (ICP)	ICP progress report	Number of reports	Quarterly report on ICP activities in Stats SA	Quarterly report on ICP activities in Stats SA	





Chapter 5

Provincial support

Stats SA is a diverse and multi-faceted organisation. In pursuing its vision and mission, it relies on various support functions. Provincial offices have a role to play both within the organisation as well as within the SANSS.

In terms of statistical production, provincial offices play a significant role in the implementation, monitoring and evaluation of surveys and censuses. They collect data in the field from households and businesses and disseminate statistical information to key users.

In terms of statistical coordination, provincial offices will play a key role in coordinating statistical information on a provincial and local level as well as providing technical support and training to partners in the SANSS.

In terms of good governance and accountability, provincial offices are required to manage and implement effective and efficient human, financial, logistical and administrative processes to ensure smooth survey operations on the ground.

Over the medium term, emphasis will be placed on:

- Implementing the integrated fieldwork strategy
- Providing support to geographic operations
- Providing support to Census 2011
- Establishing and maintaining relationships with NSS partners
- Rolling out SASQAF training
- Decentralising corporate services functions



Outputs and targets: Eastern Cape

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Quarterly report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	SASQAF training provided to Buffalo City Municipality and the Department of Health	SASQAF training provided to other partners in the SANSS
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updated for approximately 364 PSUs quarterly	Master sample updated for approximately 364 PSUs quarterly	Master sample updated for approximately 364 PSUs quarterly
<i>Integrated communication, marketing and stakeholder relations</i>					
Improve communication and stakeholder relations	Report on stakeholder workshop	Number of reports	2 stakeholder workshops conducted by March 2012	2 stakeholder workshops conducted annually	2 stakeholder workshops conducted annually
	Quarterly reports on communication and marketing initiatives	Number of reports	Quarterly reports on the implementation of the communication and marketing strategy in province: <ul style="list-style-type: none"> Radio talk shows Fact sheet on Eastern Cape Exhibition stands at expos and shows 	Quarterly reports on the implementation of the communication and marketing strategy in province: <ul style="list-style-type: none"> Radio talk shows Fact sheet on Eastern Cape Exhibition stands at expos and shows 	Quarterly reports on the implementation of the communication and marketing strategy in province: <ul style="list-style-type: none"> Radio talk shows Fact sheet on Eastern Cape Exhibition stands at expos and shows
Strategic objective 3: To improve productivity and service delivery					
<i>Integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: <ul style="list-style-type: none"> GHS (3 550) QLFS (15 000) DTS (3 550) VOCS (3 550) IES (4 120) NHTS pilot 25 	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: <ul style="list-style-type: none"> GHS (3 550) QLFS (15 000) DTS (3 550) VOCS (3 550) 	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: <ul style="list-style-type: none"> GHS (3 550) QLFS (15 000) DTS (3 550) VOCS (3 550)
Conduct Census 2011 in Eastern Cape	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none"> Appointments Forward logistics Training Publicity Quality monitoring Listing Enumeration Census@School Reverse logistics 	Provincial debriefing Census closure report	Provincial census release

Outputs and targets: Eastern Cape (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Enhance functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of district and satellite offices functional	Quarterly reports on functionality of district offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
	Provincial profile	Timeliness of document	Provincial profile compiled by September 2011	Provincial profile compiled	Provincial profile compiled
<i>Improving administrative records as sustainable sources of statistics</i>					
Conduct assessments of administrative records	Assessment report	Number of reports	1 assessment report for Buffalo City Municipality by March 2012	1 assessment report for Buffalo City Municipality	1 assessment report for 1 municipality
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter

Outputs and targets: Free State

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	2 provincial departments' trained and 1 municipality training in the application of SASQAF	2 provincial departments' trained and 1 municipality trained in the application of SASQAF
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updated for approximately 264 PSUs quarterly	Master sample updated for approximately 264 PSUs quarterly	Master sample updated for approximately 264 PSUs quarterly
<i>Integrated communication, marketing and stakeholder relations</i>					
Improve communication and stakeholder relations	Report on stakeholder interactions	Number of seminars	Population Association of Southern Africa conference by September 2011	Stakeholder seminar conducted	Stakeholder seminar conducted
			African Statistics Day by December 2011	African Statistics Day conducted	African Statistics Day conducted
	Fact sheet on statistical information about the province	Frequency of document distributed	Monthly fact sheet distributed to stakeholders in the province	Monthly fact sheet distributed to stakeholders in the province	Monthly fact sheet distributed to stakeholders in the province
Strategic objective 3: To improve productivity and service delivery					
<i>Integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (2 640) • QLFS (10 560) • DTS (2 640) • VOCS (2 640) • IES (2 630) 	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (2 640) • QLFS (10 560) • DTS (2 640) • VOCS (2 640) 	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (2 640) • QLFS (10 560) • DTS (2 640) • VOCS (2 640)
Conduct Census 2011 in Free State	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none"> • Appointments • Forward logistics • Training • Publicity • Quality monitoring • Listing • Enumeration • Census@School • Reverse logistics 	Provincial Debriefing Census closure report	Provincial census release

Outputs and targets: Free State (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Enhance the functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Signed Memorandum of Understanding (MoU)	Number of MoUs signed	Service Level Agreements signed with Provincial Department of Health and the Provincial Treasury by March 2012	Service Level Agreements signed with provincial departments and 1 local municipality	Signing of Service Level Agreements with local municipalities
	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
	Provincial profile	Timeliness of profile	Analytical report compiled by March 2012	Provincial profile compiled	Provincial profile compiled
<i>Improving administrative records as sustainable sources of statistics</i>					
Conduct assessments of administrative records	Report on provincial data inventories	Number of datasets reviewed	Data inventory report updated by March 2012	Data inventory report updated	Data inventory report updated
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Conduct teacher training workshops	Quarterly report on workshops conducted	Number of Maths4Stats workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter

Outputs and targets: Gauteng

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Quarterly report on training sessions conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	2 SASQAF training sessions conducted	2 SASQAF training sessions conducted
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updated for approximately 544 PSUs quarterly Quarterly reports on the integrated geo-referenced dwelling frame implementation	Master sample updates for approximately 544 PSUs quarterly Quarterly reports on the integrated geo-referenced dwelling frame maintenance	Master sample updates for approximately 544 PSUs quarterly Quarterly reports on the integrated geo-referenced dwelling frame maintenance
<i>Integrated communication, marketing and stakeholder relations</i>					
Improve communication and stakeholder relations	Report on stakeholder workshop	Number of workshops	4 stakeholder workshops conducted by March 2012	2 stakeholder workshops conducted	2 stakeholder workshops conducted
Strategic objective 3: To improve productivity and service delivery					
<i>Integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: • GHS (5 600) • QLFS (22 764) • DTS (5 300) • VOC (5 600) • IES (5 450) • CPI (280 000) • NHTS Pilot (25)	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: • GHS (5 600) • QLFS (22 764) • DTS (5 300) • VOC (5 600) • CPI (280 000)	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: • GHS (5 600) • QLFS (22 764) • DTS (5 300) • VOC (5 600) • CPI (280 000)
Conduct Census 2011 in Gauteng	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: • Appointments • EA verification • Training • Marketing and communication (publicity) • Forward logistics • Listing • Enumeration • Quality monitoring • Reverse logistics	Provincial Debriefing Census closure report	Provincial census release

Outputs and targets: Gauteng (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners: <ul style="list-style-type: none"> NSS indaba Provincial and District interaction Review and update of development indicators Training sessions on data mining 	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter

Outputs and targets: KwaZulu-Natal

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
Roll-out of a quality management framework					
Provide SASQAF training	Report on training conducted	Number of sessions conducted	Building provincial capacity in SASQAF by March 2012	SASQAF training provided to the department of education	Assessment and certification on SASQAF framework
Frame development and maintenance					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 464 PSUs quarterly	Master sample updates for approximately 464 PSUs quarterly	Master sample updates for approximately 464 PSUs quarterly
Compile a provincial spatial geo-database and metadata catalogue	Provincial spatial geo-database and metadata catalogue	Number of new datasets acquired	Quarterly report on updates on the spatial geo-database and maintenance of the geo-database	Quarterly report on updates on the spatial geo-database and maintenance of the geo-database	Quarterly report on updates on the spatial geo-database and maintenance of the geo-database
Update and maintain dwelling frame	Geo-referenced dwelling frame	Number of dwelling units captured	Quarterly report on numbered dwelling units	Quarterly report on numbered dwelling units	Quarterly report on numbered dwelling units
			Geo-referenced dwelling frame updated by March 2012	Geo-referenced dwelling frame maintained	Geo-referenced dwelling frame maintained
Integrated communication, marketing and stakeholder relations					
Coordinate stakeholder initiatives in the province	Reports on stakeholder initiatives	Number of workshops	Quarterly reports on stakeholder workshops conducted	Quarterly reports on stakeholder workshops conducted	Quarterly reports on stakeholder workshops conducted
Provide provincial support and analysis	User queries support and analysis	Number of queries addressed	Monthly report on user queries and on analysis	Monthly report on user queries and on analysis	Monthly report on user queries and on analysis

Outputs and targets: KwaZulu-Natal (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Strategic objective 3: To improve productivity and service delivery					
<i>Implement integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (4 640) • QLFS (18 460) • DTS (4 640) • VOCS (4 640) • IES (4 740) 	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (4 640) • QLFS (18 460) • DTS (4 640) • VOCS (4 640) 	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (4 640) • QLFS (18 460) • DTS (4 640) • VOCS (4 640)
Conduct Census 2011 in KwaZulu-Natal	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none"> • Appointments • Forward logistics • Training • Publicity • Quality monitoring • Listing • Enumeration • Census@School • Reverse logistics 	Provincial debriefing census closure report	Provincial census release
Integrate survey operations	Quarterly progress report	Implementation of Integrated fieldwork strategy	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity) <p>Implement change management process by March 2012</p>	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> • Monitoring the effectiveness of the strategy • Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> • SCM • HRM • Transversal systems • FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> • Monitoring the effectiveness • Adjustments implemented 	Decentralised functions evaluated and reviewed

Outputs and targets: KwaZulu-Natal (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
<i>Enhance the functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
Implement the SANSS provincial action plan	Reports on implementation of the SANSS provincial action plan	Number of reports	Quarterly reports on the implementation of the SANSS provincial plan	Quarterly reports on the implementation of the SANSS provincial plan	Quarterly reports on the implementation of the SANSS provincial plan
	Provincial profile	Timeliness of profile	Provincial profile compiled by September 2011	Provincial profile compiled	Provincial profile compiled
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Develop internal human capacity	Report on trained staff	Number of trained staff	Quarterly report on training internal staff	Quarterly report on training internal staff	Quarterly report on training internal staff
Develop external human capacity	Report on Maths4Stats workshops	Number of Maths4Stats workshops conducted	12 provincial teacher training workshops conducted by March 2012	Provincial teacher training workshops conducted	Provincial teacher training workshops conducted

