

work programme 2013/14



**Statistics  
South Africa**



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# Work Programme

2013/14

## **Work Programme 2013/14 / Statistics South Africa**

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## Official sign-off

It is hereby certified that this Work Programme for 2013/14:

- Was developed by the management of Statistics South Africa under the guidance of the Minister in the Presidency responsible for the National Planning Commission, Mr Trevor Manuel;
- Was prepared in line with the current Strategic Plan of Statistics South Africa; and
- Accurately reflects the performance targets which Statistics South Africa will endeavour to achieve, given the resources made available in the budget for 2013/14.



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## Foreword by the Minister in the Presidency: National Planning Commission

Statistics fulfils a vital role in decision-making. If this has not been clear hitherto, then the detailed expanse of data available from Census 2011 should explain the vital role that statistics has in decision-making. Now every South African whether politically motivated or acting in their private or organisational capacity has access to a whole range of economic, social and public service information at ward level. It has to be an achievement that all South Africans should be immensely proud of because virtually no other country has been able to achieve this feat.

Similarly the rebasing of the Consumer Price and Producer Price indices will provide a more accurate picture about prices. The criteria that determine that statistics should be reliable are therefore greatly enhanced.

The National Development is, as the President noted in his State of the Nation Address on 14 February 2013, '[It is] a roadmap to a South Africa where all will have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality healthcare, recreation and a clean environment.' To know whether progress has been made on this preferred route, the country needs reliable, detailed and user-friendly statistics. For the production of these, there is only one agency that has the statutory mandate to deliver, i.e. Statistics South Africa. The Strategic Plan tabled in 2010 and its annualised detailed work programmes must indicate how Statistics South Africa is fulfilling that mandate.

I invite the readers and users of the work programme being tabled to use the document against this backdrop.

Trevor A Manuel





## Foreword by the Chairperson of the Statistics Council

In 2010, the Council recommended approval of the 5-year Strategic Plan 2010/11–2014/15. This Strategic Plan identified four strategic shifts:

- The expansion of the domain of statistical production and thereby increasing the supply of official statistics;
- Addressing the statistical information gap through an integrated system of production, which requires increased coordination by the Statistician-General as envisaged in section 14 of the Statistics Act (Act No. 6 of 1999);
- Addressing the quality gap mainly through the implementation of SASQAF as a framework for certification of quality standards in all statistical series in both Stats SA and other organs of state; and
- Development of statistical skills and statistical capacity, not only in Stats SA, but also amongst all organs of state that have a responsibility to produce statistics.



The Work Programme for 2013/14 was considered in terms of section 5(1)(a) of the Statistics Act (Act No. 6 of 1999), which states that: 'The minister must, on recommendation of the Statistician-General, prioritise the work programme of Statistics South Africa in accordance with the purpose of official statistics and the statistical principles contemplated in section 3 and both having been advised by the statistics council.'

Council appreciates the tight fiscal position taken by government in response to global economic uncertainties and has taken note of Statistics South Africa's efforts, in the work programme, aimed at implementing the National Statistics System in line with the five-year strategy. While recommending the 2013/14 Work Programme, Council reiterates its concerns raised in 2012/13 Work Programme and points out that the budget allocations to Stats SA over the Medium Term Expenditure Framework (MTEF) period minimises the ability of Statistics South Africa to fully implement its current five-year strategy and the Statistics Act.

Council noted further that the 2008 System of National Accounts (SNA 2008) continues to be unfunded, therefore, unimplemented. South Africa is a player in the global economy and its role includes membership of SADC, AU and BRICS, participation in premier forums and organisations for international economic cooperation and decision-making such as the Group of Twenty (G20), Organisation for Economic Cooperation and Development (OECD), World Trade Organization (WTO), as well as engagement in various bilateral initiatives. As the SNA is a universal framework for measurement of the economy, South Africa will potentially not be able to articulate its economic position at various international platforms. Furthermore, macroeconomic policies, both fiscal and monetary, rely on accurate, comprehensive and relevant economic statistics. The various facets of the National Development Plan, which is the national roadmap for the future, rely on statistics that reflect the realities of the economy. These statistics must adhere to current international frameworks, standards and systems, and most importantly, the SNA 2008.

It is important that the SNA 2008 is implemented to avoid the dilution of the quality of the South African National Accounts and the deleterious effects that will be experienced if it is not implemented.

In addition, there is also no funding provided for several activities related to strengthening and implementing the National Statistics System as contemplated in the Act, which includes:

- Development and implementation of a functional National Strategy for the Development of Statistics (NSDS) for South Africa,
- Enhanced quality assessment and certification of official statistics through the South African Statistics Quality Assessment Framework (SASQAF),
- Implementing the policy framework for coordination and harmonisation of statistical production across organs of state,
- In country and international reporting including the Millennium Development Goals (MDG) 2014 report, and
- Building statistical capacity across the organs of state.

Lastly, lack of funding for the poverty related surveys such as Living Conditions Survey 2013/14 (LCS) and the Income and Expenditure Survey (IES) 2015/16 will reverse the gains made by the organisation in the past seven years in providing specific instruments for measuring poverty and inequality, re-weighting of the CPI basket and updating the poverty line as well as understanding income distribution and expenditure patterns across the population.

Council's recommendation for approval of the Work Programme for 2013/14 is based on the undertaking that significant efforts will be made to address the above concerns. Council also encourages the Statistician-General to continue developing and implementing innovative ways in which more can be done with less during this challenging fiscal cycle.

On behalf of Council, I also wish to thank Minister Manuel for his guidance and leadership in these difficult times.

Howard Gabriels

## Introduction by the Statistician-General

Statistics South Africa steadily claimed its space in South Africa as the prime fact finder of the nation, bringing to society the South Africa I know, the Home I Understand. In 2001 the then Minister of Finance, Trevor Manuel posed the following question to the Statistician-General. "How many in a hundred children know about statistics and what do you think the answer will be if you asked them about what career they would follow?" I never answered the question then, but through the work the organisation has undertaken over the last twelve years, I would posit that it is highly probable that more than 80% will know something about statistics and at least more than five per cent would consider exploring a career in statistics if the question were posed today. The organisation has built competencies and resilience in the area of production of statistics.

In the 2011 Census, the organisation was tested to the limits and in that period, to the delight of customers, it delivered a census. It delivered it six months earlier than the scheduled period, it improved accessibility and interpretability several fold, and continued to deliver the regular series it promised and came in within budget. This is evidence that the organisation is maturing and resilient.

The delivery record and associated achievements buy us the necessary investment for innovation, improvements, retooling of human resources and renewal of production systems. The five year strategy took deliberate notice of the prospect that a successfully delivered census, will provide a low cost raft for building capacity and capabilities that would, however, need to be sustained beyond the life of census results. As we concluded the census, indeed we achieved these objectives of an expanded capacity, capabilities and infrastructure that should be sustained into the future. Amongst others, are unparalleled field operations capability, multilayered and complex data processing capabilities, programme and project management, geographic infrastructure, data management and dissemination and communications technologies that excite customers of users.

It is under the warm shade of these achievements, which substantively Census 2011 made possible, that the strategy can, without undue pressure, continue to be delivered. The current high level delivery has provided respite for investments in future, whilst placing enormous pressure for further and improved delivery. Yet the dangers that funding limitations bring about in the areas of innovations and improvements in economic statistics, in particular SNA2008 and ISIC4, the implementation of the South African National Statistics Systems (SANSS), the Dwelling Frame, the LCS and a few others, will rob us of the investment respite from our hard won fortunes. The dilemma is not immediate but arrives in four years when new pressures will be afoot, the salt of victory will have faded, the human resources will be weary and yet the expectations will be high. Living in the past and the memory of glorious years will haunt us as the production systems will collapse around us.

The previous Work Programme was placed to Parliament under conditions of just securing the strategy in the 2012/2013 financial year through a R50 million internal reprioritisation in the hope that in 2013/2014 some funds as indicated in the different work areas would be available to implement the strategy. No doubt Stats SA is at the cross roads. Parliament and Council in the Work Programme submission of Stats SA remained worried that the current strategy is not funded; and Council confirmed that it provided conditional recommendation of the Work Programme to the Minister in 2012/2013, only if it would be funded in 2013/2014. The clouds of difficult future have not lifted and the crossroads are real.

Pali Lehohla





## Chapter 1: Strategic overview



## **1. Strategic overview**

### **1.1 Organisational strategic direction**

In pursuit of its goal of providing a better life for all, the government has worked consistently towards eradicating poverty and reduce inequality. This is outlined in the Medium Term Strategic Framework, the development outcomes and the National Development Plan. These goals will be achieved by building on the achievements of the past 19 years – by growing an inclusive economy, accompanied by an expanded and capable workforce, and better access to electricity, water and sanitation in decent community settlements. This work is our collective responsibility.

Statistical information is the evidential base and the foundation for meeting these goals. This is so in that statistics are vital for planning, good governance, formulating, monitoring and evaluating policies and for decision-making. The demand for statistical data is increasing as policy makers, civil society, business and citizens increasingly use statistics.

In strengthening the state capacity to deliver, government established systems of planning, monitoring and evaluation. This decision has invariably triggered the need for a very deliberate system of evidence that is transparent, accountable, results-based and transformational. The critical ingredient in evidence-based decision-making is statistics systems of which the official statistics system is the core.

Thus Statistics South Africa adapted its strategic direction in 2010 to better respond to the information needs of the state in planning, monitoring, policy development and decision-making.

The overarching goal is therefore to increase the supply of official statistics to inform evidence-based decisions by expanding and transforming the statistical information base.

The Stats SA Strategic Plan 2010/11 – 2014/15 outlines the roadmap for establishing a sound statistics system for the country. Stats SA, as the official statistics agency, is the producer of key national economic and social indicators. However, statistical information is also generated by other organs of state. Thus the production of key developmental indicators is a national effort that informs planning, implementation, monitoring, reporting and decision-making – which take place at all levels of government.

Stats SA is now in its fourth year of implementing the strategic plan. The first pillar of the plan focuses on producing official statistics and establishing statistical principles as laid out in the Statistics Act. This goal was achieved with the wide suite of economic and social statistics produced by the organisation. A key focus during this period was to deliver Census 2011, the biggest event in any statistical organisation. The census has mobilised the organisation and the country to find facts about the nation. The census results, successfully launched in 2012 in a record time of 12 months, form the base of the national statistics system. The intent is to build on the successes of the census and ensure that the census information is used for planning, monitoring, policy development and decision-making.

The second pillar focuses on building a statistical infrastructure and sound governance processes that support the statistics system in producing high-quality statistics. The organisation made a huge investment in quality and methodological improvements. It also expanded its fieldwork force, resulting in an extensive data collection footprint in provinces and districts. In addition, Stats SA has transformed and built frames that form the cornerstone of the statistics system, it has invested in technology that improves statistical production and enhances corporate governance processes and internal controls.

The third pillar of the strategy promotes learning and growth of statistical skills in the country. Examples of the many programmes include the internship programme, partnership programmes with universities and universities of technology (former technikons) and the diploma course in official statistics. A schools' programme to promote statistical literacy at schools has been established. The intent is to broaden these efforts to reach a wider audience. In addition, staff are encouraged to participate in international programmes where they can learn from other countries and share best practice in the South African context.

The fourth pillar focuses on coordinating statistics among organs of state. Stats SA is the leading partner in the South African National Statistics System (SANSS). The successes of the other pillars are critical for building a statistics system that meets the needs of users. The census results will be a key instrument to engage users in government, other sectors in society and the public at large. Partnerships have been established with various organs of state to improve source data and to provide statistical support and advice. The Millennium Development Goal process has enabled Stats SA to establish statistical coordination across sectors in government and civil society. Now that Stats SA has succeeded in producing high quality statistics, developed tools and instruments to guide statistical production, it will speed up its efforts to coordinate statistical production in the country.

## 1.2 Key deliverables of the strategy

- Broadening the role and reach of official statistics: Information should enable citizens, government and business to understand and change society, and the important role that numbers play in this context emphasise the importance of relevance and use of official statistics. To do this, statistical production needs to be expanded to cover statistical production at all levels of society.
- Growth through coordination: The organisation is moving away from producing statistical series as isolated products to an approach of a production system focusing on integration and analysis that cuts across series, products and organisations. This approach will help identify statistical information gaps, as well as possible overlaps and duplication in statistical production.
- Enhanced quality: Setting standards for statistical products, providing statistical advice and designating statistics as official of all organs of state within a statistics system is an important deliverable for the strategy and will contribute to improving and assessing the quality of statistical information.
- Sustained capacity: This is a move away from developing skills and infrastructure within Stats SA to developing capacity for all organs of state that produce statistics, within a systems framework.
- Doing more with the same: Innovation, the use of technology, a motivated and productive workforce are key enablers to deliver the strategy in an efficient and effective way.

### 1.3 Strategy in brief

The changing information requirements for statistics demand that quality and relevance should guide the transformation of statistics in the public domain, regardless of whether they are produced as official statistics by other organs of state, or by private entities. This transformation involves collaboration and partnerships between producers of statistics and is aimed at making statistics 'fit for use' for decision-making, planning, monitoring, reporting and evaluation. This is reflected in our vision statement: 'Your leading partner in quality statistics'.

Stats SA's central contribution towards this vision is to lead and partner in statistical production systems for evidence-based decisions.

Through our efforts in implementing the strategic direction, the overall outcome we aim to achieve is a status among all South Africans of: 'the South Africa I know, the home I understand'.

Stats SA has developed six strategic objectives that will drive strategic change and address the information, quality and skills gaps in the statistics system, namely to:

- 1.3.1 Expand the statistical information base by increasing its depth, breadth and geographic spread;
- 1.3.2 Enhance public confidence and trust in statistics;
- 1.3.3 Improve productivity and service delivery;
- 1.3.4 Lead the development and coordination of statistical production within the SANSS;
- 1.3.5 Invest in the learning and growth of the organisation; and
- 1.3.6 Promote international cooperation and participation in statistics.

Stats SA has translated the measurement of priority outcomes, together with international frameworks for statistical reporting, as well as the needs of users into the following 10 statistical themes that constitute the universe of statistical production in South Africa:

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



## 1.4 Situation analysis

During 2013/14, Stats SA will be in its fourth year of implementing the strategic plan that was adopted by Parliament in 2010. The organisation has undertaken a critical review of how far we have come in implementing the strategic direction. The analysis is in line with the six strategic objectives focusing on both the internal and external environment:

### 1.4.1 Expand the statistical information base by increasing its depth, breadth and geographic spread

This strategic objective aims to address the statistical information gap to respond adequately to the information requirements in the statistics system within the 10 statistical themes as outlined above. Except for the population census, Stats SA's contribution to the statistical information base relates mainly to conducting business and household surveys and, to a lesser extent, making use of administrative records to inform on the outcomes on a national and provincial level. Hence, Stats SA plays both the role of producer and coordinator to expand the statistical information base. The statistical theme areas are discussed below:

#### 1.4.1.1 Economic growth and transformation

Policy context (NDP 2030): South Africa is in a low growth, middle income trap that are featured by low levels of competition for goods and services; large number of work seekers who cannot enter the market; low savings and a poor skills profile. Other weaknesses in the economy include pressures on natural resources, energy constraints, spatial misalignments, to mention a few. South Africa is however fortunate to have comparative advantage in some areas including its natural endowments such as minerals, a strong fiscal position, a strong and deep financial services sector and a small but sophisticated services industry. The measurement of the various industries in the economy becomes critical to create a deep understanding of the economy, its structure and composition in order to transform the economy.

Official statistics are arranged and structured according to international frameworks and standards. It is important to adhere to international frameworks as they promote quality statistics. This quality is manifested in terms of data comparability, coherence and international best practices and supported by international organisations which are critical role players in the global economy. Our interaction with other countries, as manifested in international trade, investment and economic growth, is reliant on accurate and comparable statistics. This forms the basis for robust decision-making on economic growth.

In the 2010/11–2014/15 strategic plan, Stats SA sets out to implement the system of national accounts. The system of national accounts (SNA) is the organisation framework for economic statistics. At present, South Africa follows the 1993 SNA. The 2008 SNA has recently been approved by the United Nations and countries have embarked on the implementation of the new framework.

Within the 1993 SNA, Stats SA produces macro-economic indicators to inform economic and social development by publishing monthly, quarterly, annual and periodic industry, trade and financial statistics on various industries in the economy, including government finance statistics. During the past three years, the organisation continued to publish these economic series in line with the SDDS requirements. A number of methodological changes to improve and transform the production of economic surveys such as seasonal adjustments, deflators, survey standards, etc. have been introduced. Expansion included new or amended surveys such as land transport, accommodation and

restaurants. Various environmental economic accounts have been initiated. A capacity-building project was established to enhance the current skills-base and provide a broader understanding of the production of national accounts statistics. As a consequence of 2008 SNA, the International Standard Industrial Classification (ISIC4) system was updated, which provides an alternate classification to activities in the economy. The introduction of a new classification system is a lengthy, resource intensive and complex process.

The economic statistics programme will continue to maintain and improve on its established programme. As part of the implementation of the SANSS, relationships with a number of organs of state, including SARB and SARS, towards better coordination and production of economic statistics was established. Innovative methods and use of alternative sources of data will contribute to expanding the statistical information base. Our strategic focus remains the implementation of SNA 1993 with the objective to move to SNA 2008.

#### 1.4.1.2 Prices

Policy context (NDP 2030): Monetary policy – A balancing act needs to be struck between curbing inflation – and keeping the embers of economic growth alive.

The organisation has set out to re-engineer the Production Price Index (PPI) in the strategic plan. This target was achieved with the launching of the revamped PPI in February 2013. Stats SA will develop an expanded set of industry-based PPIs over the medium term in response to the information needs.

The organisation conducts a five-yearly Income and Expenditure Survey (IES). The expenditure module of the IES is used to determine the weights of the CPI basket. The Income and Expenditure Survey results were released during 2012 and were used for the rebasing and reweighting of the CPI basket. The rebased and reweighted CPI was released in February 2013. The next IES is scheduled for 2015/16.

The prices programme will continue to deliver the monthly CPI and PPI series. Innovative collection methods will be researched and tested within a financially constrained environment to ensure optimisation of resources.

#### 1.4.1.3 Employment, job creation and decent work

Policy context (NDP 2030): To eliminate poverty and reduce inequality, South Africa has to raise levels of employment and, through productivity, the earnings of working people.

The organisation conducts the quarterly labour force survey and the quarterly employment survey to provide information on the labour market dynamics in the country. The labour force survey has introduced a new survey methodology and is currently stabilised to produce up-to-date and accurate labour market information. The strategic intent is to use this survey instrument to introduce complementary modules to provide information on employers and self-employed, earnings, the expanded public works programme, decent work and time use in response to the information needs as defined in policy documents of the state.

The quarterly employment survey (QES) that measures formal employment levels in the non-agriculture sector is dependent on samples drawn from the Business Register. Improvements in the business register will contribute to improving statistics on employment and earnings in the economy.

The organisation aims to maintain and continuously improve on its labour market statistics programme. Researching and introducing innovative methods for survey operations will be explored as part of investing in technology for better efficiency and cost saving.

#### 1.4.1.4 Life circumstances, service delivery and poverty

Policy context (NDP 2030): Reducing the cost of living for the poor is essential for achieving a social floor and enhancing people's lives and their opportunities to effectively participate in society and the economy. The main cost drivers for poor households are food and energy and the cost of transport.

The organisation conducts a Living Conditions Survey (LCS) every five years. It is a multi-topic poverty survey that contributes to understanding the poverty profile in South Africa from a multi-dimensional perspective, and especially, to monitor levels of poverty over time. As outlined in the strategic plan, the organisation intends to introduce a rolling sample collection methodology that collects detailed expenditure information for both the IES and LCS.

The annual general household survey collects data from households on various social concerns. Statistical information from this survey is disseminated on a national and provincial level to inform monitoring of progress. The current sample design of 30 000 households only allows for reporting at desired levels of accuracy at provincial level breaking down in metro and non-metro areas. In order to publish at district or municipal level, the survey sample will have to be increased dramatically.

The census dataset is the most comprehensive source of information measuring life circumstances, service delivery and poverty. The census results are available at ward level and could therefore be extensively used by municipalities and metros for planning, monitoring and decision-making. The key producer of statistics at lower level is the municipalities themselves as they are responsible for maintaining records of services delivered. These records are potential sources of official statistics and should be transformed to meet the quality criteria of official statistics.

The strategic intent as part of the SANSS initiative is to partner with municipalities by providing technical support and statistical advice in identifying critical gaps in administrative records, analysing existing data sets including the census results and using the statistics as evidence in planning, monitoring, reporting and decision-making.

#### 1.4.1.5 Population dynamics

Policy context: Good demographics can go a long way in helping South Africa achieve stronger economic growth. Demographic trends affect the allocation of resources and spending at all levels of the state. Planning for demographic changes are important, especially in the face of growing pressure on food, energy and water supplies; greater population mobility; additional demands for jobs and social support; and the uncertain effects of climate change. A deep understanding of South Africa's demography over the past 20 years and planning for the next 20 years can ensure that correct policies are designed and adopted, potential risks identified and threats avoided.

Population and demographic statistics is at the heart of this social discourse on the economy and society. The population count and demographic profile of the country is used as a key denominator in statistical analysis and research and therefore becomes a core statistical indicator to be produced by a statistics agency. Planning for growth and a better life for all first requires that we know who we are, how many we are, and where we live.

During 2011, Stats SA conducted a full count of the population, mobilising the public to participate to provide information about themselves and their living conditions. Stats SA concluded a successful population census. The census results were published in October 2012, twelve months after data collection.

The census is an enormous project that requires a statistical infrastructure and resources that infiltrates the entire organisation at every level and in every area. The organisation has demonstrated that it has the intellectual capability to design, analyse and produce any data series. It has shown through its delivery that it has the distinct competence and administrative and logistical capability to collect data on any scale. The census has become an important instrument through which statistical infrastructure was established. The census in 2001, the community survey in 2007 and the census in 2011 have enabled the organisation to establish a data collection footprint at provincial and district level which now consists of 9 provincial offices and 56 district offices. The census has, in many ways, provided the necessary funding for growing the organisation.

The Statistics Act (Act No. 6 of 1999) provides for a population census to be conducted every five years. It is important that the statistical infrastructure that was established be maintained for the next population census in 2016. The organisation will be researching new and innovative methods to collect data in the field.

Civil registration and vital statistics has been adopted by the African Symposia on Statistical Development and the African Ministers responsible for Civil Registration as the key focus area over the next five years. Stats SA has been instrumental in driving the 2010 Round of Housing and Population Censuses on the continent. South Africa has accepted the leadership role through the Minister of Home Affairs in partnership with Stats SA in driving the improvement of civil registration and vital statistics systems on the continent. This initiative provides South Africa a major opportunity to improve its own civil registration and vital statistics system and processes. It requires the organisation to establish the necessary governance structure between the various stakeholders, provide technical support and statistical advice to ensure that the administrative records become sustainable sources of official statistics, and most importantly, designate statistics as official through its independent quality assessment process.

#### 1.4.1.6 Health

Policy context (NDP 2030): Health is not only a medical issue. The social determinants of health need to be addressed. A major goal is to reduce the disease burden to manageable levels. The national health system as a whole needs to be strengthened by improving governance and eliminating infrastructure backlogs. An important element of improving the health situation is quality health information in order to achieve better efficiency in health care.

Stats SA produces annual statistical information on causes of death, which is a key indicator of the health profile of the country. This series is based on source data received from the Department of Home Affairs.

The main producer of health statistics in the country is the Department of Health through the District Health Information System, as well as the Demographic and Health Survey. The quality of these data sources against the principles of official statistics has not yet been ascertained. It is imperative that a Demographic and Health survey is conducted. The Department of Health has requested additional funding in the MTEF to undertake a Demographic and Health Survey. Stats SA has the necessary statistical infrastructure to support the undertaking of the survey.

Producing reliable and timely health information is an important requirement for policy makers. The strategic intent is to establish and maintain a statistical information system on health matters with the aim of designating health statistics generated from various sources as official to inform evidence based decisions.

#### 1.4.1.7 Education

Policy context (NDP 2030): The single most important investment any country can make is in its people. The South African education system needs urgent action. Building national capabilities requires quality early childhood development, basic education, further and higher education. The education system will play a greater role in building an inclusive society, providing equal opportunities and helping all South Africans to realise their full potential, in particular those previously disadvantaged by apartheid policies, namely black people, woman and people with disabilities.

Stats SA produces annual statistical information on education through the General Household Survey. The recently published census results, is a rich source of information on the education levels of the population. The main producer of education statistics in the country is the Department of Basic Education through the Education Management Information System and annual surveys.

Stats SA has been in a longstanding partnership with the Department of Basic Education. Statistical education standards have been developed by the Department in partnership with Stats SA as part of improving the education statistics subsystem. The Department of Basic Education has requested Stats SA to support it in the self-assessment phase of its registers against SASQAF in order to identify quality gaps, and in future, certify the education statistics as official. Stats SA has prioritised the necessary support to this area in the annual performance plan.

#### 1.4.1.8 Safety and security

Policy context (NDP 2030): Personal safety is a human right. It is a necessary condition for human development, improved quality of life and enhanced productivity. Safety and security are directly related to socio-economic development and equality. A safe and secure country encourages economic growth and transformation, and strengthens social cohesion.

In 2011, Stats SA introduced an annual Victims of Crime Survey which is an important part of the crime statistics subsystem. The main producer of crime statistics is the South African Police Service (SAPS). The production of crime statistics is based on administrative records as captured at local police stations, as well as through administrative records of the court. SAPS has approached Stats SA to assist in improving the quality of crime statistics. Stats SA has developed a 5-phased approach to provide technical support and statistical advice. The organisation has prioritised the provision of the necessary technical support. Key milestones include training partners in the application of SASQAF; developing the crime statistics subsystem value chain; developing standards for the crime statistics subsystem; identifying the quality and skills gaps; providing technical support for self-assessment; implementing improvement initiatives to ensure administrative records become sustainable sources of official statistics; and conducting independent assessments to certify crime statistics as official. This project is a long-term project and will only achieve the necessary results over the medium term.

#### 1.4.1.9 Rural development, food security and land reform

Policy context (NDP 2030): Rural communities require greater social, economic and political opportunities to overcome poverty. The agriculture industry plays an important role in ensuring food security, sustainable land use, creating employment, eradicating extreme poverty and promoting social cohesion, especially in rural areas.

The status of agricultural statistics in the country is a picture of a highly fragmented effort in terms of coordination among data producers. There is a variety of data producers, each producing data in a specific area of interest. The lack of information concerning the size of the country's total agricultural land, the number of livestock and human population deriving a livelihood from subsistence/small-scale farming is a huge gap. On many occasions conflicting data is disseminated, creating uncertainty in the sector. In summary, important characteristics of the sector that have to be measured are not being addressed at the moment.

It is important to note that the agriculture sector is also reported in the GDP estimates and reflected in the MDGs. Stats SA conducted an Agriculture Census in 2007 through supporting funding that was received from the Department of Agriculture. All farms registered for tax were covered. In order to retain the time series on agriculture, the next census was scheduled for 2012 which did not take place. Stats SA will continue to conduct the annual survey on agriculture focusing on collecting information from the formal sector of the economy.

#### 1.4.1.10 Sustainable resource management and use

Policy context (NDP 2030): South Africa has a rich endowment of natural resources and some of the world's most substantial mineral deposits, including coal and natural gas. South Africa must find a way to use its environmental resources to support an economy that enables it to remain competitive, while also meeting the needs of society. Thus sustainable development is not only economically and socially sustainable, but environmentally sustainable as well.

Statistics related to the objective of sustainable resource management is governed through the system of environmental economic accounts (SEEA). Stats SA has followed the 1993 SEEA in its current activities in the form of publications on water, minerals and energy. In 2012, the UNSD adopted a revised SEEA for international application. The international standard needs to be implemented to answer questions relating to sustainable resource management and use.

The role of Stats SA in implementing SEEA is largely a coordinating role, as the required basic statistics fall outside the typical scope of national statistical offices. These data sets are extremely technical in nature and are therefore collected by the relevant line ministries, e.g. statistics on water, energy, bio-diversity, forestry and minerals. The full development of the components of SEEA requires increased capacity in Stats SA to interact and advise other role players in the statistics system. The actual compilation of the accounts will be undertaken by Stats SA.

### 1.4.2 Enhance public confidence and trust

This strategic objective aims to address the quality gap in the statistics system. The strategic plan addresses, inter alia, three focus areas for improving the quality of statistical information: A quality management system; the Business Register and the Dwelling Frame.

**Quality management system:** Quality must be embedded in the statistical production process to ensure it meets the criteria of official statistics. Stats SA has developed numerous quality tools and practices for statistical production within the organisation. The strategic shift in the strategic plan, however, outlines a quality management system to be established within the SANSS.

The Statistician-General is mandated in the Statistics Act (Act No. 6 of 1999) to designate statistics as official. As a first step towards driving better quality in the SANSS and as part of the quality management system, Stats SA adopted the South African Quality Assessment Framework (SASQAF) in 2009, which is a tool to assess the quality of statistical information within the SANSS. The strategic plan further outlines that the organisation intends to establish an independent quality assessment unit that will conduct assessments against SASQAF. The results of such an assessment will provide evidence and an opinion on the quality of statistical information to inform designating statistics as official or not. The organisation has tested and piloted SASQAF and the tool is ready for use. The necessary capability and capacity needs to be established to roll out assessment to other partners in the SANSS.

**Statistical processes and support:** Frames are the basic building block for conducting any survey or census. The organisation currently maintains two frames, namely the Business Sampling Frame and the Dwelling Frame.

**Business Register:** The Business Register forms the pillar of the business sampling frame which is used to draw samples for most economic statistics series produced by Stats SA. The Business Register is derived from the various tax registers of SARS and maintained on a monthly basis based on source data from the value added tax register. The Business Register covers all sizes of businesses including small, medium, large and complex businesses registered at SARS. As already mentioned, in order to implement 2008 SNA, a census of businesses must be conducted to cover all entities that are economically active in South Africa, and not only those that are registered at SARS. A census of businesses will ensure that a comprehensive picture of the economy can be projected and sampled. If information is incorrectly classified, inaccurate and/or incomplete, it will impact negatively on the quality of economic statistics. The inter-departmental Business Registration Reform Project has been suspended without yielding the necessary results, reinforces the necessity to conduct a census of businesses in South Africa.

**Dwelling Frame:** The aim of the Dwelling Frame Project is to collect spatial information on every dwelling structure in the country. To date, Stats SA has collected more than 11 million geo-referenced points containing features such as street name number, place name, unit count and feature use. The information was collected through fieldwork using digital devices and paper maps, as well as administrative sources from various stakeholders such as municipalities. The investments made into the development of the dwelling frame have resulted in a comprehensive list of addresses as collected through the census listing process. Urgent attention will be given to the capturing of the remaining 3,7 million points to ensure completion of the dwelling frame in order to have a base for collaboration with partners. The major challenges revolve around the lack of capacity that exists within municipalities to make this collaboration possible. Part of the initiative is the allocation of addresses in traditional areas in partnership with the Post Office. A total of 6 million structures need addresses. To date, 1 million (17%) addresses have been allocated.

Going forward, Stats SA aims to position the activities of geography within the geospatial community by employing a collaborative approach with national, provincial, metropolitan and local authorities to maintain the spatial information framework as a key strategic enabler towards an integrated spatial data infrastructure for South Africa as envisaged in the Spatial Data Infrastructure Act (Act No. 54 of 2003).

**Methodology and standards:** From a methodological and standards development perspective, the organisation has introduced various new methodologies and survey standards over the past few years. Skills and expertise in methodology and standards development remains a priority due to the high demand in methodological and technical support both within Stats SA and the SANSS. The organisation has identified various areas for innovation and research that will contribute to streamlining processes, introduce new standards, methodologies and practices and thereby enhancing the quality and efficiency of producing statistics.

**Communications, Marketing and Stakeholder relations:** Stats SA's credibility rests on its ability to produce relevant statistics of quality that can stand up to robust public scrutiny. As part of delivering a successful census, entailed positioning the organisation in the public eye to ensure participation of all South Africans in the census. The organisation has implemented a successful communication campaign both during collection and launching of census results. What remains is the dissemination of census results to ensure that all critical stakeholders, including the public, know and use the census information to inform evidence-based decisions.

The key strategic intent for the remaining period is to communicate and disseminate all other statistics produced by Stats SA in an innovative and user friendly format and mediums.

### 1.4.3 Improve productivity and service delivery

**Integrated survey operations:** Stats SA embarked on a process to integrate survey operations across surveys and devolve the responsibility of field collections and some corporate services functions to provinces. Part of the strategy included the appointment of permanent staff members as fieldworkers for the household survey programme.

The strategic intent of the provinces for the 1st two years of the strategic plan was to deliver census 2011 by establishing an infrastructure at provincial and district level to conduct the census as well as to sustain data collection for other regular household surveys. This objective was achieved. The build-up to the census has enabled Stats SA to establish a national footprint for data collection in the provinces. Challenges are being experienced around the maintenance of the master sample. A continuous data collection programme is being piloted, but in order to sustain the data collection footprint, provincial and district offices need to be adequately capacitated to take full ownership of the collection, administrative and logistic activities as envisaged in the strategy.

Since 2009, huge productivity gains were made by the establishment of a corporate data processing facility. All household survey programmes are being processed by using high technology such as scanners to convert questionnaires into data. This was evident in the census being delivered after 12 months in comparison with the previous census that took 24 months to be completed. The organisation will invest in research and innovation to streamline survey operations and data processing that promotes productivity and service delivery.

**Corporate services:** The aim of corporate services is to be a strategic partner to internal stakeholders by promoting good governance and accountability, sound financial management and practices, effective human resource management systems and processes, and a secure and safe environment in order to support the organisation in achieving its strategic objectives.



The organisation was tested for its capability and capacity by delivering on this mandate during Census 2011 with the recruitment and appointment of more than 160 000 temporary staff, development and payment of census fieldworkers within 1 month after service delivery, establishment of more than 60 additional satellite offices across the country; and the procurement of goods and services and assets for census activities including the printing and distribution of more than 15 million questionnaires and stationary to 120 offices. This huge undertaking does not come without its challenges. The organisation received a qualified audit during 2011/12 after having received five consecutive unqualified audit opinions in the previous years. Internal control mechanisms have already been put in place to improve the financial and human resource management environments.

The new building project has been elevated and earmarked as a special project, and has progressed to the point of approval of land allocation by Department of Public Works to the organisation and the required Public Private Partnerships (PPP) being granted by National Treasury, and the issuing of the final Request for Proposal to the preferred service providers. During 2013, evaluations and negotiations will be concluded and construction of the new building will commence.

Going forward, urgent attention will be placed on reducing the vacancy rate and enhancing the retention of staff through the talent management and succession planning process. Increased emphasis will be placed on corporate governance with the introduction of a comprehensive corporate governance framework for the organisation that will drive ethics, internal controls, compliance and a review of process efficiencies, timely payment of service providers, alignment of budget to strategy and consequence management.