Outputs and targets: Northern Cape

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	SASQAF training to department of health conducted	SASQAF training conducted to other stakeholders
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 180 PSUs quarterly	Master sample updates for approximately 180 PSUs quarterly	Master sample updates for approximately 180 PSUs quarterly
<i>Integrated communication, marketing and stakeholder relations</i>					
Coordinate stakeholder initiatives in the province	Fact sheet on Northern Cape	Number of fact sheets	Quarterly statistical fact sheet	Quarterly statistical fact sheet	Quarterly statistical fact sheet
	Quarterly reports on stakeholder initiatives	Number of workshops	Quarterly reports on stakeholder initiatives	Quarterly reports on stakeholder initiatives	Quarterly reports on stakeholder initiatives
	Reviewed strategy	Timeliness of document	Provincial communication and dissemination strategy reviewed and implemented by December 2011	Quarterly progress report on the implementation of the strategy	Quarterly progress report on the implementation of the strategy
Strategic objective 3: To improve productivity and service delivery					
<i>Implement integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: <ul style="list-style-type: none"> • GHS (1 800) • QLFS (7 200) • DTS (1 800) • VOC (1 800) • IES (1 800) 	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: <ul style="list-style-type: none"> • GHS ((1 800) • QLFS (7 200) • DTS (1 800) • VOCS (1800) 	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: <ul style="list-style-type: none"> • GHS ((1 800) • QLFS (7 200) • DTS (1 800) • VOCS (1 800)
Conduct Census 2011 in Northern Cape	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none"> • Appointments • Forward logistics • Training • Publicity • Quality monitoring • Listing • Enumeration • Census@School • Reverse logistics 	Provincial Debriefing Census closure report	Provincial census release

Outputs and targets: Northern Cape (continued)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Respondent management plan	Number of documents	Respondent management plan developed and implemented by September 2011	Respondent management plan reviewed and implemented	Respondent management plan reviewed and implemented
	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnership with SANSS partners	Reports on Provincial Statistics Forum (PSF) meetings	Number of meetings	Quarterly reports on statistical support provided and PSF meetings conducted	Quarterly reports on statistical support provided and PSF meetings conducted	Quarterly reports on statistical support provided and PSF meetings conducted
	Signed MoU	Number of MoUs	MoU between Stats SA and Northern Cape Provincial Government signed by September 2011	MoU signed between Stats SA and Northern Cape Provincial Government by September 2012	MoU signed between Stats SA and Northern Cape Provincial Government by September 2013
	Compendium of provincial development indicators	Provincial priorities identified	Provincial development indicators reviewed in collaboration with Office of the Premier by March 2012	Provincial development indicators reviewed in collaboration with Office of the Premier	Provincial development indicators reviewed in collaboration with Office of the Premier
	Provincial profile	Timeliness of profile	Provincial profile compiled by September 2011	Provincial profile for compiled by September 2012	Provincial compiled by September 2013

Outputs and targets: Northern Cape (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Improving administrative records as sustainable sources of statistics					
Assess administrative records	Report on data from stakeholders	Number of reports	Data inventory report compiled by December 2011	Data inventory report updated	Data inventory report reviewed and updated
			Report on data needs of municipalities	Review data needs of municipalities	Review data needs of municipalities
Strategic objective 5: To invest in the learning and growth of the organisation					
Develop human capacity					
Conduct teacher training workshops	Report on teacher training workshops	Number of Maths4Stats workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter

Outputs and targets: Mpumalanga

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	2 SASQAF training sessions conducted	2 SASQAF training sessions conducted
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 288 PSUs quarterly	Master sample updates for approximately 288 PSUs quarterly	Master sample updates for approximately 288 PSUs quarterly
<i>Integrated communication, marketing and stakeholder relations</i>					
Coordinate stakeholder initiatives in the province	Reports on stakeholder initiatives	Number of workshops	Quarterly reports on stakeholder workshops/ meetings conducted	Quarterly reports on stakeholder workshops/meetings conducted	Quarterly reports on stakeholder workshops/meetings conducted
Strategic objective 3: To improve productivity and service delivery					
<i>Integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (2 880) • QLFS (11 520) • DTS (2 880) • VOCS (2 880) • IES (3 180) 	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (2 880) • QLFS (11 520) • DTS (2 880) • VOCS (2 880) 	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule: <ul style="list-style-type: none"> • GHS (2 880) • QLFS (11 520) • DTS (2 880) • VOCS (2 880)
Conduct Census 2011 in Mpumalanga	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none"> • Appointments • Forward logistics • Training • Publicity • Quality monitoring • Listing • Enumeration • Census@School • Reverse logistics 	Provincial debriefing census closure report	Provincial census release

Outputs and targets: Mpumalanga (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Enhance functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
	Provincial profile	Timeliness of document	Provincial profile compiled by September 2011	Provincial profile compiled	Provincial profile compiled
	Fact sheet	Frequency of document	Quarterly fact sheet of Stats SA's products and marketing and communication initiatives	Quarterly fact sheet of Stats SA's products and marketing and communication initiatives	Quarterly fact sheet of Stats SA's products and marketing and communication initiatives
	Assessment report	Number of reports	1 assessment for SAPS conducted by March 2012	1 assessment for Department of Health conducted	1 assessment for Department of Education conducted
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Conduct teacher training workshops	Report on teacher training workshops	Number of Maths4Stats workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter

Outputs and targets: Limpopo

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
Roll-out of a quality management framework					
Provide SASQAF training	Report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	2 training sessions on SASQAF by March 2013	2 training sessions on SASQAF by March 2014
Frame development and maintenance					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 324 PSUs quarterly	Master sample updates for approximately 324 PSUs quarterly	Master sample updates for approximately 324 PSUs quarterly
	Updated rural address system	% of address plates distributed 100% coverage	Quarterly reports on the rural address project	Quarterly reports on the rural address project	Quarterly reports on the rural address project
Integrated communication, marketing and stakeholder relations					
Market and disseminate statistical information	Quarterly reports on communication and marketing initiatives	Number of reports produced	Quarterly reports on the implementation of the census 2011 communication and marketing strategy	Quarterly report on the development of the census 2011 dissemination strategy	Quarterly report on the implementation of the census 2011 dissemination strategy
			Report on African Statistics Day by December 2011	Report on African Statistics Day	Report on African Statistics Day
			Quarterly provincial statistical fact sheet compiled and distributed	Quarterly provincial statistical fact sheet compiled and distributed	Quarterly provincial statistical fact sheet compiled and distributed
Strategic objective 3 :To improve productivity and service delivery					
Implement integrated fieldwork					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 95% according to planned schedule: <ul style="list-style-type: none">GHS (3 240)QLFS (12 320)DTS (3 240)VOCS (3 240)IES (3 820)	Quarterly reports on household questionnaires collected with a response rate of at least 95% according to planned schedule: <ul style="list-style-type: none">GHS (3 240)QLFS (12 320)DTS (3 240)VOCS (3 240)	Quarterly reports on household questionnaires collected with a response rate of at least 95% according to planned schedule: <ul style="list-style-type: none">GHS (3 080)QLFS (12 320)DTS (3 240)VOCS (3 240)
Conduct Census 2011 in Limpopo	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none">AppointmentsForward logisticsTrainingPublicityQuality monitoringListingEnumerationCensus@SchoolReverse logistics	Provincial Debriefing Census closure report	Provincial census release

Outputs and targets: Limpopo (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Enhance functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly reports on SANSS activities	Number of organisations supported	Quarterly reports on technical support provided and meetings conducted with SANSS partners	Quarterly reports on technical support provided and meetings conducted with SANSS partners	Quarterly reports on technical support provided and meetings conducted with SANSS partners
	Provincial profile	Timeliness of profile	Provincial profile compiled by March 2012	Provincial profile compiled	Provincial profile compiled
<i>Improving administrative records as sustainable sources of statistics</i>					
Conduct assessments of administrative records	Assessment report	Number of reports	Assessment report of Lephalale Local Municipality by March 2012	Assessment report of one municipality	Report on assessment of one municipality
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter
			3 Maths4Stats road shows targeting mathematics learners per quarter	3 Maths4Stats road shows targeting mathematics learners per quarter	3 Maths4Stats road shows targeting mathematics learners per quarter

Outputs and targets: North West

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	2 SASQAF training sessions provided to municipalities	2 SASQAF training sessions provided to municipalities
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 268 PSUs quarterly Numbering of dwelling units (470 498 points)	Master sample updates for approximately 268 PSUs quarterly	Master sample updates for approximately 268 PSUs quarterly
<i>Integrated communication, marketing and stakeholder relations</i>					
Coordinate stakeholder initiatives in the province	Report on stakeholder workshop	Number of workshops	2 stakeholder workshops conducted by March 2012	2 stakeholder workshops conducted	2 stakeholder workshops conducted
	Fact sheet for North West	Timeliness of fact sheet	Quarterly fact sheet for North West	Quarterly fact sheet for North West	Quarterly fact sheet for North West
Strategic objective 3: To improve productivity and service delivery					
<i>Implement integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of statistical information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: • GHS (2 680) • QLFS (10 720) • DTS (2 680) • VOCS (2 680) • IES (2 960)	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: • GHS (2 680) • QLFS (10 720) • DTS (2 680) • VOCS (2 680)	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule: • GHS (2 680) • QLFS (10 720) • DTS (2 680) • VOCS (2 680)
Conduct Census 2011 in North West	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: • Appointments • Forward logistics • Training • Publicity • Quality monitoring • Listing • Enumeration • Census@School • Reverse logistics	Provincial Debriefing Census closure report	Provincial census release

Outputs and targets: North West (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> Monitoring the effectiveness of the strategy Adjustments implemented 	Integrated survey operations evaluated and reviewed
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> SCM HRM Transversal systems FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> Monitoring the effectiveness Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Enhance functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Quarterly reports on functionality of district and satellite offices for Census 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
	Provincial profile	Timeliness of profile	Provincial profile compiled by September 2011	Provincial profile compiled	Provincial profile compiled
<i>Improving administrative records as sustainable sources of statistics</i>					
Conduct assessments of administrative records	Assessment report	Number of reports	Assessment report of one Municipality by March 2012 (Bojanala District Municipality)	Assessment report of one Municipality	Assessment report of one Municipality
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter


Outputs and targets: Western Cape

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Subprogramme: Provincial Coordination (Programme 7)					
Strategic objective 2: To enhance public confidence and trust in statistics					
<i>Roll-out of a quality management framework</i>					
Provide SASQAF training	Report on training conducted	Number of training sessions conducted	Building provincial capacity in SASQAF by March 2012	SASQAF training provided to Overberg and Central Karoo Municipalities by March 2013	SASQAF training provided to Cape Winelands and Cape Metro Municipalities by March 2014
Develop a quality management strategy for the province	Quality management strategy	Number of reports	Quarterly assessment reports on provincial quality management strategy	Refinement of provincial quality management strategy Review provincial quality management strategy policy	Develop provincial quality management system and training material
<i>Frame development and maintenance</i>					
Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Approximately 384 PSUs maintained and new PSUs listed	Current PSUs maintained and new PSUs listed	Current PSUs maintained and new PSUs listed
<i>Integrated communication, marketing and stakeholder relations</i>					
Coordinate stakeholder initiatives in the province	Report on stakeholder workshop	Number of stakeholder initiatives	Quarterly report on stakeholder and marketing initiatives in the province	Quarterly report on stakeholder and marketing initiatives in the province	Quarterly report on stakeholder and marketing initiatives in the province
Develop and implement a communication , marketing and stakeholder relations strategy	Approved strategy	Strategy document and reports	Provincial integrated communication, marketing and stakeholder relations strategy developed by March 2012	Provincial integrated communication, marketing and stakeholder relations strategy implemented	Provincial integrated communication, marketing and stakeholder relations strategy reviewed
Strategic objective 3 :To improve productivity and service delivery					
<i>Implement integrated fieldwork</i>					
Provide data collection support to surveys	Quarterly reports on surveys conducted	Frequency, timeliness and accuracy of statistical information collected	Quarterly reports on household questionnaires collected with a response rate of at least 80% according to planned schedule: <ul style="list-style-type: none"> GHS (3 800) QLFS (14 000) DTS (3 800) VOCS (3 800) IES (15 360) 	Quarterly reports on household questionnaires collected with a response rate of at least 80% according to planned schedule: <ul style="list-style-type: none"> GHS (3 800) QLFS (14 000) DTS (3 800) Agriculture SESE VOCS (3 800) 	Quarterly reports on household questionnaires collected with a response rate of at least 80% according to planned schedule: <ul style="list-style-type: none"> GHS (3 800) QLFS (14\ 000) DTS (3 800) Agriculture SESE VOCS (3 800)

Outputs and targets: Western Cape (concluded)

Objective	Output	Measure/ Indicator	2011/12	2012/13	2013/14
Conduct Census 2011 in Western Cape	Census data collected	Timeliness and accuracy of statistical information collected	Monthly census progress reports: <ul style="list-style-type: none"> • Appointments • Forward logistics • Training • Publicity • Quality monitoring • Listing • Enumeration • Census@School • Reverse logistics 	Provincial Debriefing Census closure report	Provincial census release
Integrate survey operations	Quarterly progress report	Integrated resources across surveys	Quarterly reports on the implementation of phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity) Implementation of digital publicity for QLFS	Quarterly reports on the implementation of the IFWS: <ul style="list-style-type: none"> • Monitoring the effectiveness of the strategy • Adjustments implemented Testing of digital data collection for QLFS	Integrated survey operations evaluated and reviewed Implementation of Digital collection for QLFS
Strategic objective 3 :To improve productivity and service delivery					
<i>Implement integrated fieldwork</i>					
Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> • SCM • HRM • Transversal systems • FMLS 	Quarterly reports on decentralisation of corporate support functions to district offices: <ul style="list-style-type: none"> • Monitoring the effectiveness • Adjustments implemented 	Decentralised functions evaluated and reviewed
<i>Enhance functionality of provincial and district offices</i>					
Ensure readiness of district offices for Census 2011	Functional offices	Number of functional district and satellite offices	Progress reports on functionality of district and satellite offices for Census 2011 by June 2011	Closure report on Census 2011 activities	
Strategic objective 4: To lead the development and coordination of statistical production within the SANSS					
<i>Raising the profile and status of statistics</i>					
Strengthen collaboration and partnerships with SANSS partners	Quarterly reports on SANSS activities	Number of meetings Number of partnerships established	Quarterly report on Provincial Population Forum meeting Partnerships with provincial and local government established (SAPS, Education, Health) by March 2012	Quarterly report on Provincial Population Forum meeting Partnerships with provincial and local government established	Quarterly report on Provincial Population Forum meeting Stakeholder/partner satisfaction assessment report compiled
Strategic objective 5: To invest in the learning and growth of the organisation					
<i>Develop human capacity</i>					
Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter	3 provincial teacher training workshops per quarter





Chapter 6

Stakeholders and the environment

6. Introduction

The preceding chapters focused on the importance of national statistics in South Africa, the long-term strategic objectives and priorities of the organisation, the plan to implement these strategies and the role of the provinces. This chapter focuses on stakeholders and their needs, the service delivery improvement plan, and the resources required to implement the strategy.

6.1 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.

6.2 Stakeholders and their needs

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

- Government: National, provincial and local 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 general 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.

6.3 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 approximately 35 000 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.

6.3.1 Providing statistical information

Stats SA aims to assist and encourage informed decision-making, research and discussion within the state and the community by providing high quality, objective, reliable and responsive statistical products and services. 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. Staffs 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.

(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. 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 SASQAF will improve the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

6.3.2 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 of 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.

6.4 Resource plan

Stats SA's Head Office is located in Pretoria. There are also nine provincial offices. Sixty-three 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.

Stats SA has developed a number of strategies in support of the new strategic direction. Below is a summary of the ICT and human resource management strategies as well as the projected expenditure over the medium term.

6.4.1 Information Communication and Technology strategy

Stats SA has over time become a knowledge-based driven organisation. Its core business is about data and information within a highly technological environment. The IT environment should be dynamic and must play a key role in improving the effectiveness and efficiency of the organisation.

The strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. It addresses weaknesses in the current environment but also provides for a stable, secure and reliable environment that keeps up with the fast changing technological developments.