Projecting the organisation as a well governed organisation, that provides opportunities for learning, growth and innovation, will set us on a path to become the Employer of Choice, as set out in the strategic plan.

#### 1.4.4 Lead the development and coordination of statistical production in the SANSS

In response to the challenge 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. Production of key indicators as evidence is a shared responsibility of organs of state.

Prior to 2010, the organisation prioritised improving its own statistical series and establishing platforms, capacity and statistical infrastructure to sustain the national survey programme. These included the introduction of various new methodologies and standards such as the reengineering of the labour force survey, the consumer price index and the income and expenditure survey; reviewing short term series; introducing the large sample economic survey programme; enhancing provincial and district offices; overhauling the business register; establishing a dwelling frame; and improving corporate governance. By 2010, the organisational environment was stabilised and ready to broaden its role and mandate in relation to statistical production in the country.

In the Strategic Plan for the period 2010/11–2014/15, Stats SA has committed to a shift in the way it discharges its mandate. 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.

In relation to coordination activities, Stats SA established partnerships with various organs of state over the past few years. In the economic statistics programme partnerships with SARS, SARB, National Treasury, Departments of Agriculture, Environmental Affairs, and Mining have been established to strengthen collaboration between key producers of statistics.

In relation to the social statistics programme, Stats SA has a longstanding relationship with the Department of Education, SALGA, Science and Technology and HSRC to improve the production of statistics. New partnerships have recently been established with SAPS and various municipalities and provincial governments that required statistical support and advice.

Stats SA was responsible to drive the compilation of the 2010 MDG report on behalf of the country. The next MDG reports are due in 2013/14 and 2014/15. Governance structures have been established to facilitate the integration and coordination of key stakeholders across the country. Stats SA is in the process of institutionalising these structures as a key strategic enabler for statistical coordination.

As already mentioned, the census data set forms the baseline of any statistics system. Most organs of state need the population count and its geographic spread to inform planning. The organisation will place emphasis on dissemination of census information to all key stakeholders. The strategic direction is to accelerate the implementation of the SANSS by empowering stakeholders in the use of census and other information to inform planning, monitoring and decision making.

During the first two years of the strategy, the organisation has developed a policy document to guide statistical production and coordination in the SANNS. This document is ready for consultation and will be implemented over the medium term. The core elements of statistical coordination to be implemented include:

- Statistical planning and reporting: aims to coordinate statistical plans across organs of state to enable the Minister to approve/disapprove the inception, variance or discontinuance of statistical series that inform planning, monitoring and evaluation, and policy development;
- Statistical production system: aims to govern statistical information systems in organs of state to produce official or good quality statistics, and provide technical support and advice at national, provincial and local levels;
- Governance mechanisms: aims to coordinate partnerships across users and producers of statistics to ensure no duplication of effort and standardisation of statistical practice across sectors. The Statistics Council has an oversight responsibility and is required to advise the Minister and the Statistician-General on statistical matters, including statistical coordination across organs of state; and
- Auditing statistical quality: aims to certify statistics as official, which provides assurance for the quality of statistics that informs evidence-based decisions. The South African Quality Assessment Framework has been developed and gazetted defining quality criteria for the production of official statistics. Two statistical series have been piloted to date. The strategy adopted to roll-out SASQAF is firstly training the relevant producer; secondly producers to conduct a self assessment to identify gaps and put improvement plans in place; thirdly to conduct an independent quality assessment by a team of experts; fourthly to advise the Statistician-General on the quality status of the statistics and whether to designate it as official or not.

The key strategic intent is to develop a National Strategy for the Development of Statistics in South Africa that will provide the roadmap to all stakeholders on the implementation of the SANSS.

#### 1.4.5 Invest in the learning and growth of the organisation

Human capital: The statistical literacy and numeracy level in South Africa remains a challenge. In response to the statistical skills gap, the organisation has adopted a number of strategic initiatives in addition to the normal human capacity development programme. These include the internship programme, developing a diploma course in official statistics, a foreign study programme, establishing partnerships with tertiary institutions (such as Stellenbosch, KZN and WITS) and rolling out a schools programme (Maths4Stats) to mention a few. The strategic intent as outlined in the strategic plan is to establish a Statistical Training Institute where all these initiatives will be coordinated to address the skills gap not only in Stats SA but also in other organs of state.

Information capital: The use of technology is a key strategic enabler to achieve the mandate of Stats SA. Following a network disaster in 2008/09, the organisation set out to stabilise the ICT environment before initiating expansion and optimisation. The organisation has developed an ICT governance framework that will guide the IT environment with the purpose of ensuring that ICT investment sustains and extends Stats SA's strategies and objectives; ensuring efficient and effective delivery of ICT services to the organisation; achieving ICT service delivery performance by conforming to relevant internal and external policies, frameworks, laws, regulations, standards and practices; Mitigating the risks that are associated with ICT; and implementing the governance of ICT within Statistics South Africa based on the COBIT and related process frameworks.

Business modernisation is a complete overhaul of the culture of IT with the specific goal of developing a portfolio of processes that will enable IT delivery teams to close the gap on accelerating business demands, achieve optimised value and manage risks. It requires understanding and leadership from management, and education and development for staff. Ultimately it is about making Stats South Africa a more mature organisation, where standards of quality and consistency are not only valued but are built into processes and into the systems that support those processes. This is not a once-off event; it is a substantive shift in focus. The strategic intent is to develop an Enterprise Architecture to ensure that all divisions are working coherently towards the same end-result. This will also enable Stats SA to cope with the rapidly changing needs of the organisation.

The strategic direction going forward, building on the infrastructure that was established in the provinces and districts, is to use ICT as a strategic resource to modernise statistical processes for better efficiency and economy.

#### 1.4.6 Promote international cooperation and participation in statistics

South Africa is recognised as a critical role player in the statistical development in Africa. South Africa has chaired the Africa Symposia on Statistical Development (ASSD) since its inception in 2006 to date, the Statistics Commission for Africa and PARIS21 for a number of years.

The organisation has put enormous effort into enlisting the commitment of all African countries to run their censuses in the 2010 Round of Population and Housing Censuses (RPHC) through the ASSD, particularly focusing on post conflict countries. Out of 54 African countries, a number of them have already undertaken the censuses, while the remaining have made a commitment together with their governments that they would run their censuses within the 2010 RPHC period. During the 6<sup>th</sup> ASSD conference in Cape Town: South Africa in 2012, the symposium changed its focus for the next five years to improving civil registration and vital statistics on the continent. Stats SA had since adopted this new focus as a priority in its work programme.

The organisation has also actively participated in building statistical capacity on the continent. The ISlballo Capacity Building Programme was initiated by Stats SA in 2009 and has since hosted three Young African Statisticians Conferences (YASC). The next YASC will be held in 2014 in preparation the 60<sup>th</sup> International Statistical Institute Conference (ISI). A Young African Statistician Association has been formed. A Young African Statistician constitution, a strategy and programme of action have been developed under the leadership of Stats SA.

The organisation has assisted the African Union and the Economic Commission for Africa by compiling standards and guidelines for the implementation of the Charter; developing an assessment tool for assessing national statistics legislation against the Statistics Charter principles; assisting with the development of an action plan for the implementation of the Strategy for Harmonisation for Statistics in Africa; and developing a guideline for the development of the 2<sup>nd</sup> generation national strategies for statistical development in Africa. South Africa has been nominated as the leading country for the African Group on Harmonisation of Statistics, as well as for the African Group on National Accounts.

## 1.5 Key priorities for 2013/14

The strategy has outlined what we want to achieve over the next five years. The organisation will focus on the following key priorities during the 2013/14 financial year:

1. Expand the statistical information base through
  - Sourcing funding for implementation of the SNA2008, ISIC4, LCS, IES and Demographic and Health Survey
  - Finalising discussions on Census 2016
2. Enhance public confidence and trust through
  - Integrating communication, marketing and stakeholder management
  - Investment in collaborative mapping for the spatial information framework
3. Improve productivity and service delivery
  - Implementing a corporate governance framework
  - Commencing with the construction of the new building
4. Accelerating the implementation of the SANSS
  - Consultation and approval of policy document
  - Technical support and advice
  - Designation of statistics as official
5. Invest in learning and growth
  - Talent management and succession planning
  - Building towards establishing a statistics training institute

## 6. Participate in international statistical development

- Strategic support for the implementation of SHaSA and Statistics Charter
- Driving the ASSD towards improving of CRVS' in countries

### 1.6 Revisions to legislative and other mandates

Statistics South Africa is a national government department accountable to the Minister in the Presidency: National Planning Commission. The activities of the department are regulated by the Statistics Act (1999), which mandates the department to advance the production, dissemination, use and coordination of official and other statistics to assist organs of state, businesses, other organisations and the public in planning, monitoring, and decision making. The act also requires that the department coordinate statistical production among organs of state in line with the purpose of official statistics and statistical principles.

Stats SA has developed a policy framework to guide the coordination of statistical production in South Africa. If adopted by Cabinet, the policy framework will have implications on statistical legislation.

An amendment to the Statistics Act (Act No. 6 of 1999) 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 in the Presidency responsible for the National Planning Commission.

### 1.7 Overview of 2013/14 budget and MTEF estimates

A prerequisite for implementing the current strategy of Stats SA was progressively funding a growing organisation over a period of five years.

The work programme therefore reflects targets and outputs that are affordable within the ENE allocation, but at variance with the strategic plan 2010/11–2014/15.

#### 1.7.1 Programme purposes

Programme 1: Administration

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

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 services.

## Programme 7: Survey Operations

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

### 1.7.2 Selected performance indicators

Indicator	Programme	Past			Current	Projections		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Number of sectors reported on quarterly and annual GDP estimates per year	Economic Statistics <sup>1</sup>	34	–	–	–	–	–	–
Number of quarterly and annual GDP estimates released per year	Economic Statistics <sup>1</sup>	–	5	5	5	4	4	4
Number of economic sectors reported on industry and trade statistics	Economic Statistics <sup>1</sup>	9	–	–	–	–	–	–
Number of releases on industry and trade statistics per year	Economic Statistics <sup>1</sup>	–	142	142	142	150	150	150
Number of economic sector reports on financial statistics	Economic Statistics <sup>1</sup>	8	–	–	–	–	–	–
Number of releases on financial statistics per year	Economic Statistics <sup>1</sup>	–	17	17	17	17	17	17
Number of commodity price movements collected per year on consumer price index	Economic Statistics <sup>1</sup>	400	–	–	–	–	–	–
Number of consumer price indices released per year	Economic Statistics <sup>1</sup>	–	12	12	12	12	12	12
Number of commodity price movements collected per year on producer price index	Economic Statistics <sup>1</sup>	1 645	–	–	–	–	–	–
Number of producer price indices releases per year	Economic Statistics <sup>1</sup>	–	12	12	12	12	12	12

### 1.7.2 Selected performance indicators (concluded)

Indicator	Programme	Past			Current	Projections		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Number of industries reported on labour market trends	Economic Statistics <sup>1</sup>	8	–	–	–	–	–	–
Number of releases on employment and earnings per year	Economic Statistics <sup>1</sup>	–	4	4	4	4	4	4
Number of releases on labour market dynamics per year	Population and Social Statistics	4	4	4	4	4	4	4
Number of releases on the changing profile of the population per year	Population and Social Statistics	18	18	17	17	17	17	17
Total number of municipalities demarcated	Statistical Support and Informatics	117	164	–	–	–	–	–
Number of census questionnaires collected during the pilot (2009/10) and the main census (2011/12)	Survey operations	120 000	–	14 000 000	–	–	–	–

<sup>1</sup> New indicators were introduced in 2010/11. The old indicators have been included for historical purposes.

<sup>2</sup> These indicators relate to the census which has been completed.

### 1.7.3 Expenditure estimates

Programme	Audited outcome			Adjusted appropriation	Revised estimate	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R million	2009/10	2010/11	2011/12	2012/13		2009/10 - 2012/13		2013/14	2014/15	2015/16	2012/13 - 2015/16	
Administration	335,2	356,6	414,9	457,0	457,0	10,9%	18,0%	493,1	653,5	673,7	13,8%	30,3%
Economic Statistics	165,4	170,3	184,0	210,8	210,8	8,4%	8,4%	217,1	230,3	244,0	5,0%	12,0%
Population and Social Statistics	90,8	119,4	89,6	110,3	110,3	6,7%	4,7%	110,6	118,6	126,0	4,5%	6,2%
Methodology and Standards	53,5	55,4	66,7	71,6	71,6	10,2%	2,8%	81,9	87,0	92,2	8,8%	4,4%
Statistical Support and Informatics	250,8	195,4	175,7	187,5	187,5	-9,2%	9,3%	204,6	215,1	218,5	5,2%	11,0%
Corporate Relations	380,1	371,0	470,7	465,1	465,1	7,0%	19,4%	471,3	499,9	529,0	4,4%	26,1%
Survey Operations	280,1	426,7	2 272,8	259,4	259,4	-2,5%	37,3%	159,2	159,7	169,3	-13,3%	9,9%
Total	1 555,8	1 694,9	3 674,4	1 761,7	1 761,7	4,2%	100,0%	1 737,7	1 964,1	2 052,7	5,2%	100,0%
Change to 2012 Budget estimate				40,0	40,0			4,7	(11,5)	(13,7)		

#### Economic classification

<b>Current payments</b>	<b>1 471,2</b>	<b>1 625,0</b>	<b>3 527,9</b>	<b>1 707,6</b>	<b>1 707,5</b>	<b>5,1%</b>	<b>95,9%</b>	<b>1 697,1</b>	<b>1 924,3</b>	<b>2 018,8</b>	<b>5,7%</b>	<b>97,8%</b>
Compensation of employees	879,2	976,3	1 232,8	1 107,1	1 105,6	7,9%	48,3%	1 159,5	1 232,6	1 308,3	5,8%	63,9%
Goods and services	591,6	648,0	2 293,8	598,9	600,4	0,5%	47,6%	536,1	690,2	708,9	5,7%	33,7%
of which:												
Communication	37,5	31,3	53,1	36,2	36,1	-1,3%	1,8%	31,3	31,8	33,3	-2,7%	1,8%
Computer services	72,6	78,8	89,2	80,6	79,5	3,1%	3,7%	86,4	91,7	94,9	6,1%	4,7%
Operating leases	31,7	116,4	109,1	108,9	100,0	46,7%	4,1%	98,5	238,2	236,0	33,1%	8,9%
Travel and subsistence	225,9	176,6	527,0	148,6	150,1	-12,7%	12,4%	155,7	159,7	168,9	4,0%	8,4%
Interest and rent on land	0,4	0,7	1,3	1,5	1,5	52,8%	0,0%	1,5	1,5	1,6	1,3%	0,1%
<b>Transfers and subsidies</b>	<b>7,1</b>	<b>10,2</b>	<b>19,1</b>	<b>15,3</b>	<b>15,3</b>	<b>29,3%</b>	<b>0,6%</b>	<b>14,7</b>	<b>15,2</b>	<b>15,3</b>	<b>0,0%</b>	<b>0,8%</b>
Departmental agencies and accounts	-	-	-	-	-			0,1	0,1	0,1		0,0%
Higher education institutions	-	-	1,0	8,3	8,3		0,1%	8,8	9,2	9,1	2,8%	0,5%
Foreign governments and international organisations	-	-	-	0,7	0,7		0,0%	-	-	-	-100,0%	0,0%
Non-profit institutions	0,2	0,3	0,0	1,2	1,2	85,1%	0,0%	0,2	0,2	0,2	-44,3%	0,0%
Households	6,9	9,9	18,1	5,1	5,1	-9,4%	0,5%	5,5	5,7	6,0	5,3%	0,3%
<b>Payments for capital assets</b>	<b>46,9</b>	<b>56,5</b>	<b>92,7</b>	<b>38,8</b>	<b>38,8</b>	<b>-6,1%</b>	<b>2,7%</b>	<b>25,9</b>	<b>24,5</b>	<b>18,6</b>	<b>-21,7%</b>	<b>1,4%</b>
Machinery and equipment	45,0	54,9	90,2	19,6	19,4	-24,4%	2,4%	24,4	23,0	17,0	-4,3%	1,1%
Software and other intangible assets	1,9	1,7	2,5	19,2	19,4	116,4%	0,3%	1,5	1,6	1,6	-56,1%	0,3%
<b>Payments for financial assets</b>	<b>30,7</b>	<b>3,1</b>	<b>34,7</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>0,8%</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total</b>	<b>1 555,8</b>	<b>1 694,9</b>	<b>3 674,4</b>	<b>1 761,7</b>	<b>1 761,7</b>	<b>4,2%</b>	<b>100,0%</b>	<b>1 737,7</b>	<b>1 964,1</b>	<b>2 052,7</b>	<b>5,2%</b>	<b>100,0%</b>



## 1.7.4 Personnel information

Details of approved establishment and personnel numbers according to salary level

Post status as at 30 September 2012			Number and cost (Rand million) of personnel posts filled / planned for on funded establishment														Number		
Statistics South Africa	Number of funded posts	Number of additional posts	Actual			Revised estimate (as at 30 September 2012)			Medium-term expenditure estimate						Average growth rate (%)	Salary level/ total: Average (%)			
			2011/12			2012/13			2013/14		2014/15		2015/16		2012/13 - 2015/16				
			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost		Number	Cost	Unit Cost	
Salary level	5 097	–	4 137	1 232,8	0,3	3 249	1 077,2	0,3	3 647	1 159,5	0,3	3 647	1 232,6	0,3	3 647	1 308,3	0,4	3,9%	100,0%
1 – 6	2 953	–	2 350	337,3	0,1	1 448	316,2	0,2	1 582	273,7	0,2	1 582	291,9	0,2	1 582	314,2	0,2	3,0%	43,7%
7 – 10	1 395	–	1 167	433,9	0,4	1 171	380,2	0,3	1 321	396,5	0,3	1 321	421,4	0,3	1 321	446,5	0,3	4,1%	36,2%
11 – 12	487	–	408	286,6	0,7	412	227,4	0,6	483	268,3	0,6	483	284,9	0,6	483	301,0	0,6	5,4%	13,1%
13 – 16	262	–	212	175,0	0,8	218	153,4	0,7	261	221,1	0,8	261	234,5	0,9	261	246,6	0,9	6,2%	7,1%

## 1.7.5 Expenditure trends

The spending focus over the medium term will be on expanding the statistical information base and increasing the supply of official statistics to inform evidence-based decision making with emphasis on:

- maintaining the production of macro-economic statistics on a monthly, quarterly, annual and periodic basis;
- improving the production of social and population statistics;
- transforming the national statistics system as a strategic priority;
- researching and implementing improved data collection methodologies and standards for statistical surveys;
- improving the coverage of frames;
- improving the accessibility of data;
- enhancing the department's information systems and IT infrastructure; and
- building capacity in programmes to address the shortage of specialised skills in the department.