Our business systems are generally not modern, integrated and consistent or flexible. The business modernisation strategy explicitly addresses our plans to modernise business systems as well as the underlying enterprise wide infrastructure required to execute.

ICT goals for 2011–2013

Goal 1: Provide a stable, reliable and functional server and network infrastructure

Goal 2: Deliver the ICT services the organisation needs for its day-to-day operations and its future

Goal 3: Be cost effective

Goal 4: Develop and maintain sufficient and competent technical staff

Goal 5: Work closely with business areas, management and other divisions in order to understand their needs and to ensure that ICT services are consistent and integrated

Goal 6: Ensure effective governance of ICT operations and management

Goal 7: Innovation and process improvements

Goal 8: Support for Census 2011, provincial offices, districts and geography

Goal 9: Modernise business systems and infrastructure

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;
- Security tools to protect systems and data in the district offices;
- Servers, switches and intelligent cabinets (which have the capability to regulate temperature and provide security alerts in the server room) for the district offices;
- 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 work plan);
- Data replication across disaster recovery site and Head Office (in the work plan).

6.4.2 Human Resource Management strategy

Delivering high-quality statistical information is dependent on a highly qualified and skilled staff complement. Stats SA has developed a human resource management strategy that is geared towards attracting and retaining the best people. The overall aim of the strategy is to become an employer of choice by maintaining a highly qualified and motivated workforce and to provide the environment to support them.

HRM goals for 2011–2013

Goal 1: Recruit and retain scarce skills

Goal 2: Align organisational structure to strategy

Goal 3: Provide support to Census 2011 and ad hoc projects

Goal 4: Decentralise human resource functions to provincial and district offices

Goal 5: Remunerate staff timeously

Goal 6: Develop change management programme to implement new strategic direction

Goal 7: Improve labour relations capacity

Goal 8: Build human capacity

Goal 9: Strengthen employee wellness and assistance programmes

6.4.3 Proposed acquisition of movable capital assets and maintenance of physical assets

In an effort to ensure savings and cost-containment from its 2011/12 budget allocation, Stats SA has centralised an amount of R13,224 million for the proposed acquisition of computer equipment.

6.4.4 Improved service delivery and MTEF

Stats SA has, amongst other items, centralised R21,439 million for training and R5,843 million for recruitment advertising costs. The total budget of R6,484 million for non-capital items has been centralised in order to ensure efficient utilisation of resources, sourcing and cost-saving measures, within the organisation.

Below is the projected expenditure for the MTEF period:

Expenditure by programme and economic classification

Programme classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
R (thousand)	2006/07	2007/08	2008/09	2009/10		2010/11	2011/12	2012/13
1. Administration	162 189	202 642	261 295	416 295	416 295	368 334	577 452	579 142
2. Economic Statistics	105 550	133 678	139 981	160 897	160 897	174 402	184 131	195 078
3. Population and Social Statistics	231 823	116 713	219 272	288 852	288 852	136 724	148 277	157 891
4. Methodology and Standards	29 374	33 188	45 240	54 802	54 802	59 450	65 414	65 469
5. Statistical Support and Informatics	131 889	198 510	263 113	224 684	224 684	223 767	199 377	205 646
6. Corporate Relations	134 481	198 762	245 773	164 744	164 744	294 080	316 242	325 476
7. Survey Operations	301 299	170 827	148 472	404 900	404 900	716 641	1 355 019	240 921
Total for programmes	1 096 605	1 054 320	1 323 146	1 715 174	1 715 174	1 973 398	2 845 912	1 769 623
Direct charge against the National Revenue Fund	-	-	-	-	-	-	-	-
Departmental total	1 096 605	1 054 320	1 323 146	1 715 174	1 715 174	1 973 398	2 845 912	1 769 623
Change to 2009 Budget Estimate				106 526	106 526	(32 626)	88 099	(5 779)

Expenditure estimates

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
R (thousand)	2006/07	2007/08	2008/09	2009/10		2010/11	2011/12	2012/13
Current payments	1 056 403	978 679	1 267 376	1 651 433	1 651 433	1 871 494	2 745 888	1 711 768
Compensation of employees	414 912	472 029	700 701	1 015 779	1 015 779	890 981	1 065 146	992 471
Salaries and wages	380 737	422 612	634 487	893 119	893 119	790 314	958 187	877 091
Social contributions	34 175	49 417	66 214	122 660	122 660	100 667	106 959	115 380
Goods and services	641 491	506 650	566 198	635 654	635 654	980 513	1 680 742	719 297
Administrative fees	1 219	2 554	1 182	4 358	4 358	3 270	4 103	1 539
Advertising	12 297	13 583	8 457	18 071	18 071	8 042	9 116	9 315
Assets < than the threshold (currently R5 000)	8 356	13 714	7 421	5 366	5 366	26 916	23 898	5 615
Audit cost: External	4 630	3 777	3 170	4 736	4 736	4 635	4 904	5 142
Bursaries (employees)	3 071	4 487	4 314	9 023	9 023	8 202	8 694	9 129
Catering: Departmental activities	149	3 254	5 324	4 286	4 286	6 086	7 781	6 408
Communication	28 291	29 322	30 277	27 175	27 175	27 171	58 798	26 590
Computer services	35 763	59 582	49 722	63 578	63 578	86 831	109 686	84 453
Consultants and professional service: Business and advisory service	49 828	50 412	31 313	35 182	35 182	32 856	40 601	41 581

Expenditure estimates (concluded)