Spending fluctuated between 2009/10 and 2012/13 as a result of Census 2011, which was conducted in October 2011 and the results released in October 2012. This caused spending to increase significantly in 2011/12, as the department received an allocation of R2,2 billion for Census 2011 related activities. The census and other periodic surveys are also responsible for the fluctuations in the number of personnel employed. The number of filled posts decreased by 888 posts in 2012/13 as the contract posts created for Census 2011 enumerators fell away and the focus shifted to the processing and disseminating of the results. The number of permanent personnel employed is expected to increase over the medium term as part of an effort to reduce the number of consultants and contract workers used for fieldwork.

The 28,8 per cent increase projected in spending on goods and services in 2014/15 relates to an additional allocation of R139 million for the unitary fees for the new building that is to be built through a private-public partnership. The new building will provide enough space to house all the department's head office employees, who are currently housed in three different buildings.

Cabinet approved budget reductions of R17,3 million (1 per cent), R39,5 million (2 per cent) and R62 million (3 per cent) are effected over the medium term. As part of these reductions, the department will reduce spending on compensation of employees, as there were delays in filling vacant posts, and on non-core goods and services. Some of the reductions will be reprioritised towards improving service delivery and achieving key strategic priorities.

The department’s ratio of support staff to line staff cost over the medium term is expected to remain at 1:3.

1.8 Linking MTEF budget allocation to strategic objectives

Stats SA has developed six strategic objectives to drive the organisational strategy. Below is a summary of the MTEF allocations and how it contributes to the realisation of the organisation’s strategic objectives.

Strategic objectives	Projected expenditure		
	2013/14	2014/15	2015/16
Expand the statistical information base by increase its depth, breadth and geographic spread	310 938	331 223	351 208
Enhance public confidence and trust	217 052	229 604	239 268
Improve productivity and service delivery	949 789	1 133 551	1 184 273
Lead the development and coordination of statistical production in the SANSS	26 765	28 358	29 766
Invest in learning and growth of the organisation	219 645	226 659	232 697
Promote international cooperation and participation in statistics	13 515	14 670	15 514
Grand Total	1 737 704	1 964 065	2 052 726

Broad age groups show a decrease in the proportion of population aged 0–14 years, from 34% in 1996 to 29% in 2011.

Source: Census 2011







## Chapter 2: Annual Performance Plan

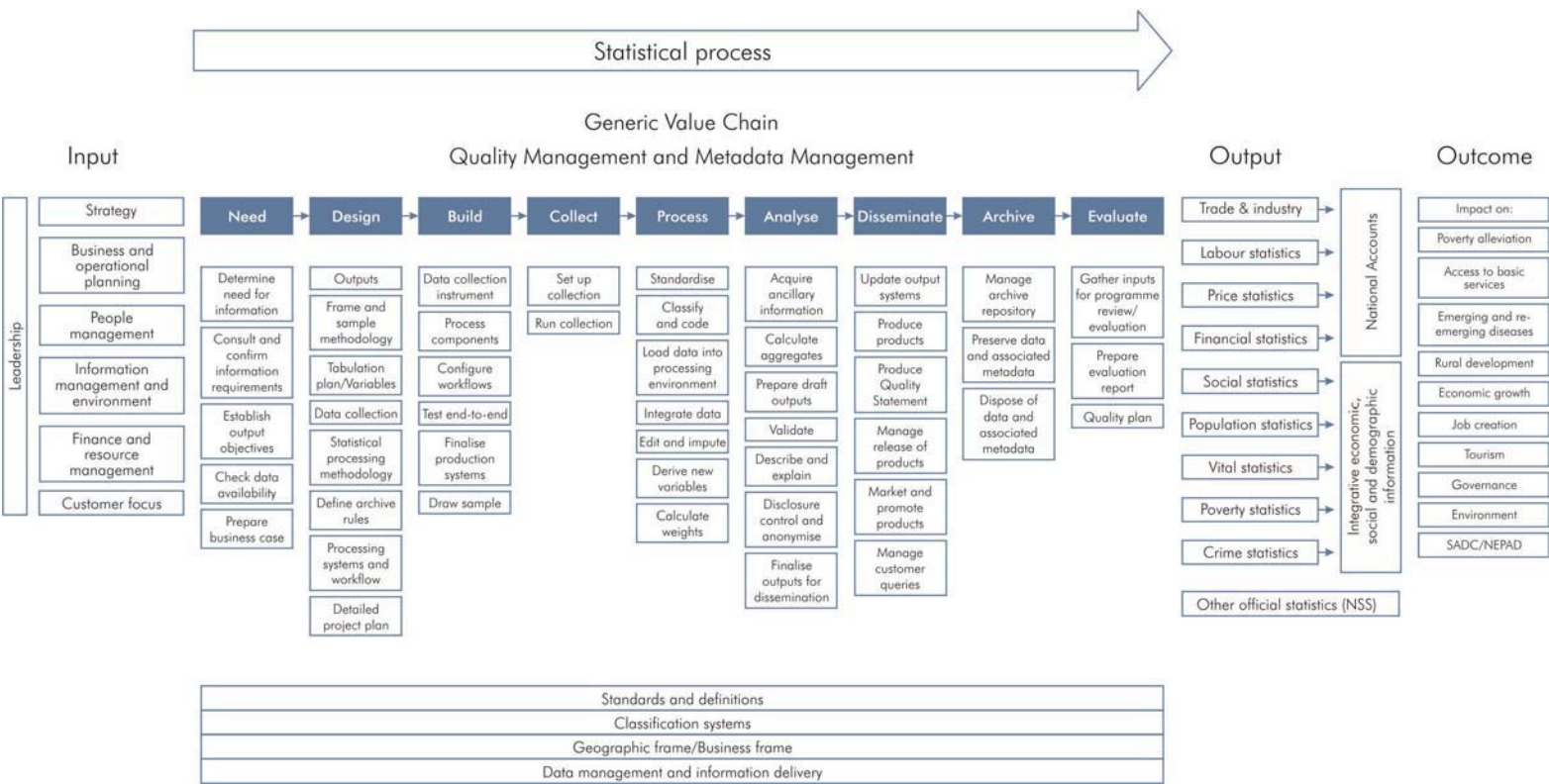
## 2. Implementing the Annual Performance Plan

The preceding chapter has focused on the strategic review, situation analysis and expenditure estimates.

This chapter outlines what Stats SA plans to do in the forthcoming financial year and during the Medium Term Expenditure Framework (MTEF) period 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 the 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. While 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.



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

Stats SA's strategy is informed by priorities as set out in the Medium Term Strategic Framework, and more recently the National Development Plan, 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

### 2.1.1 Economic growth and transformation

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

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

<b>Strategic objective:</b>	Expand the statistical information base by increasing its depth, breadth and geographic spread
<b>Objective statement:</b>	Inform economic planning, monitoring and decision-making by providing accurate, relevant and timely economic statistical information through the application of internationally recognised practices by providing information on 10 industries of the economy
<b>Baseline:</b>	Number of statistical releases on a monthly, quarterly and annual basis: 150
<b>Justification:</b>	This objective will contribute in measuring the economy by providing information about the level of economic activity in relation to the primary, secondary and tertiary sectors of the economy; financial information on private sector businesses and government; and information on sustainable resource management and use
<b>Links:</b>	This objective will contribute to measure 'decent employment through inclusive economic growth'

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

The measurement of economic growth and transformation will continue to adhere to international best practice, methodologies and recommendations, including the requirements of the International Monetary Fund's Special Data Dissemination Standards. The principal focus remains on the accurate measurement of the economy in terms of trends, levels and industry dynamics. This will be achieved through continuous review of internal processes to ensure quality of the outputs.

The key strategic targets can be grouped into four themes:

- **Business cycle indicators:** The suite of monthly indicators covers the following industries: mining and quarrying; manufacturing; electricity, gas and water; construction; trade; and transport. Research on the feasibility of expanding the coverage of these, and the feasibility of introducing monthly series for other industries such as business and personal services, will commence as and when additional resources are made available.
- **Structural industry statistics:** The quarterly and annual financial surveys underpin the estimates of the gross domestic product through the development of supply and use tables. The periodic large sample surveys, including agriculture statistics, cover the various industries in the economy in a 4-year rotation cycle. Their primary aim is to provide more detailed industry information, as well as detailed information on the sales and the production structure of industry.
- **Government statistics:** The income and expenditure information of government is provided through a series of publications focusing on all levels of government. It details financial and non-financial statistics of municipalities, as well as financial statistics of provincial governments, higher education institutions, national government, and extra-budgetary accounts and funds. The financial statistics are combined in an annual publication called Financial statistics of the consolidated general government.



- National accounts estimates: The dynamics of the economy are reported through annual and quarterly estimates of national accounts, based on a series of supply and use tables. These macro-economic statistics are supplemented by social accounting matrices, as well as satellite accounts. Satellite accounts are developed to focus on economic issues that are not directly catered for in the industrial classification that is used for national accounts. These include satellite accounts for tourism and the environment. In the case of the latter, environmental economic accounts have been developed, focusing on natural resources such as water, minerals and energy. These accounts, as well as other topics of interest, are continuously researched to ensure that economic statistics remain relevant to the needs of Stats SA's users. Research has commenced on the feasibility of compiling GDP by expenditure as a complement to the compilation of GDP by production. A capacity-building project has been established to ensure that human capacity is developed that can enhance the current skills-base and provide a broader understanding and production of national accounts statistics.

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Gross domestic product									
1.	Provide information about the level of economic activity	GDP estimates	Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled	Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled	Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled	Publish quarterly and annual GDP	Publish quarterly and annual GDP	Publish quarterly and annual GDP	Publish quarterly and annual GDP
					Included additional questions in surveys as a first phase to collect the necessary data required to introduce the System of National Accounts for 2008	Monitor progress on the implemented new changes from the survey areas	Review impact of changes on quarterly and annual GDP	Re-weighted and rebased GDP	
			Published 6 sets of supply and use tables as scheduled	Published supply and use tables as scheduled	Published supply and use tables as scheduled	Publish supply and use tables	Publish supply and use tables	Publish supply and use tables	Publish supply and use tables

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Real estate and business services; Community, social and personal services (Hotels and restaurants)									
2.	Provide statistical information on the primary, secondary, tertiary and transport sectors of the economy	Statistical information on turnover and volumes	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Publish monthly, quarterly and annual statistical releases on 8 economic sectors	Publish monthly, quarterly and annual statistical releases on 8 economic industries	Publish monthly, quarterly and annual statistical releases on 8 economic industries	Publish monthly, quarterly and annual statistical releases on 8 economic industries
					Introduced quality improvements: <ul style="list-style-type: none"><li>Seasonal adjustments</li><li>Deflators</li></ul>	<sup>1</sup> Enhance surveys on: <ul style="list-style-type: none"><li>Transport</li><li>Construction</li><li>Communication</li></ul>	Enhance surveys on: <ul style="list-style-type: none"><li>Forestry and fishing</li><li>Business services</li></ul>	Enhance surveys on: <ul style="list-style-type: none"><li>Real estate</li><li>Community, social and personal services</li></ul>	
			LSS reports were not published as scheduled: <ul style="list-style-type: none"><li>Manufacturing</li><li>Food and Beverages</li><li>Accommodation</li><li>Community, social and personal services</li></ul>	Expanded the depth of Large Sample Surveys (LSS) to improve the understanding of the structure of the economy	Researched incremental process of introducing a series of new surveys to address the information gap	Introduce collection of financial and product detail in the LSS on 5-digit level	Maintain and improve LSS programme	Maintain and improve LSS programme	Maintain and improve LSS programme
Financial statistics: Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services; Government									
3.	Provide information on private sector businesses and government	Financial statistics of private sector enterprises	Published quarterly and annual statistical releases as scheduled	Published quarterly and annual statistical releases as scheduled	Published quarterly and annual statistical releases as scheduled	Publish quarterly and annual statistics of private sector enterprises	Publish quarterly and annual statistics of private sector enterprises	Publish quarterly and annual statistics of private sector enterprises	Publish quarterly and annual statistics of private sector enterprises

<sup>1</sup> According to research conducted, enhancing the Construction survey is replaced by the Real Estate survey in 2012/13, the Business Services survey will be replaced by Trade in 2013/14 and the Community, Social and Personal Services survey will be replaced by Trade in 2014/15.

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Financial statistics: Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services; Government									
3.	Provide information on private sector businesses and government	Financial statistics of private sector enterprises			Commenced with the review of the Annual Financial Statistics (AFS) and Large Sample Survey (LSS) programme	Introduce collection of all sectors in the AFS on 4-digit level	<sup>2</sup> Introduce annual release of business demographics		
		Financial statistics of: <ul style="list-style-type: none"><li>• National government</li><li>• Extra budgetary accounts and funds</li><li>• Provincial government</li><li>• Higher education institutions</li><li>• Consolidated general government</li><li>• Capital expenditure of public sector</li><li>• Municipalities</li></ul>	Published quarterly and annual statistical releases as scheduled	Published quarterly and annual statistical releases as scheduled	Published quarterly and annual statistical releases as scheduled	Publish quarterly and annual statistics of government	Publish quarterly and annual statistics of government	Publish quarterly and annual statistics of government	Publish quarterly and annual statistics of government
					Researched expansion of existing datasets particularly for the national accounts	Define the public sector for South Africa for measurement of government spending in collaboration with SARB and National Treasury	<sup>3</sup> Research sources for public financial corporations and public non-financial corporations	<sup>4</sup> Introduce quarterly estimate of general government expenditure	

<sup>2</sup> The introduction of business demographics will not be done as it is dependent on the geo-coding of the Business register.

<sup>3</sup> Research activities will not commence as it is dependent on additional funding.

<sup>4</sup> The introduction of quarterly estimates of general government will not be implemented as it is dependent on additional funding.

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Financial statistics: Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services; Government									
3.	Provide information on private sector businesses and government						Research the separate inclusion of trading services of municipalities		
Social Accounting Matrix; Satellite Accounts; Environmental Economic Accounts									
4.	Provide information on sustainable resource management and use and about the level of economic activity	Research reports on economic activity	Energy Accounts discussion document released early	Published discussion documents on the availability of water and minerals as scheduled	Published discussion documents on the availability of water, minerals, energy and fisheries as scheduled	Produce series of outputs as identified	Produce more detailed accounts	Produce more detailed accounts	Produce more detailed accounts
				Discussion document on energy was not published as scheduled					
			SAM for 2005 not published as scheduled	Released SAM for 2005	Released research document on input-output tables as scheduled	SAM report <sup>5</sup>	Overview of 2011 SAM report	Integrated Economic Accounts position paper	Integrated Economic Accounts discussion document
						Research document on input-output tables	Discussion document on input-output tables	Report on input-output tables	Report on input-output tables

<sup>5</sup> The SAM report scheduled for 2012/13 has been replaced by a research document on input-output tables due to the release of the Census 2011 data and the related report will be published in 2013/14. The scheduled targets on research and development will commence when the information communication technology report is finalised in 2014/15.

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Social Accounting Matrix; Satellite Accounts; Environmental Economic Accounts									
4.	Provide information on sustainable resource management and use and about the level of economic activity	Research reports on economic activity	Draft TSA for SA, 2005 launched	Released TSA for SA, provisional for 2009 as scheduled  Released ICT discussion document as scheduled	Released report on TSA for South Africa as scheduled  Released documents on ICT discussion and non-profit institutions	Report on TSA for South Africa  Compile discussion documents on: • Information Communication Technology • Non-profit organisations • Research and development	Report on TSA for South Africa  Compile discussion documents on: • Information Communication Technology • Non-profit organisations	Report on TSA for South Africa  Compile reports on: • Information Communication Technology • Non-profit organisations	Report on TSA for South Africa  Compile reports on: • Information Communication Technology • Non-profit organisations
National Accounts and Research; Socio-economic integration									
5.	Conduct research on factors affecting the economy	GDP estimates from expenditure approach		Finalised strategy on mastering the full national accounts	Completed research reports on the independent calculation of all GDP estimates through production approach, implementation of 2008 SNA on South Africa's National Accounts and module on quarterly GDP in the SNA on SAS project	Build National Accounts capability and data sources	Build National Accounts capability and data sources	Shadow expenditure approach estimates annually	Shadow expenditure approach estimates annually

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
National Accounts and Research; Socio-economic integration									
5.	Conduct research on factors affecting the economy	GDP estimates from expenditure approach		Completed research paper on independent calculation of all GDP estimates as scheduled	Completed research reports on calculation of GDP estimates on income approach	Compile proposals on GDP estimates from income sides	<sup>6</sup> Develop methodology and plans to compile independent expenditure approach annually	Develop methodology and plans to compile independent expenditure approach quarterly	Report on the compilation of a detailed SUT
		Research reports on economic activity	Completed integrative research reports on regional economic statistics, labour statistics and productivity, flash GDP, and Business Register indicators	Completed integrative research reports on regional economic statistics, quality-adjusted labour productivity, flash GDP, monthly sectoral indicators from Business Register, export unit value indices, and survey data audit for capital stock estimates	Completed 5 integrative research reports on: Flash GDP quality appraisal manual, capital stock and capital productivity estimates, updated Compendium of Industrial Statistics, appraisal method of regional indicators of economic activity and flash GDP quality appraisal by a monthly indicator of total value added	Introduce an annual report on regional statistics based on VAT data	<sup>7</sup> Expand regional reports based on availability and quality of data sources	Develop strategy for expanding the regional statistics information base based on enterprises in the business sampling frame	Develop an internal publication on regional estimates of economic activity for review

<sup>6</sup> The development of methodology and plans to compile independent expenditure approach quarterly and annually for the years 2013/14 and 2014/15 respectively, will be replaced by proposals for the compilation of selected industries on calculation of independent GDP estimates from the production side and incorporating findings from the independent GDP research reports, which will form part of the benchmarked and rebased GDP estimates by November 2014. A report on the compilation of a detailed SUT will be completed by March 2016.

<sup>7</sup> The annual report on regional statistics based on VAT data which were supposed to have commenced in 2012/13 and to be expanded in 2013/14 are dependent on the quality of information in the Business Register.

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
National Accounts and Research; Socio-economic integration									
5.	Conduct research on factors affecting the economy	Integrative research report			Assessed quality of data sources	Integrative research report	Integrative research report	Integrative research report	Integrative research report

Table 2: Annual Performance Plan targets

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: National Accounts (Programme 2)								
Gross domestic product								
1.1	Number and timeliness of quarterly and annual releases	8	8	8	8	6	6	6
Subprogramme: Short-term indicators and Large Sample Surveys (Programme 2)								
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Real estate and business services; Community, social and personal services; Hotels and restaurants								
2.1	Number and timeliness of monthly, quarterly and annual releases	147	158	161	157	159	156	156
Subprogramme: Social Statistics (Programme 3)								
2.2	Number and timeliness of annual releases on domestic tourism		1	1	1	1	2	3
Subprogramme: Financial Statistics (Programme 2)								
Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services								
3.1	Number and timeliness of annual and quarterly releases on financial statistics of private sector enterprises	5	5	5	5	5	5	5

Table 2: Annual Performance Plan targets (concluded)

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Financial Statistics (Programme 2)								
Government services								
3.2	Number and timeliness of quarterly and annual releases	11	11	11	11	11	11	11
Subprogramme: National Accounts (Programme 2)								
Environmental Economic Accounts								
4.1	Number and timeliness of research reports		3	4	4	1	1	1
Social Accounting Matrix (SAM)/input-output tables								
4.2	Number of reports on SAM/ input-output tables		1	1	1	2	1	1
Satellite Accounts								
4.3	Number and timeliness of research reports	1	3	3	3	3	3	3
Subprogramme: Economic Analysis and Research (Programme 2)								
National Accounts research								
5.1	Number and timeliness of research reports		4	3	4	5	2	3
Socio-economic integration								
5.2	Number and timelines of integrative research reports	4	6	5	5	4	4	4
5.3	Number and timeliness of quarterly flash estimates on GDP		4	4	4	4	4	4



Table 3: Quarterly performance targets

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: National Accounts (Programme 2)							
Gross domestic product							
1.1.1	Number and timeliness of GDP estimates	Quarterly	4	1	1	1 <sup>8</sup>	1
1.1.2	Number and timeliness of supply and use tables	Biannually	2			Supply and use tables on 10 industries of the economy by November 2013	Supply and use tables on 62 industries of the economy by February 2014
Subprogramme: Short-term indicators and Large Sample Surveys (Programme 2)							
Agriculture, hunting, forestry and fishing							
2.1.1	Number and timeliness of releases on agriculture (Annual survey) with a response rate of 75%	Annually	1			Annual release on 2012 survey by November 2013	
Mining and quarrying							
2.1.2	Number and timeliness of monthly releases on mining: production and sales, 6 weeks after the reference month based on administrative sources	Monthly	12	3	3	3	3
Manufacturing							
2.1.3	Number and timeliness of monthly releases on manufacturing: production and sales with collection rate of at least 80% (75% in special months), 6 weeks after the reference month	Monthly	12	3	3	3	3
2.1.4	Number and timeliness of quarterly releases on manufacturing: utilisation of production capacity by large enterprises with a collection rate of at least 80% (75% in special months), 10 weeks after the reference month	Quarterly	4	1	1	1	1

<sup>8</sup> The annual GDP and GDPR estimates are included in the third quarter GDP release.

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Short-term indicators and Large Sample Surveys (Programme 2)							
Manufacturing							
2.1.5	Number and timeliness of releases/reports on manufacturing (LSS)	Annually	2		Report on the 2011 survey on manufacturing (financial) by September 2013	Report on the 2011 survey on manufacturing (products) by December 2013	
Electricity, gas and water supply							
2.1.6	Number and timeliness of monthly releases on generation and consumption of electricity with a collection rate of at least 95%, 5 weeks after the reference month	Monthly	12	3	3	3	3
Construction							
2.1.7	Number and timeliness of monthly releases on building plans passed and completed with a collection rate of at least 80%, 7 weeks after the reference month	Monthly	12	3	3	3	3
2.1.8	Number and timeliness of annual releases on selected building plans passed and completed, including municipal information, with a collection rate of at least 90%, 6 months after year end	Annually	1	Annual release on selected building plans passed and completed (2012) by June 2013			
2.1.9	Number and timeliness of annual reports on buildings completed, with a collection rate of at least 95%, 20 months after year end	Annually	1		Annual report on buildings completed (2010) by August 2013		
2.1.10	Number and timeliness of releases on construction (LSS)	Annually	1		Report on the 2011 survey by September 2013		

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Short-term indicators and Large Sample Surveys (Programme 2)							
Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods							
2.1.11	Number and timeliness of monthly releases on retail trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	Monthly	12	3	3	3	3
2.1.12	Number and timeliness of releases on retail sales (LSS)	Annually	1			Annual release on the 2012 survey by November 2013	
2.1.13	Number and timeliness of monthly releases on motor trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month motor trade sales	Monthly	12	3	3	3	3
2.1.14	Number and timeliness of releases on motor trade sales (LSS)	Annually	1			Annual release on the 2012 survey by November 2013	
2.1.15	Number and timeliness of monthly releases on wholesale trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	Monthly	12	3	3	3	3
2.1.16	Number and timeliness of releases on wholesale trade sales (LSS)	Annually	1			Annual release on the 2012 survey by November 2013	
Transport, storage and communication							
2. 1.17	Number and timeliness of monthly releases on land transport with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	Monthly	12	3	3	3	3
Financial intermediation, insurance, real estate and business services							
2. 1.18	Number and timeliness of monthly releases on liquidations and insolvencies, 8 weeks after the reference month	Monthly	12	3	3	3	3

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Short-term indicators and Large Sample Surveys (Programme 2)							
Financial intermediation, insurance, real estate and business services							
2. 1.19	Number and timeliness of monthly releases on civil cases for debt with a collection rate of at least 80%, 7 weeks after the reference month	Monthly	12	3	3	3	3
Hotels and restaurants							
2. 1.20	Number and timeliness of monthly releases on food and beverages with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	Monthly	12	3	3	3	3
2.1.21	Number and timeliness of reports and releases on food and beverages (LSS)	Annually	1			Annual release on the 2012 survey by November 2013	
2.1.22	Number and timeliness of monthly releases on tourist accommodation with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	Monthly	12	3	3	3	3
2.1.23	Number and timeliness of reports and releases on tourist accommodation (LSS)	Annually	1			Release on the 2012 survey by November 2013	
Subprogramme: Social Statistics (Programme 3)							
2.2.1	Number and timeliness of releases on domestic tourism	Annually	1				Release on domestic tourism by January 2014
Subprogramme: Financial Statistics (Programme 2)							
Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services							
3.1.1	Number and timeliness of annual releases on financial statistics of private sector enterprises	Annually	1			Annual release on statistics of private sector enterprises by October 2013	

Table 3: Quarterly performance targets (continued)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Financial Statistics (Programme 2)							
Forestry and fishing; Mining; Manufacturing; Electricity; Construction; Trade; Transport; Business services; Personal and related services							
3.1.2	Number and timeliness of quarterly releases on financial statistics of private sector enterprises published with a quarterly lag	Quarterly	4	1	1	1	1
Government services							
3.2.1	Number and timeliness of annual releases on the financial statistics of national government with audited data	Annually	1	Annual release by June 2013			
3.2.2	Number and timeliness of annual releases on financial statistics of extra-budgetary accounts and funds with audited data	Annually	1		Annual release by August 2013		
3.2.3	Number and timeliness of annual releases on financial statistics of provincial government with audited data	Annually	1		Annual release by September 2013		
3.2.4	Number and timeliness of annual releases on financial statistics of higher education institutions for 2012 with audited data	Annually	1			Annual release on statistics of higher education institutions by October 2013	
3.2.5	Number and timeliness of annual releases on financial statistics of consolidated general government for 2011/12 with audited data	Annually	1			Annual release on statistics of consolidated general government by November 2013	
3.2.6	Number and timeliness of annual releases on capital expenditure of the public sector for 2011/12 with a response rate of 95%	Annually	1		Annual release on capital expenditure of the public sector by July 2013		
3.2.7	Number and timeliness of annual releases on the financial census of municipalities for 2011/12 with a response rate of 95%	Annually	1		Annual release on financial census of municipalities by August 2013		

Table 3: Quarterly performance targets (continued)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Financial Statistics (Programme 2)							
Government services							
3.2.8	Number and timeliness of quarterly releases on financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag	Quarterly	4	1	1	1	1
Subprogramme: National Accounts (Programme 2)							
Environmental Economic Accounts							
4.1.1	Number and timeliness of research report on the environmental economic accounts	Annually	1				Discussion document on availability of environmental economic accounts by March 2014
Social Accounting Matrix (SAM)/Input-output tables							
4.2.1	Number and timeliness of reports on SAM/Input-output tables	Annually	2			Report on the SAM by December 2013	Research document on input-output tables by March 2014

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: National Accounts (Programme 2)							
Satellite Accounts							
4.3.1	Number and timeliness of research reports on satellite accounts	Annually	1				Discussion document on ICT by March 2014
4.3.2	Number and timeliness of research reports on non-profit institutions	Annually	1				Discussion document on non-profit institutions by March 2014
4.3.3	Number and timeliness of reports on Tourism Satellite Accounts (TSA) for SA	Annually	1				Report on updated TSA by March 2014
Subprogramme: National Accounts (Programme 2)							
National Accounts Research							
5.1.1	Number and timeliness of research reports on national accounts	Annually	5		1 report on GDP income approach by September 2013		3 papers on GDP production approach by March 2014
5.1.2							1 report on national accounts benchmark by March 2014
Socio-economic integration							
5.2.1	Number and timeliness of integrative research reports on factors affecting economic activities	Annually	4			1 report on integrated economic indicators by November 2013	1 report on integrated economic indicators by March 2014
5.2.2						1 report on regional indicators by November 2013	1 report on regional indicators by March 2014
5.3.1	Number of quarterly flash estimates on GDP	Quarterly	4	1	1	1	1

## 2.1.2 Price stability

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

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

<b>Strategic objective:</b>	Expand the statistical information base by increasing its depth, breadth and geographic spread
<b>Objective statement:</b>	Provide information for inflation targeting and on the changing cost of living by improving the measurement of price changes in the economy
<b>Baseline:</b>	Number of CPI and PPI releases annually: 24
<b>Justification:</b>	This objective will contribute to measuring price stability by providing statistical information on consumer price changes, producer price changes and household consumption expenditure patterns
<b>Links:</b>	This objective will contribute to measuring 'decent employment through inclusive economic growth'

### *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:** Measures the change in the prices of a basket of goods and services purchased by South African households each month. 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 worker wages, and preparing for the next re-weighting.

**Producer price index:** Measures the change in the prices of a basket of commodities at producer level each month. 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. A revamped PPI was released in February 2013. Over the medium term, the organisation will develop a larger set of industry-based PPIs.

**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. The next IES is scheduled for 2015/16.



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 an Integrated Household Survey (IHS) with the 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
- Shorten the turnaround time between data collection and release of the results.

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Consumer price index									
6.	Expand statistical information on price changes	Statistical information on consumer price changes	Published 12 statistical releases as scheduled	Published 12 statistical releases as scheduled	Published 12 statistical releases as scheduled with an average imputation rate of 0,9%	Publish monthly CPI	Publish monthly CPI	Publish monthly CPI	Publish monthly CPI
					Research on measurement of Health Sector was not conducted	Preparation for rebasing based on IES results	<sup>9</sup> CPI rebased	<sup>10</sup> Biennial updating of weights	Re-weight CPI
					Commenced with research on measurement of domestic worker wages				
					Implemented improvements on collection methodology				

<sup>9</sup> The CPI has been rebased and reweighted in 2012/13.

<sup>10</sup> Biennial updates for CPI basket is dependent on the LCS/IES implementation strategy that is not yet approved. In future the proposal is to update the CPI basket after every three years instead of biennial.

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Producer price index									
7.	Expand statistical information on price changes	Statistical information on producer price changes	Published 12 statistical releases as scheduled with an average response rate of 88,6%	Published 12 statistical releases as scheduled with an average response rate of 88,6%	Published 12 statistical releases as scheduled with an average response rate of 87,8%	Publish monthly PPI	Publish monthly PPI	Publish monthly PPI	Publish monthly PPI
					Completed product analysis and questionnaire design, data collection is on-going and system development is underway				
					Re-engineered PPI	Launch revamped PPI	Develop a larger set of industry-based PPI • Export and imports • Machinery and equipment	Develop a large set of industry-based PPI • Construction • Selected services	Publish PPI services for at least one industry
Income and Expenditure Survey									
8.	Expand statistical information on household consumption expenditure patterns	Statistical information on income and expenditure trends	Piloted the Income and Expenditure Survey	Conducted Income and Expenditure Survey	Finalised collection phase  Processed and analysed data collected from households	Publish and disseminate results	<sup>11</sup> Introduce a rolling sample collection methodology	Refine and update expenditure models for the continuous survey	Start producing expenditure using the IHS data

<sup>11</sup> The introduction of a rolling sample collection methodology is dependent on additional funding.

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Consumer price index (Programme 2)								
Consumer price index								
6.1	Number and timeliness of CPI releases published on the second last Wednesday of every month with an imputation rate of less than 2%	12	12	12	12	12	12	12
Subprogramme: Producer price index and Employment Statistics (Programme 2)								
Producer price index								
7.1	Number and timeliness of PPI releases published on the last Thursday of every month	12	12	12	12	12	12	12
Subprogramme: Poverty and Inequality Statistics (Programme 3)								
Income and Expenditure Survey								
8.1	Number of periodic statistical reports on household consumption expenditure patterns, 12 months after the reference period				1			

Table 3: Quarterly performance targets

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Consumer price index (Programme 2)							
Consumer price index							
6.1.1	Number and timeliness of CPI releases published on the second last Wednesday of every month with an imputation rate of less than 2%	Quarterly	12	3	3	3	3
Subprogramme: Producer price index and Employment Statistics (Programme 2)							
Producer price index							
7.1.1	Number and timeliness of PPI releases published on the last Thursday of every month	Quarterly	12	3	3	3	3

### 2.1.3 Employment, job creation and decent work

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

<b>Strategic objective:</b>	Expand the statistical information base by increasing its depth, breadth and geographic spread
<b>Objective statement:</b>	Inform social and economic planning, monitoring and decision-making by improving the measurement of the labour market
<b>Baseline:</b>	Number of statistical releases on the labour market: 8
<b>Justification:</b>	This objective will contribute to measure employment, job creation and decent work by providing statistical information on labour market trends and employment and earnings
<b>Links:</b>	This objective will contribute in measuring 'decent employment through inclusive economic growth'

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

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

**Quarterly Labour Force Survey:** The QLFS, which is a household survey, is used as the primary instrument to collect 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, earnings, 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, time use, SESE, migrant work, Expanded Public Works Programme and Development of Volunteer Work Module. During 2012/13 improvements on the core questionnaire to be more gender responsive were introduced. Research into the seasonal adjustment of the QLFS will commence in 2013/14. Further work will be undertaken on the complementarities of administrative labour market data with particular reference to the UIF, SARS and other data such as the job seekers database. A report on the re-benchmarked QLFS series will be released in 2013/14. A monograph on employment data based on census 2011 will be released in 2014/15.

**Quarterly Employment Survey:** The QES is a survey of businesses and organisations that 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.

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.

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Employment and earnings									
9.	Expand statistical information on labour market trends	Statistical information on employment and earning, and average monthly earnings	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 88,5%	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 86,5%	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 86,9%	Publish quarterly statistical releases on employment and earning, and average monthly earnings	Publish quarterly statistical releases on employment and earning, and average monthly earnings	Publish quarterly statistical releases on employment and earning, and average monthly earnings	Publish quarterly statistical releases on employment and earning, and average monthly earnings
	Expand statistical information on labour market trends	Statistical information on employment and earning, and average monthly earnings			It was not possible to publish at a more detailed level (3-digit SIC level)	Research independent survey for average monthly earnings (AME)	<sup>12</sup> Introduce new AME Survey	Improve quality and coherence	
					A number of factors contribute negatively to Improve timeliness of QES	Improve labour market statistics with production statistics	Improve industry detail in QES		
Quarterly Labour Force Survey									
10.	Expand statistical information on labour market trends	Statistical information on the labour market	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 91,3%	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 91,8%	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 93,2%	Publish quarterly statistical releases on the labour market	Publish quarterly statistical releases on the labour market	Publish quarterly statistical releases on the labour market	Publish quarterly statistical releases on the labour market
					Published annual report on labour market dynamics in South Africa				

<sup>12</sup> The introduction of the AME survey is dependent on additional funding.