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
	2006/07	2007/08	2008/09	2009/10		2010/11	2011/12	2012/13
R (thousand)								
Consultants and professional service: Infrastructure and planning	-	-	-	1 600	1 600	-	-	-
Consultants and professional service: Laboratory service	-	-	-	-	-	-	-	-
Consultants and professional service: Legal cost	639	159	649	830	830	2 227	33 235	12 167
Contractors	49 656	30 710	13 136	107 081	107 081	44 251	392 304	23 412
Agency and support/outsourced services	111 898	20 296	32 609	15 081	15 081	32 095	16 746	40 362
Entertainment	99	53	21	412	412	1 287	590	1 134
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	250	107	-	-	-	-	-	-
Inventory: Fuel, oil and gas	8 885	7 908	21 955	-	-	-	-	-
Inventory: Learner and teacher support material	1	8	45	-	-	18 758	205	216
Inventory: Materials and supplies	248	345	202	355	355	2 120	720	636
Inventory: Medical supplies	49	83	30	13	13	112	102	77
Medsas inventory interface	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	1 080	-	-	-	-	-
Inventory: Other consumables	2 645	1 253	2 011	18 118	18 118	92 267	7 164	6 057
Inventory: Stationery and printing	24 404	18 251	23 849	23 386	23 386	124 760	60 957	40 159
Lease payments (incl. operating leases; excl. finance leases)	32 044	34 276	39 160	60 948	60 948	66 249	186 064	194 411
Property payments	9 711	13 142	12 610	3 956	3 956	17 567	18 738	16 865
Transport provided: Departmental activity	215	-	-	16	16	-	-	-
Travel and subsistence	210 665	171 136	230 140	195 174	195 174	200 821	164 521	133 327
Training and development	4 494	6 802	9 282	11 500	11 500	18 405	19 254	14 392
Operating expenditure	4 409	5 804	12 099	7 917	7 917	147 660	25 309	21 839
Venues and facilities	37 575	15 632	26 140	17 492	17 492	7 925	487 252	24 471
Interest and rent on land	-	-	477	-	-	-	-	-
Financial transactions in assets and liabilities	1 151	22 353	-	-	-	-	-	-
Transfers and subsidies to:	817	1 479	1 992	4 395	4 395	3 840	4 995	5 283
Provinces and municipalities	293	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	225	225	-	-	-
Non-profit institutions	52	125	50	-	-	-	-	-
Households	472	1 354	1 942	4 170	4 170	3 840	4 995	5 283
Payments for capital assets	38 234	51 809	53 778	59 346	59 346	98 064	95 029	52 572
Machinery and equipment	37 860	47 194	53 591	56 674	56 674	93 935	94 229	51 922
Software and other intangible assets	374	4 615	187	2 672	2 672	4 129	800	650
Total	1 096 605	1 054 320	1 323 146	1 715 174	1 715 174	1 973 398	2 845 912	1 769 623



Annexure A – Key responsibilities of the Statistician-General

Key responsibility	Activities/Outputs	Supported by:
Setting the overall strategic direction for statistical production in SA and the organisation	<ul style="list-style-type: none"> • Drive the implementation of the Statistics Act, Act 6 of 1999 • Define the national strategy for development of statistics • Establish the vision, mission, organisational goals and targets • Define the work programme and priorities of the organisation • Determine the internal organisation of Stats SA and re-allocate resources according to the strategic plan • Oversee the overall operation, management and integration of the organisation • Monitor, report on and evaluate the performance of the organisation • Communicate regularly to staff on strategic initiatives such as the organisation's strategy, goals, priorities, and management decisions • Lead change management initiatives 	Exco Strategy division Programme Office
Directing, guiding and driving the effective and accurate production of economic, social and population statistics	<ul style="list-style-type: none"> • Ensure timely release of high-quality economic statistics • Ensure timely release of high-quality social statistics • Ensure timely release of high-quality population statistics • Produce quality national accounts statistics • Produce quality integrative statistics • Ensure effective quality controls and measures are in place across the statistical production value chain to manage process quality 	DDGs for: Economic Statistics, Population & 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"> • Ensure methodological soundness of all statistical series • Ensure adherence to recognised national and international standards • Ensure coherence of information through standards, classifications and published metadata • Promote usage of modern methods and technologies • Provide quality frames for usage of survey areas • A statistical data management and compliance frame 	DDGs for: Methodology and Standards, Statistical Support and Informatics
Managing relations with key stakeholders and international role-players	<ul style="list-style-type: none"> • Public and media relations • Management of relations with: <ul style="list-style-type: none"> ◦ Government departments ◦ Users, producers and suppliers of statistics ◦ International statistics community ◦ FOSAD Clusters ◦ Statistics Council ◦ Audit Committee ◦ Minister in the Presidency responsible for National Planning 	SG's office DDG: Corporate Relations
Leading the development and coordination of statistical production in the country	<ul style="list-style-type: none"> • Coordinate statistical planning across organs of state • Provide statistical support and advice to other producers of statistics • Set statistical standards for the national statistics system • Provide a governance framework and support to statistical subsystems in South Africa • Coordinate statistical reporting in the country • Declare statistics as official 	NSS office Strategy division

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"> • Determine the post establishment, including the creation, grading and abolition of posts • Ensure the recruitment, appointment, promotion, transfer, discharge and other career incidents of staff • Manage and encourage people, optimise their outputs and manage relationships effectively in order to achieve organisational goals • Ensure transfer of skills to previously disadvantaged individuals • Create training and development opportunities for all staff • Create work opportunities for people to release their full potential 	DDG: Corporate Services All other DDGs

Annexure B – 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
Liquidation 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