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Quarterly Labour Force Survey									
10.	Expand statistical information on labour market trends	Statistical information on the labour market			Developed decent work indicators	Longitudinal analysis of QLFS data	Introduce seasonal adjustment of QLFS estimates		
			Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 91,3%	Implemented supplementary modules on Child labour, Volunteer work, Expanded Public Works Programme, Employers & self-employed and Time Use Survey	Implemented supplementary modules on activities of young people and migrant work. Time use module was delayed and will be released in the next financial year. Developed and tested questions on gender responsiveness	Supplementary modules in: <ul style="list-style-type: none"><li>• Expanded Public Works Programme</li><li>• Employers and self-employed</li></ul>	<sup>13</sup> Supplementary modules in: <ul style="list-style-type: none"><li>• Expanded Public Works Programme</li><li>• Time Use Survey</li><li>• Decent work</li></ul>	Supplementary modules in: <ul style="list-style-type: none"><li>• Expanded Public Works Programme</li><li>• Employers and self-employed</li><li>• Decent work</li></ul>	Supplementary modules in: <ul style="list-style-type: none"><li>• Expanded Public Works Programme</li><li>• Longitudinal analysis of QLFS data</li><li>• Development of Time Use Survey</li></ul>
				Harmonised labour market indicators in Stats SA	Harmonised labour market indicators in SANSS				

<sup>13</sup> The module for Employers and Self Employed (SESE) has been developed in 2012/13. SESE will be conducted in 2013/14 and the report is scheduled for release in 2014/15. The next Time Use Survey will be developed in 2015/16. Decent work indicators are included in the core questionnaire and reported on in the Annual report. A survey on Volunteer work will be introduced in 2014/15.

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Producer price index and Employment Statistics (Programme 2)								
Employment and earnings								
9.1	Number and timeliness of quarterly releases on employment and earnings and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	4	4	4	4	4	4	4
Subprogramme: Labour Statistics (Programme 3)								
Quarterly Labour Force Survey								
10.1	Number and timeliness of quarterly and annual releases/reports	5	5	7	8	9	9	7

Table 3: Quarterly performance targets

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Producer price index and Employment Statistics (Programme 2)							
Employment and earnings							
9.1.1	Number and timeliness of quarterly releases on employment and earnings and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	Quarterly	4	1	1	1	1
Subprogramme: Labour Statistics (Programme 3)							
Quarterly Labour Force Survey							
10.1.1	Number and timeliness of quarterly releases 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)	Quarterly	4	1	1	1	1



Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Labour Statistics (Programme 3)							
Quarterly Labour Force Survey							
10.1.2	Number and timeliness of annual reports on labour market dynamics in South Africa	Annually	5	Annual report on labour market dynamics in SA, 2012 by June 2013	Report on panel data discussions by July 2013		Report on administrative data by March 2014
10.1.3					Report on migrant work by July 2013		Report on re-benchmarked QLFS series by March 2014

## 2.1.4 Living circumstances, service delivery and poverty

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

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

<b>Strategic objective:</b>	Expand the statistical information base by increasing its depth, breadth and geographic spread
<b>Objective statement:</b>	Inform social and economic development planning, monitoring and decision-making by providing accurate, relevant and timely statistical information on living conditions and poverty levels
<b>Baseline:</b>	Number of statistical releases on an annual basis: 2
<b>Justification:</b>	This objective will contribute to measuring life circumstances, service delivery and poverty in South Africa. These variables are also extensively used to measure the MDGs within the country.
<b>Links:</b>	This objective will contribute to measuring 'sustainable human settlements and improved quality of household life' and 'an efficient, competitive and responsive economic infrastructure network'

*Initiatives and developments to improve the measurement of living 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 social grants and social development, housing, and household access to services and facilities.

In response to growing user demands and ensuring high-quality timely products, Stats SA embarked on a process of reviewing the content of the questionnaire and the survey methodology. One of the outcomes of this process is the introduction of a modular approach where a rotational system of in-depth service delivery modules will be developed and implemented at regular intervals.

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. During 2013/14 data collection will change to continuous collection resulting in the GHS data being collected from January to December each year instead of July to September. Continuous collection is expected to better capture seasonality in the data as well as provide more opportunities for quality assurance. One of the consequences of continuous collection is that the annual statistical release for the GHS will not be published in 2013/14, but early in 2014/15. Thereafter, GHS will once again be published annually in the form of the statistical release as well as the development indicator report. The publication of the in-depth report and social profile will not be affected by the change to continuous data collection.

During 2013/14, the GHS will publish an in-depth analysis on the energy module, the annual social profile of vulnerable groups report, develop an in-depth module of ICT, continue with engagements to increase the integration of our household survey programme and develop systems of quality monitoring of continuous data collection.

Other initiatives include:

- 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 Monitoring and Evaluation (M&E) frames of different stakeholders;
- Researching service delivery in depth for a selected topic; and
- Publish in-depth analysis on energy in 2013/14, on education in 2014/15 and environment in 2015/16 using the GHS data.

**Living Conditions Survey (LCS):** In order to monitor the impact of government's programmes and policies aimed at addressing issues around poverty reduction, a multi-topic survey was introduced by Stats SA to determine the poverty profile of South Africa. In addition, South Africa participates in international comparisons related to the country's development profile, for instance, reporting on the MDGs, economic investment decisions, development assistance, and peer-review processes such as the African Peer-review Mechanism. The first Living Conditions Survey (LCS) was conducted from September 2008 to August 2009. Results were released during 2011/12.

According to the Strategic Plan, the next LCS was scheduled for 2013/14. The LCS is a periodic survey and dependent on allocation of additional funding. The organisation is currently looking into alternative methodologies to continue collection of information on poverty and expenditure trends including the development of the survey methodology, data collection tools and systems.

**National Household Travel Survey (NHTS):** The NHTS is a 5-yearly survey and is primarily aimed at understanding the transport needs and behaviour of households. The findings will be used by the Department of Transport to plan transport infrastructure, improve and expand on public transport services and for monitoring, reporting and evaluation purposes. The previous survey was conducted in 2002. The survey is funded by the Department of Transport. According to a SLA between Stats SA and the Department of Transport, Stats SA was given the responsibility to design the questionnaire and training materials, execute survey fieldwork, scan and process the data and finally analyse the data and produce a statistical release. All of these activities are being done in close cooperation with our partner the Department of Transport (DOT) and their stakeholders.

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
General Household Survey									
11.	Expand statistical information on living conditions	Statistical information on the life circumstances of South Africans	Published annual report on GHS	Published annual report on GHS	Annual report and development indicators on GHS were not published as scheduled  Published GHS Series Volume III: Water and sanitation; and report on the social profile of South Africa as scheduled  Introduced enhanced collection methodology for GHS as part of the integrated fieldwork approach  Improved processing and analysis turnaround times of GHS	Introduce thematic reports focusing on more in-depth analysis of GHS data	Conduct feasibility study for including the GHS in the integrated household survey programme	Test GHS as part of the integrated household survey programme	Publish in-depth analysis on environment module of GHS

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Living Conditions Survey (LCS)									
12.	Expand statistical information on living conditions	Statistical information on the poverty levels in SA	Completed LCS data collection, data processing delayed and commenced with data editing and analysis	Completed LCS report and commenced with dissemination plan	Conducted research to introduce a continuous survey with a core module that collects detailed expenditure information that provide information to both the LCS and IES	Develop, test and pilot methodologies and modules for a continuous survey	<sup>14</sup> Conduct LCS as part of a continuous household survey programme to collect information on: <ul style="list-style-type: none"><li>Detailed consumption expenditure data at metro and other urban areas by province</li><li>Living conditions indicators at national, provincial and municipal level</li></ul>	Process and analyse data collected in the field	Refine and update poverty modules for the IHS
Non-financial census of municipalities									
13.	Expand statistical information on living conditions	Statistical information on service delivery of municipalities	Published municipal survey on non-financial statistics as scheduled	Published municipal survey on non-financial statistics as scheduled	Published municipal survey on non-financial statistics as scheduled	Publish municipal survey on non-financial statistics	Publish municipal survey on non-financial statistics	Publish municipal survey on non-financial statistics	Publish municipal survey on non-financial statistics

<sup>14</sup> The Living Conditions Survey (LCS) will not be conducted in 2013/14 due to insufficient funds which will impact on targets in subsequent years. It is important to note that implementation of targets at municipal level at this stage remains a serious challenge.

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Social Statistics (Programme 3)								
General Household Survey								
11.1	Number and timeliness of reports	1	1	2	4	2	4	4
National Household Travel Survey								
11.2	Number and timeliness of releases on national household travel patterns					1		
Monograph on housing and household services								
11.3	Number and timeliness of report					1		
Subprogramme: Poverty and Inequality (Programme 3)								
Poverty and Inequality products								
12.1	Number and timeliness of releases/reports published				3	3		
Subprogramme: Financial Statistics (Programme 2)								
Non-financial census of municipalities								
13.1	Number and timeliness of annual releases	1	1	1	1	1	1	1

Table 3: Quarterly performance targets

No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Social Statistics (Programme 3)							
General Household Survey							
11.1.1	Number and timeliness of reports on the life circumstances of South Africans with a response rate of at least 90%	Annually	2			Report on the social profile of South Africa by December 2013	
11.1.2					Report on in-depth analysis of Energy module of GHS by August 2013		
National Household Travel Survey							
11.2.1	Number and timeliness of releases	Annually	1			Report on National Household travel patterns by November 2013	
Monograph on housing and household services							
11.3.1	Number and timeliness of reports	Annually	1		Report on monograph on housing and household services by July 2013		
Subprogramme: Poverty and Inequality (Programme 3)							
Poverty and Inequality products							
12.1.1	Number and timeliness of releases/reports	Annually	3	Poverty trends report by June 2013			
12.1.2							Poverty index by March 2014
12.1.3							South African Indices of Multiple Deprivation by March 2014

Table 3: Quarterly performance targets (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Financial Statistics (Programme 2)							
Non-financial census of municipalities							
13.1.1	Number and timeliness of annual releases on the non-financial census of municipalities with a response rate of at least 95%	Annually	1		Annual release on non-financial census of municipalities by September 2013		

### 2.1.5 Population dynamics

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

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

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

**Strategic objective:** To expand the statistical information base through increasing the depth, breath and geographic spread

**Objective statement:** To inform social and economic development planning, monitoring and decision-making by providing accurate, relevant and timely statistical information on population dynamics, demographic trends and vital registrations

**Baseline:** Number of statistical releases on a quarterly and annual basis: 17

**Justification:** This objective will contribute to measuring changes in the population profile by providing comprehensive information on demographic trends, health and vital events of the South African population



**Links:** This objective will contribute to measuring the development, progress and outcomes achieved in relation to poverty alleviation and inequality

*Initiatives and developments to expand the statistical information base by increasing its depth, breadth and geographic spread:*

**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.

During the next financial year, the organisation will focus on empowering users in the use of the census results in planning, monitoring and evaluation, policy development and decision-making. It aims to release more in-depth analytical products on various aspects of the population.

**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.

Civil Registration and Vital statistics has been selected as the priority theme on the African continent for the next five years. This will be driven and monitored by the African Symposia of Statistical Development. In line with this initiative, Stats SA has adopted CRVS as one of its priority areas.

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets			
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Population Census										
14.	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	Preparations for Census 2011 pilot: <ul style="list-style-type: none"><li>Finalised tabulation and resource management plans</li><li>Approved questionnaire</li><li>Developed and tested data processing systems</li></ul>	Preparations for Census 2011: <ul style="list-style-type: none"><li>Commenced with advocacy programme</li><li>Demarcated country in enumerator areas</li></ul>	Appointed approximately 150 000 fieldworkers for Census 2011, printed manuals and completed data processing dress rehearsal. Finalised procurement and logistical arrangements; and listed approximately 120 000 EAs					
			Conducted Census 2011 pilot	Conducted Census 2011 mini test	Conducted Population Census 2011 and completed reverse logistics	Process and analyse data collected from households	Publish and disseminate information on the population profile of South Africa at national, provincial and local level	Train users on statistical analysis and use of Census data for evidence-based decisions		
			Conducted Census 2011 pilot	Proposal on cycle of the population census not compiled	Compiled proposal to Statistics Council and Minister relating to the cycle of the population census					

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Population Census research, demographic profile, population projections and estimates									
15.	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	Compiled annual report on projected population estimates  Completed perspective theme report 2009: A profile of trends in deprivation at community level	Compiled annual report on projected population estimates  Completed a discussion paper on projected population estimates at District Council level	Compiled annual report on projected population estimates	Compile mid-year population estimates	Compile mid-year population estimates  Thematic analysis reports based on Census 2011	Compile mid-year population estimates  Identify emerging issues emanating from thematic analysis for in-depth investigation	Compile mid-year population estimates  Confront different data sources for updating demographic indicators
Health and Vital Statistics									
16.	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, recorded live births, marriages and divorces, tourism and migration	Published statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration as scheduled	Published statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration as scheduled	Published statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration as scheduled	Publish statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration	Publish statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration	Publish statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration	Publish statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism and migration

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Health and Vital Statistics									
16.	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, recorded live births, marriages and divorces, tourism and migration				Increase variables of mortality and causes of death series	Publish mortality and causes of death information at sub-provincial level	Provide demographic research/ consulting services	Publish a report based on the analysis of the National Population Register
					Introduced process improvements in relation to automated coding for demographic variable and timeliness of statistical releases	Enhance analytical work to expand statistical information base			

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Population Census (Programme 7) & Population Statistics (Programme 3)								
Population Census								
14.1	Number of planning, developed and reviewed documents (pilot and census)	2	2	11	1	10	10	10
14.2	Number of fieldworkers/ processors appointed (pilot and census)	624	946	156 000	1 532		200	2 385
14.3	Number and timeliness of questionnaires collected/processed (pilot and census)	66 210			15 833 829			
14.4	Number and timeliness of statistical reports and releases on population census				10			

Table 2: Annual Performance Plan targets (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Population Census (Programme 7) & Population Statistics (Programme 3)								
Population Census research								
15.1	Number of research and thematic reports on emerging issues from censuses and other household surveys	1	1	2	1	4	2	2
Demographic profile, population projections and estimates								
15.2	Number and timeliness of thematic reports on the demographic profile	1	1	1	1	4	1	1
15.3	Number and timeliness of annual reports on projected population estimates (national, provincial and sub-provincial level)	1	1	1	1	1	1	1
Subprogramme: Health and Vital Statistics (Programme 3)								
Health and Vital Statistics								
16.1	Number and timeliness of monthly and annual releases/reports	15	16	16	17	18	18	18

Table 3: Quarterly performance targets

				Quarterly targets						
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Subprogramme: Population Census (Programme 7)										
Population Census										
14.1.1	Number of draft documents developed and reviewed	Annual	10				Census/ Community Survey draft documents (sampling methodology, data processing methodology, mini test plan, recruitment strategy, payment strategy, ICT methodology, field operations methodology, logistical plan, risk management plan and CSAS plans) by March 2014			
Subprogramme: Population Statistics (Programme 3)										
Population Census research										
15.1.1	Number of research and thematic reports	Annually	4	Thematic report on education by July 2013	Thematic report on disability by September 2013	Thematic report on ageing by October 2013				
						Thematic report on the youth by October 2013				
Subprogramme: Demographic Analysis (Programme 3)										
Demographic profile, population projections and estimates										
15.2.1	Number and timeliness of thematic reports	Annually	4			Thematic reports on fertility; and another on age and sex structure by October 2013	Thematic reports on mortality and migration by March 2014			

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Demographic Analysis (Programme 3)							
Demographic profile, population projections and estimates							
15.2.2	Number and timeliness of thematic reports	Annually	1				Thematic report on mortality by March 2014
15.3.1	Number of annual reports (national, provincial and sub-provincial level)	Annually	1		Annual report on projected population estimates by July 2013		
Subprogramme: Health and Vital Statistics (Programme 3)							
Health and Vital Statistics							
16.1.1	Number and timeliness of annual releases on mortality and causes of death	Annually	1				Annual release on 2011 mortality and causes of death by March 2014
16.1.2	Number and timeliness of annual releases on recorded live births	Annually	1		Annual release on 2012 recorded live births by August 2013		
16.1.3	Number and timeliness of annual releases on marriages and divorces including customary marriages and civil unions	Annually	1			Annual release on 2012 marriages and divorces, including customary marriages and civil unions by December 2013	
16.1.4	Number and timeliness of monthly releases on tourism and migration 3 months after the reference period	Monthly	12	3	3	3	3
16.1.5	Number of annual reports on tourism	Annually	1	Annual report on 2012 tourism by April 2013			

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Health and Vital Statistics (Programme 3)							
Health and Vital Statistics							
16.1.6	Number and timeliness of annual reports on documented immigrants	Annually	1				Annual report on 2013 documented immigrants and self declared emigrants by March 2014
16.1.7	Number and timeliness of thematic health reports	Annually	1				Thematic health report by March 2014

## 2.1.6 Safety and security

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

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

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

During 2011, conceptualisation work started on the development of an integrated statistical information system which included survey data and administrative records from various role players in order to provide a more comprehensive picture of crime in the country. Other initiatives include improving statistical systems and measurement quality, where systems will be developed for monitoring of continuous data collection.



<b>Strategic objective:</b>	Expand the statistical information base by increasing its depth, breadth and geographic spread
<b>Objective statement:</b>	Inform social and economic development planning, monitoring and decision-making by providing accurate, relevant and timely statistical information on safety and security
<b>Baseline:</b>	Number of statistical releases on an annual basis: 2
<b>Justification:</b>	This objective will contribute to measuring 'safety and security' by providing statistical information on victims of crime
<b>Links:</b>	This objective will contribute in measuring 'all people in South Africa are and feel safe'

*Initiatives and developments to expand and improve the measurement of crime statistics:*

**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 victim's point of view. 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). While 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.

Stats SA will conduct the third annual Victims of Crime Survey in close collaboration with other role players in the Safety and Security cluster in 2013. Whereas the first two surveys were conducted during the period January to March of each year, data collection in 2013 will be continuous from April to March to coincide with the financial year and the reporting cycle of administrative data related to crime. The switch to continuous collection means that it will not be possible to produce the normal VOCS annual report during the 2013/14 financial year. The first report based on continuous collection will be produced during the 2014/15 financial year and thereafter once again annually. A thematic report based on the VOCS 2012 that focuses on a more in-depth analysis of the data for the purposes of policy and strategy formulation will be produced in 2013/14.

In the recent past few years, Stats SA and the SAPS have continued to investigate the possibilities of working together with other role players in order to develop a national crime statistics system.

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Victims of Crime Survey									
17.	Provide statistical information on safety and security	Statistical information on the crime situation in South Africa		Published annual report on the crime situation in South Africa as scheduled  Formalised indicators that measure the safety and security sector	Published annual report on the crime situation in South Africa two months behind schedule due to system development challenges	Publish and disseminate results on Victims of Crime Survey	Conceptualise business victimisation survey.  Thematic report on crime and victimisation.  Develop improved systems and measurement quality	Business victimisation survey report.	Conceptualise and develop module on crime against children.  Thematic report on corruption.
				Established partnerships with key stakeholders in the safety and security sector	Recommended data improvements	SAPS conducts self-assessment and compile quality improvement plan	Implement recommendations to improve administrative records to become sustainable source of statistics	Improve administrative records as sustainable source of statistics	Improve administrative records as sustainable source of statistics
				Compiled a status report on crime statistics	Provided technical support and advice to various stakeholders				

Table 2: Annual Performance Plan targets

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Victims of Crime Survey								
17.1	Number and timeliness of reports			2	3	3	2	3

Table 3: Quarterly performance targets

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Social Statistics (Programme 3)							
Victims of Crime Survey							
17.1.1	Number and timeliness of reports on the crime situation in South Africa	Annually	3		Report on crime against business survey feasibility study by September 2013	Thematic report on crime and victimisation by November 2013	Concept document on small area estimation for VOCS by March 2014



The proportion of households using electricity for lighting has increased significantly from 58% in 1996 to 85% in 2011.

Source: Census 2011

## 2.2 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 by making statistics available on an impartial basis to all stakeholders at the same time.

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

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

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

### 2.2.1 Quality management system

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

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

**Objective statement:** Improve comparability and accuracy of statistical information by reviewing and evaluating methodological compliance of statistical operations; applying appropriate quality criteria standards, classifications and procedures; and declaring statistics as official

**Baseline:** Number of series declared official: 2

**Justification:** This objective will contribute to the credibility of official statistics by providing methodological and systems support services, developing standards, researching current and international best practice and implementing survey monitoring and evaluation

**Links:** This objective will contribute to improving the measurement of the economy and society

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Quality management system									
18.	Establish a quality management system in Stats SA	Quality management system implemented			A quality management policy and strategy were not compiled	Develop quality management system and training material	<sup>15</sup> Roll out phase 1 of quality management system – train staff and training material	Roll out phase 2 of quality management system – introduce quality improvement cycle	
Methodological support and systems solutions									
19.	Provide methodology and systems support to producers of statistics	Methodology and standards support provided within Stats SA	Provided methodology support, standards development and systems solutions to Economic and Social Statistics	Provided methodology support, standards development and systems solutions to Economic and Social Statistics	Provided methodology support, standards development and systems solutions to Economic and Social Statistics; and SANSS partners  Compiled research reports on: Utilisation of quarterly snapshot, modelling of small area statistics for household based statistics and Methodology for the development of the master sample	Provide and sustain systems solution support, methodology support and standards development support	Provide and sustain systems solution support, methodology support and standards development support	Provide and sustain systems solution support, methodology support and standards development support	Maintain small area statistics for QLFS, household based SAE, Agriculture and manufacturing small area estimates  Research impact of ISIC rev 4.0 on time series data and research methodology for the development of the Master sample  Align and test VAT download with new database design, implement VAT download; and run backups and audit trails

<sup>15</sup> Stats SA has initially set out to implement a comprehensive quality management system by 2014/15. Research into international best practice has commenced on establishing a quality management approach. Targets as set out in the Strategic Plan will not be achieved. Stats SA will conceptualise and develop a quality management framework and system over the medium term.

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Methodological support and systems solutions									
19.	Provide methodology and systems support to producers of statistics	Methodology and standards support provided within Stats SA	Provided methodology support, standards development and systems solutions to Economic and Social Statistics	Provided methodology support, standards development and systems solutions to Economic and Social Statistics	Expanded methodology support to the SANSS  Developed 83,3% of technical solutions  Compiled research reports on: Automating the generation of snapshots and use of electronic questionnaire for data collection  Developed module 1 of business sampling frame  Developed proposal on Architecture	Sustain methodology support to the SANSS	Sustain methodology support to the SANSS	Sustain methodology support to the SANSS	Sustain methodology support to the SANSS
20.	Provide surveys monitoring and evaluation support to household surveys	PES reports	Conducted PES (pilot) for Census 2011	Compiled PES (pilot) report	Processed and analysed results of PES. This included census dress rehearsal, matching and reconciliation visits and reviewing fieldwork methodologies	Publish results of PES			

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Methodological support and systems solutions									
20.	Provide surveys monitoring and evaluation support to household surveys	Monitoring and evaluation reports on household surveys	Developed Surveys monitoring and evaluation framework	Compiled 9 quality assurance reports for household surveys	Compiled 4 quality assurance reports for household surveys namely the GHS, QLFS, DTS and VOCS  Conducted Census 2011, PES and IES monitoring and evaluation	Publish quality assurance reports on survey operations	Publish quality assurance reports on survey operations	Publish quality assurance reports on survey operations	Publish quality assurance reports on survey operations
Standard setting									
21.	Coordinate the development of statistical standards	Standards developed within Stats SA	Developed 2 statistical standards	Developed 2 standards for economic and household surveys	Developed 4 standards for economic and household surveys: Calculation of response rate for economic and social statistics, template for writing standards and variable naming standards.  Compiled report on SASQAF and United Nations NQAF  Adopted 8 international standards	Set up standards development infrastructure	Develop standards according to user needs	Develop standards according to user needs	



Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Standard setting									
21.	Coordinate the development of statistical standards	Standards developed within Stats SA	Completed Standardisation of classifications	Published concepts and definitions (V3)	Reviewed and updated the following standards: classifications, concept and definitions for Stats SA, questionnaire designing for economic and household based surveys, operational manuals, metadata templates and SASQAF				Develop new and review current statistical standards in line with international standards
									Maintain concepts and definitions
		Standards developed for SANSS	Gazetted SASQAF	Reviewed SASQAF	Build standards development capability	Build standards development capability	Build standards development capability	Build standards development capability	Build standards development capability
			Conducted SASQAF training in 16 organs of state	Conducted SASQAF training in 2 organs of state	Conducted SASQAF training	Train partners in safety and security sector in SASQAF	Annual review of SASQAF	Annual review of SASQAF	Annual review of SASQAF
				Reviewed sector-specific standards for basic education	Provided support to health sector in standards development	Provide support to safety and security sector in standards development	Provide support to other sectors in standards development	Provide support to other sectors in standards development	Provide support to other sectors in standards development
Declaring statistics as official									
22.	Promote statistical quality in the SANSS	Statistics declared official in the SANSS			Build assessment capability	Build assessment capability	Build assessment capability		

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Declaring statistics as official									
22.	Promote statistical quality in the SANSS	Statistics declared official in the SANSS	Completed independent quality assessment on the research and development survey from DST	Commenced CPI independent quality assessment	Completed CPI independent quality assessment (SASQAF)	Assess 6 statistical series against SASQAF and designate as official	<sup>16</sup> Assess 8 statistical series against SASQAF and designate as official	Assess 8 statistical series against SASQAF and designate as official	Assess 8 statistical series against SASQAF and designate as official

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Methodology and Evaluation; Survey Standards (Programme 4)								
Quality management system								
18.1	Number of documents on implementing a quality management system			1	1	1	1	
Methodological support systems solutions and standard development								
19.1	Percentage methodological support provided on time	90%	100%	90%	90%	90%	90%	90%
19.2	Percentage technical solutions developed on time	100%	100%	100%	90%	90%	90%	90%
19.3	Number and timeliness of technical and/or research reports to improve methodological practice and systems			3	9	6	6	6
19.4	Number and timeliness of evaluation reports					2	2	

<sup>16</sup> Stats SA has not yet established a formal independent quality assessment unit as it is dependent on additional fund allocation. Assessment targets for 2012/13 – 2014/15 will not be achieved.

Table 2: Annual Performance Plan targets (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Methodology and Evaluation; Survey Standards (Programme 4)								
Survey monitoring and evaluation								
20.1	Number and timeliness of PES reports		1	1	1			
Subprogramme: Survey Monitoring and Evaluation (Programme 3)								
Survey monitoring and evaluation								
20.2	Number and timeliness of survey monitoring and evaluation reports		9	6	8	8	8	8
Subprogramme: Survey Standards (Programme 4)								
Setting standards for the statistical system								
21.1	Number and timeliness of standards developed/reviewed within Stats SA	6	9	9	11	8	8	8
Subprogramme: National Statistics Systems (Programme 1)								
Setting standards for the statistical system								
21.2	Percentage sector standards developed and reviewed within the SANSS			100%	50%	50%	60%	70%
21.3	Percentage of SASQAF training requests completed	100%	100%	100%	50%	50%	60%	70%
Declaring statistics as official								
22.1	Number and timeliness of SASQAF quality statements produced	1		2	3	4	5	6

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Methodology and Evaluation; Survey Standards (Programme 4)							
Quality management system							
18.1.1	Number and timeliness of documents on implementing a quality management system	Annually	1				Concept document on a quality management system by March 2014
Methodological support, systems solutions and standards development							
19.1.1	Percentage methodological support provided on time	Annually	90%				Methodological support provided to stakeholders by March 2014
19.2.1	Percentage technical solutions developed on time	Annually	90%				Methodological support provided to stakeholders by March 2014
19.3.1	Number and timeliness of technical and/or research reports to improve methodological practice and systems	Annually	3				Concept plan and roll-out of process mapping within Economic Statistics by March 2014
19.3.2							Research document on agriculture and manufacturing small area estimates by March 2014
19.3.3							Research document on the generic design for household based surveys and Economic Statistics by March 2014

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Methodology and Evaluation; Survey Standards (Programme 4)							
Methodological support, systems solutions and standards development							
19.3.4	Number and timeliness of technical and/or research reports to improve methodological practice and systems (continued)	Annually	3				Research proposal on geo-referenced statistics by March 2014
19.3.5							Research document on the sampling of Kind-of-Activity units by March 2014
19.3.6							Discussion document on the proposed design frame for continuous population survey by March 2014
19.4.1	Number and timeliness of evaluation reports on statistical series	Annually	2		Evaluation report on QES by September 2014		Evaluation report on Monthly Retail Trade by March 2014
Subprogramme: Survey Monitoring and Evaluation (Programme 3)							
Survey monitoring and evaluation							
20.2.1	Number and timeliness of survey M&E reports	Annually	4	Report on monitoring and evaluation of DTS by May 2013	Report on monitoring and evaluation of VOCS by September 2013		Report on monitoring and evaluation of GHS by March 2014
20.2.2				Report on monitoring and evaluation of NHTS by May 2013			
20.2.3	Number and timeliness of survey M&E reports (QLFS)	Quarterly	4	1	1	1	1

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Methodology and Evaluation; Standards (Programme 4)							
Standard setting							
21.1.1	Number of standards developed and reviewed within Stats SA	Annually	8				Standard on archiving by March 2014
21.1.2							Tabulation standard by March 2014
21.1.3							Document versioning standard by March 2014
21.1.4							Weighting methodology by March 2014
21.1.5							Updated standard variables database by March 2014
21.1.6							Updated standard economic statistics questions database by March 2014
21.1.7							Updated concepts and definitions database by March 2014
21.1.8							Updated classifications database by March 2014

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: National Statistics Systems (Programme 1)							
Standard setting							
21.2.1	Percentage sector standards developed and reviewed within the SANSS	Annually	50%				50%
21.3.1	Percentage of SASQAF requests completed	Annually	50%				50%
Declaring statistics as official							
22.1.1	Number of SASQAF quality statements produced	Annually	4				4 SASQAF quality statements by March 2014

### 2.2.2 Business sampling frame development and maintenance

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

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

<b>Strategic objective:</b>	Enhance public confidence and trust in official statistics
<b>Objective statement:</b>	Ensure accurate and reliable statistical information by drawing annual samples for all economic surveys based on a sound sampling frame
<b>Baseline:</b>	Number and timeliness of snapshots and common sampling frames: 6
<b>Justification:</b>	This objective will contribute in maintaining an updated sampling frame for the collection of economic statistics
<b>Links:</b>	This objective will contribute to improving the measurement of the economy

*Initiatives and developments to improve the coverage and quality of the Business Register:*

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

The Business Register 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.

Geo-referencing of businesses has commenced in 2011/12 and will continue in the years to follow. Structural challenges of the statistical unit's model on the system side of the business sampling frame have to be addressed over the medium term. A solution to this will be a step in the right direction to develop a proposal to compile register-based statistics.

The improved utilisation of the business sampling frame through the analysis of quarterly snapshots might pave the way to refresh the samples of economic statistics surveys over the medium term. Research and pilot studies will have to be undertaken in order to analyse the impact of such a change on the various resources. Through the analysis of quarterly snapshots, special attention was given to businesses which were unclassified (economic activity not known). Continuous efforts will be made to further utilise the quarterly snapshots to identify areas of the business sampling frame that can be improved.

A new system for the business sampling frame will bring added functionality. 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 and increase the utilisation of the business sampling frame through geo-referencing of businesses.

Other initiatives over the medium term include:

- The utilisation of technology to:
  - o Reduce the cost of collection including the development and implementation of electronic questionnaires for the Business Sampling Frame Surveys
  - o Automate QIU reports
  - o Further automate maintenance procedures



- The streamlining of business processes to improve productivity and timeliness
- The development of a business case for the implementation of a units model.

**Business registration reform:** The state has a constitutional obligation to create an environment conducive to investment and job creation. This task can be performed more efficiently if the government has the relevant factors such as business start-ups and closures in the various sectors of the economy, as well as labour absorption potentials at its disposal. 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.

Stats SA in collaboration with SARS and the CIPC have agreed on an alternative project implementation approach. The responsibility of Stats SA is to implement standard classifications of economic activity including ISIC4. The outcome of this will be improved measurement of the economy which will include getting geographic location and therefore origin of an economic activity as well as enhance international comparability.

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Business frame									
23.	Provide and maintain an updated sampling frame for the collection of economic statistics	Updated business sampling frame		Completed business requirements for system	Developed Integrated business sampling frame (module 1) as scheduled	Design and develop the integrated business sampling frame system (Module 2) (ADAPT)	<sup>17</sup> Design and develop the integrated business sampling frame system (Module 3) (ADAPT)	Design and develop the integrated business sampling frame system (Module 4) (ADAPT)	Align and test VAT download with new database design Implement VAT download (Module 5) (ADAPT)
			Completed 104% of large business surveys	Completed 121% of large business surveys	Completed 97% of large business surveys	Complete 90% of large business surveys	Complete 90% of large business surveys	Complete 90% of large business surveys	Complete 90% of large business surveys
			Completed preliminary common sampling frame	Completed preliminary common sampling frame	Completed preliminary common sampling frame	Complete preliminary common sampling frame	Complete preliminary common sampling frame	Complete preliminary common sampling frame	Complete preliminary common sampling frame

<sup>17</sup> Modules 2 and 3 were completed in 2012/13 and modules 4 and 5 will subsequently be completed in the next two years.

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Business frame									
23.	Provide and maintain an updated sampling frame for the collection of economic statistics	Updated business sampling frame	Completed final snapshot for Business Sampling Frame	Completed common sample frame	Completed final common sampling frame	Complete final common sampling frame	Complete final common sampling frame	Complete final common sampling frame	Complete final common sampling frame
						Automate generation of quarterly snapshot (ADAPT)			
					Improved the functionality of the business sampling frame of quarterly snapshots for research purposes		Production of quarterly snapshots to economic statistics	Improved functionality business sampling frame	Production of quarterly snapshots for improvement processes
					Improved utilisation of the business sampling frame by geo-referencing businesses in the business sampling frame	Further roll out geo-referencing of businesses in the business sampling frame	Develop proposal and plan to compile register-based statistics	Produce register-based statistics at lower level	Further implementation of register based statistics

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Innovation management									
24.	Establish a single integrated business registration system	<sup>18</sup> Implementation of a single business registration authority		Signed MoU by Stats SA, the dti and SARS	Development of the single business registration system is on hold until approval from Cabinet to proceed with legislative changes. This in turn will affect phases intended to be implemented in subsequent years	Phase 1: Implementation of single business registration system	Phase 2: Implementation of single business registration system	Full operational business registration system	

Table 2: Annual Performance Plan targets

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Business Register (Programme 4)								
Business frame								
23.1	Percentage large business surveys completed	104%	121%	97%	90%	90%	90%	90%
23.2	Number and timeliness of reports on performance and quality indicators for the Business Register complex 5 weeks after the quarterly snapshot	4	4	4	4	4	4	4
23.3	Number and timeliness of snapshots and common sampling frames	2	2	6	6	6	6	6

<sup>18</sup> Implementation of a single business registration system: The project is in the process of being re-scoped. Targets as outlined in the Strategic Plan will not be achieved.