List of abbreviations and acronyms

AENE	Adjustment Estimates of National Expenditure
AfDB	African Development Bank
AFS	Annual Financial Statistics
AMESA	Association for Mathematics Education of South Africa
ASSD	Africa Symposium on Statistical Development
AU	African Union
AUC	African Union Commission
BAS	Basic Accounting System
BRR	Business Registration Reform
BSF	Business Sampling Frame
CAPEX	Capital Expenditure
CFO	Chief Financial Officer
CJS	Criminal Justice System
COSO	Committee of Sponsoring Organisations of the Treadway Commission
CPI	Consumer price index
CPIX	Consumer price index (excluding interest rates on mortgage bonds)
CRM	Client Relationship Management
CS	Community Survey
CSAS	Census Survey and Administration System
CSIR	Council for Scientific and Industrial Research
DCMS	Data Collection Management System
DDG	Deputy Director-General
DEAT	Department of Environmental Affairs and Tourism
DES	Diary Evaluation Survey
DFID	Department for International Development (UK)
DHA	Department of Home Affairs
DMID	Data Management and Information Delivery
DMT	Data Management and Technology
DPC	Data Processing Centre
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DTI	Department of Trade and Industry
DTS	Domestic Tourism Survey
EA	Enumeration area
EAP	Employee Assistance Programme
EAS	Economic Activity Survey
EBT	Electronic Bank Transfers
ECD	Early childhood development
EDMS	Electronic Document Management System
EDRMS	Electronic Document Records Management System
EEAs	Environmental Economic Accounts
EIA	Environmental Impact Assessment

EMIS	Education Management Information System
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
ESDMF	End-to-end Statistical Data Management Facility
EWS	Early Warning System
EXCO	Executive Committee
FIFO	First-in, first-out
FMLS	Facilities Management, Logistics and Security
FOSAD	Forum of South African Directors-General
GDP	Gross domestic product
GDPR	Gross domestic product (regional)
GFS	Government Financial Statistics
GHS	General Household Survey
GIS	Geographic Information System
HCD	Human Capacity Development
HDI	Historically Disadvantaged Individual
HOD	Head of Department
HR	Human Resources
HRM	Human Resources Management
ICBP	ISlbalu Capacity Building Programme
ICC	International Convention Centre
ICT	Information Communication Technology
IES	Income and Expenditure Survey
IFWS	Integrated fieldwork strategy
IMF	International Monetary Fund
IS	Information Systems
ISI	International Statistical Institute
ISIC	International Standard Industrial Classification of all Economic Activities
ISLP	International Statistical Literacy Programme
IT	Information Technology
JWPs	Joint Working Parties
KZN	KwaZulu-Natal
LCS	Living Conditions Survey
LFS	Labour Force Survey
LFSR	Labour Force Survey Re-engineering
LMS	Learner Management System
LOGIS	Logistical Information System
LSS	Large Sample Survey
MAPS	Marrakech Action Plan for Statistics
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIS	Management Information System
MoU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework

MTSF	Medium Term Strategic Framework
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organisation
NMS	Network Management Services
NQF	National Qualifications Framework
NRA	Natural Resource Accounts
NRF	National Revenue Fund
NSDS	National Statistical Development Strategy
NSS	National Statistics System
NSSD	National Strategy for Sustainable Development
OHS Act	Occupational Health and Safety Act
OLA	Operating Level Agreement
OSS	Open Source Software
PAA	Public Audit Act
PABX	Private Automatic Branch Exchange
PASA	Population Association of South Africa
PCAS	Policy Coordination and Advisory Services
PES	Post-enumeration Survey
PFMA	Public Finance Management Act
PIC	Public Investment Corporation
PMF	Project Management Framework
PMS	Publicity Management System
PPI	Producer price index
PSCBC	Public Service Coordinating Bargaining Council
PSETA	Public Service Sector Education and Training Authority
PSF	Provincial Statistics Forum
PSR	Public Service Regulations
PSUs	Primary sampling units
QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QLFS	Quarterly Labour Force Survey
RDP	Reconstruction and Development Programme
RFQ	Request for Quotation
RMF	Risk Management Framework
RPHC	Round of Population and Housing Censuses
RTMS	Real Time Management System
SAC	Satellite Application Centre
SADC	Southern African Development Community
SALDRU	Southern Africa Labour and Development Research Unit
SALGA	South African Local Government Association
SAM	Social Accounting Matrix
SAMDI	South African Management Development Institute
SAMEA	South African Monitoring and Evaluation Association
SAN	Storage Area Network

SANSS	South African National Statistics System
SAQA	South African Qualifications Authority
SARS	South African Revenue Service
SASA	South African Statistics Association
SASCO	Standard Classification of Occupations
SASTI	South African Statistical Training Institute
SASQAF	South African Statistical Quality Assessment Framework
SAT	South African Tourism
SCM	Supply Chain Management
SDDS	Special Data Dissemination Standards
SDIP	Service Delivery Improvement Plan
SDLC	Systems Development Life Cycle
SEEA	System of Environmental and Economic Accounting
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SIC	Standard Industrial Classification
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Staff
SMS	Stakeholder Management System
SRM	Stakeholder Relationship Management
Stats SA	Statistics South Africa
TSA	Tourism Satellite Account
TUS	Time Use Survey
UAT	User Acceptance Testing
UCT	University of Cape Town
UKZN	University of KwaZulu-Natal
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
USS	User Satisfaction Survey
VAT	Value added tax
VCT	Voluntary Counselling and Testing
VLAN	Virtual Local Area Network
VPN	Virtual Private Network

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