Table 3: Quarterly performance targets

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Business Register (Programme 4)							
Business frame							
23.1.1	Percentage large business surveys completed	Quarterly	90%	20%	45%	70%	90%
23.1.2	Number and timeliness of reports on performance and quality indicators for the Business Register complex 5 weeks after the quarterly snapshot	Quarterly	4	1	1	1	1
23.1.3	Number and timeliness of common sampling frames	Annually	2			Preliminary common sampling frame by November 2013	Final business sampling frame snapshot and common sampling frame by March 2014
23.1.4	Number and timeliness of snapshots	Quarterly	4	1	1	1	1

### 2.2.3 Spatial information frame development and maintenance (*dwelling frame*)

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

This spatial information frame is provided through the geographic infrastructure and geographic knowledge across the statistical value chain which is the geographic systems, geographic frames, geographic methods and standards, geographic support and geographic analysis.

The spatial information frame is the sampling frame for household surveys and the population census.

<b>Strategic objective:</b>	To enhance public confidence and trust in official statistics
<b>Objective statement:</b>	To ensure a reliable frame for household surveys and censuses by updating the spatial information frame and database annually
<b>Baseline:</b>	Number of dwelling units: 11,4 million
<b>Justification:</b>	This objective will provide a frame for accurate sampling for households surveys and a complete and up-to-date database of dwellings for planning and conducting of surveys and censuses
<b>Links:</b>	This objective will contribute to improving the measurement of the economy and society

*Initiatives and developments to enhance public confidence and trust in official statistics:*

Over the medium term, the Geography unit will focus on achieving the following objectives:

- Improve the geographic information base by developing and maintaining a spatial information frame.
- Expand the statistical information base through the application of spatial analysis and modelling.
- Expand the use and implementation of GIS and appropriate technology.
- Promote international cooperation and participation in geo-statistics.
- Invest in the learning and growth to expand geography skills and knowledge.

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Spatial information frame development and maintenance (dwelling frame)									
25.	Provide and maintain an updated sample frame for the collection of social statistics, support census and support to surveys and users	Geo-referenced dwelling frame with assigned addresses	Completed 54% place names were updated, 50% of EAs demarcation by March 2010	Completed 10,6 million points	Completed 10,8 million points	10,9 million points	11,4 million points	11,9 million points	12,5 million points
					Developed maintenance methodologies	Maintain a standard geographical frame	Maintain a standard geographical frame	Maintain a standard geographical frame	Maintain a standard geographical frame

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Spatial information frame development and maintenance (dwelling frame)									
25.	Provide and maintain an updated sample frame for the collection of social statistics, support census and support to surveys and users	Geo-referenced dwelling frame with assigned addresses		Displayed 850 000 numbers	Assigned geo-referenced addresses to dwellings (300 000 per annum - 900 000 cumulative)	Assign geo-referenced addresses to dwellings (300 000 per annum - 1 200 000 cumulative)	Assign geo-referenced addresses to dwellings (300 000 per annum - 1 500 000 cumulative)	Assign geo-referenced addresses to dwellings (300 000 per annum - 1 800 000 cumulative)	Assign geo-referenced addresses to dwellings (300 000 per annum - 1 800 000 cumulative)
					Functional digital data capturing system was not provided	Create a Digital Atlas for distribution to stakeholders	Expand geographical services through improving the geographic information system	Develop a user-friendly data dictionary interface	Develop a user-friendly data dictionary interface
			480 EAs were verified for Census 2011 pilot	Completed 100% place names and EA demarcation  103 000 EAs were validated  Only 33% of EAs were verified due to scope changes	Finalised map production and EA summary books	Improve geographic support to other household surveys			Finalise map production and EA summary books

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Geographic Services, Frames and Support (Programme 5)								
Geographic frame and support								
25.1	Number of points created	45 municipalities	10,6 million	10,8 million (cumulative)	10,9 million (cumulative)	11,4 million (cumulative)	11,9 million (cumulative)	12,5 million (cumulative)
25.2	Number of points maintained				500 000	500 000	500 000	500 000
25.3	Number of publications compiled, edited and designed (value-added products for dwelling frame implemented)				1	1	1	1
25.4	Number of addresses assigned	248 000	600 000	1 million (cumulative)	1,2 million (cumulative)	1,5 million (cumulative)	1,8 million (cumulative)	2,1 million (cumulative)
25.5	Percentage place names maintained	54%	100%	100%	100%	100%	100%	100%
25.6	Percentage EA demarcation maintained	50%	100%	100%	100%	100%	100%	100%

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Geographic Services and Geographic Frames (Programme 5)							
Geographic frame							
25.1.1	Number of points created	Quarterly	500 000	125 000	125 000	125 000	125 000
25.2.1	Number of points maintained	Quarterly	500 000	125 000	125 000	125 000	125 000
25.3.1	Number of publications compiled	Annually	1			Census product (Digital Atlas) by October 2013	
25.4.1	Number of addresses assigned	Annually	300 000	75 000	75 000	75 000	75 000
25.5.1	Percentage place names maintained	Quarterly	100%	100%	100%	100%	100%
25.6.1	Percentage EA demarcation maintained	Quarterly	100%	100%	100%	100%	100%

## 2.2.4 Integrated communications, marketing and stakeholders 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 to keep the public informed about progress in the establishment of a National Statistical System.

**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. Reception and switchboard form an important part of this two-way communication by ensuring effective and efficient channelling of calls to relevant parties.

**Marketing:** Creating awareness of the organisation, its products and services. The Marketing component of Stats SA is tasked with the responsibility of ensuring that the reputation of the organisation is of an excellent standard and that it is acceptable to both internal and external stakeholders. This will be achieved by using a series of marketing principles, amongst them brand positioning, marketing, and an integrated approach to marketing and communication.

**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 on the eye and they are printed 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.

An improved statistical appreciation within the society and the increased pressure on statistics to report more accurately on the status of development and/or service delivery by the state, places more pressure on Stats SA to improve its communication on statistical matters and products to the society more generally. 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 on or are beneficiaries of the work of the organisation. Stats SA will be building on the communication and marketing gains made through the release of the census 2011 results. New communication and dissemination tools and channels will be used to increase the awareness and use of statistics.



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.

**Strategic objective:** To enhance public confidence and trust in official statistics

**Objective statement:** To support the production of official statistics by increasing awareness and the use of official statistics by maintaining and improving stakeholder relations across the country, managing internal and external communications and by improving publication services

**Baseline:** User satisfaction: 75%

**Justification:** This objective will contribute in marketing, communicating and disseminating official statistics to all relevant stakeholders through effective stakeholder management; editing, publishing and distribution services; internal communications, and public and media relations

**Links:** This objective will contribute to improving the measurement of the economy and society

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Integrated communications, marketing and stakeholders relations									
26.	Improve integrated communications, marketing and stakeholder relations management	Stats SA, a well-known brand		Drafted branding strategy	Branding project for Stats SA was not completed due to Census 2011 activities	Roll out new brand to Stats SA’s offices countrywide	<sup>19</sup> Maintain brand of Stats SA	Maintain brand of Stats SA	Maintain brand of Stats SA

<sup>19</sup> A new brand for Stats SA has not yet been finalised. Maintenance of the brand in subsequent years as outlined in the five year plan will not be achieved.

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Integrated communications, marketing and stakeholders relations									
26.	Improve accessibility to official statistics	Official statistics accessible by all stakeholders	A total number of 5 749 186 visits on StatsOnline	A total number of 6 006 662 visits on StatsOnline	A total number of 5 403 577 visits on StatsOnline  Increased use and accessibility of statistical information but did not • Revamp StatsOnline to reflect new brand	Demystify statistics by educating users on the use of statistics in evidence-based decisions	Disseminate census products and tools and train users	Provide support to users in the use of statistics in evidence-based decisions	Provide support to users in the use of statistics in evidence-based decisions
27.			A total number of 627 248 publications were downloaded	A total number of 356 094 publications were downloaded	323 404 downloads per annum and 100% (6 231) requests on to the CRM system	200 000 downloads per annum	200 000 downloads per annum	200 000 downloads per annum	200 000 downloads per annum
28.	Provide effective communication within and outside Stats SA	Official statistics trusted by all stakeholders		Developed concept plan to communicate new strategic direction to all staff	The organisational integrated communication strategy and plan were not implemented due to Census 2011 activities  Compiled and implemented the integrated communication marketing and advocacy plan for Census 2011	Roll out communication and marketing campaign	Improve posture of Stats SA in the public domain	Maintain posture in the public domain	Maintain posture in the public domain

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Stakeholders relations and marketing (Programme 6)								
Stakeholder management and marketing								
26.1	Number of visitor sessions to StatsOnline	5 749 186	6 006 662	5 403 577	3 000 000	3 200 000	3 300 000	3 300 000
26.2	Number of publications downloaded from StatsOnline	627 248	356 094	323 404	200 000	200 000	200 000	200 000
26.3	Percentage enquiries on simple requests <sup>20</sup> handled within 15 minutes	86%	77%	85%	85%	85%	85%	85%
26.4	Percentage enquiries on normal requests <sup>21</sup> handled within 24 hours	86%	85%	85%	85%	85%	85%	85%
26.5	Percentage enquiries on special requests <sup>22</sup> handled within 5 days	80%	75%	75%	75%	75%	75%	75%
26.6	Number of stakeholder satisfaction reports		1	0	1	1	1	1
Subprogramme: Publication Services (Programme 5)								
Compilation, editing, design, printing and electronic product development								
27.1	Number of printed questionnaires, statistical releases and training manuals	250	225	225	225	314 823	314 823	314 823
27.2	Number of publications designed, edited and distributed	450 000	450 000	450 170	450 170	550 245	550 245	550 245
27.3	Number and timeliness of publications compiled			16	16	16	16	16
27.4	Number of time series updated on system (economic and social surveys and administrative records)					196	196	196

<sup>20</sup> One figure request, e.g. total number of Tshwane or CPI figure.

<sup>21</sup> Information from a publication or creation of a simple table, e.g. what is the population breakdown by gender.

<sup>22</sup> Information requiring creation of several tables (different variables for a number of areas).

Table 2: Annual Performance Plan targets (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Corporate Communications (Programme 6)								
Internal and external communications, public and media relations								
28.1	Number of newsletters and articles distributed (Stats Today, weekly Pulse and monthly external newsletters)	13	52	26	300	300	300	300
28.2	Number of general staff meetings	2	2	2	2	2	2	2
28.3	Number of monthly press releases			206	56	56	56	56
28.4	Number of press conferences	8	8	8	8	12	12	12
28.5	Number of products developed					4	6	6

Table 3: Quarterly performance targets

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Stakeholders relations and marketing (Programme 6)							
Stakeholder management							
26.1.1	Number of visitor sessions to StatsOnline	Quarterly	3 200 000	800 000	800 000	800 000	800 000
26.2.1	Number of publications downloaded from StatsOnline	Quarterly	200 000	50 000	50 000	50 000	50 000
26.3.1	Percentage enquiries on simple requests handled within 15 minutes	Quarterly	85%	85%	85%	85%	85%
26.4.1	Percentage enquiries on normal requests handled within 24 hours	Quarterly	85%	85%	85%	85%	85%
26.5.1	Percentage enquiries on special requests handled within 5 days	Quarterly	75%	75%	75%	75%	75%
26.6.1	Number of stakeholder satisfaction reports	Annually	1	Stakeholder satisfaction report compiled by July 2013			

Table 3: Quarterly performance targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Publication Services (Programme 5)							
Compilation, editing, design, printing and electronic product development							
27.1.1	Number of printed questionnaires, statistical releases and training manuals	Quarterly	314 823	78 706	78 706	78 706	78 706
27.2.1	Number of publications designed and edited	Quarterly	245	63	62	62	62
27.2.2	Number of publications distributed	Quarterly	550 000	137 500	137 500	137 500	137 500
27.3.1	Number and timeliness of publications compiled	Annually	2			Stats in Brief by October 2013	
27.3.2						Annual SA Statistics by November 2013	
27.3.3	Number and timeliness of bulletin of statistics	Quarterly	4	1	1	1	1
27.3.4	Number and timeliness of Mbalo brief	Quarterly	10	2	3	3	2
27.4.1	Number and timeliness of series updated on system (economic surveys, social surveys and administrative records)	Quarterly	196	49	49	49	49
Subprogramme: Corporate Communications (Programme 6)							
Internal and external communications, public and media relations							
28.1.1	Number and timeliness of Stats Today	Quarterly	240	60	60	60	60
28.1.2	Number and timeliness of weekly pulse	Quarterly	48	12	12	12	12
28.1.3	Number and timeliness of monthly external newsletters	Quarterly	12	3	3	3	3
28.2.1	Number of general staff meetings	Biannually	2	General staff meeting by June 2013		General staff meeting by December 2013	
28.3.1	CPI and short-term indicators press conferences	Monthly	56	14	14	14	14
28.4.1	Number of press conferences on GDP, CPI and QLFS	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Corporate Communications (Programme 6)							
Internal and external communications, public and media relations							
28.5.1	Number of products developed	Annually	4	Corporate product by June 2013	Informative product by September 2013	Educational product by December 2013	Online product by March 2014

### 2.2.5 Policy research and analysis

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

The 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:

- Conducting integrative social, economic and spatial research and analysis;
- Promoting and coordinating research initiatives; and
- Establishing a mentor programme for prospective researchers within the organisation .

**Strategic objective:** To enhance public confidence and trust in statistics

**Objective statement:** To inform users on economic and socio-economic trends, and spatial dynamics in South Africa

**Baseline:** Number of research reports: 10

**Justification:** This objective will contribute in providing an integrative technical support and advisory service for policy planners and development practitioners through integrative economic, social and spatial research and analysis

**Links:** This objective will contribute to improving the measurement of the economy and society

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Integrative research and analysis									
29.	Inform users on economic, socio-economic trends and spatial dynamics in South Africa	Integrative economic, socio-economic trends and spatial dynamics reports		Established an integrative research and analysis unit	Repository for integrated development-themed knowledge products was not developed	Develop integrated development-themed knowledge products	Participate in knowledge research and innovation on key development themes through partnerships with local, national and international scientific groups	Knowledge research and innovation on key development themes through partnerships with key stakeholders	Knowledge research and innovation on key development themes through partnerships with key stakeholders
				An integrative research and analysis agenda was not defined	Integration and transformation on primary data outputs to generate integrative information on cross-cutting issues were not done	Provide a range of technical support and advisory services within and outside government	Review operational model for integrative research and analysis		
					Research reports and related visual products were not done				

Table 2: Annual Performance Plan targets

					Estimated performance	Medium-term targets		
		Audited/actual performance						
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Policy Research and Analysis (Programme 1)								
Economic, social and integrative spatial research and analysis								
29.1	Number of research reports			12	10	10	10	10

Table 3: Quarterly performance targets

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Policy Research and Analysis (Programme 1)							
Economic, social and integrative spatial research and analysis							
29.1.1	Number of research reports	Annually	10				10 research papers by March 2014



The proportion of households having access to piped water has increased from 80% in 1996 to 91% in 2011.

Source: Census 2011



## 2.3 Improving productivity and service delivery

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

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

### 2.3.1 Improving survey operations

**Strategic objective:** Improve productivity and service delivery

**Objective statement:** Increase the efficiency and effectiveness of survey operations by coordinating and integrating household survey operations

**Baseline:** Number of questionnaires processed: 224 000

**Justification:** This objective will contribute to improving the quality of statistics through coordination and integration of data collection and processing activities

**Links:** This objective will contribute to improving the measurement of the economy and society

*Initiatives and developments to improve integration of survey operations*

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

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

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

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

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Integrated fieldwork									
30.	Coordinate and integrate collection activities across household surveys	Completed QLFS, GHS, DTS, IES, LCS, VOCS questionnaires		Conceptualised a framework and strategy for a national footprint for survey operations in the field	Strengthened internal capacity to manage a national survey operations programme	Establish a national footprint capability to serve the SANSS	Stabilise processes and systems of a national surveys programme	National surveys programme established	Maintain national surveys programme
				Completed 113 985 questionnaires	Completed 256 000 questionnaires				
				Rolled out an integrated fieldwork strategy • Established an annual household survey programme	Implemented integrated fieldwork strategy • Established a periodic household survey programme	Roll out an integrated fieldwork strategy • Establish Economic survey programme	Stabilise integrated fieldwork force	Integrated fieldwork force as part of national footprint	Improve Integrated fieldwork programme
Data processing									
31.	Coordinate and integrate processing activities across household surveys and administrative data	Processed and edited data-sets: QLFS, SESE, GHS, DTS, IES, LCS, VOCS, NHTS and COD		Developed a common data processing platform	Standardised data processing instruments, systems and methodologies	Integrate data processing instruments, systems and methodologies	Introduce integrated quality assurance systems and re-engineer processes	Integrated and standardised corporate data processing	Integrated and standardised corporate data processing
				Processed and edited datasets for household based surveys and administrative data	Processed and edited datasets for household based surveys and administrative data	Processed and edited datasets for household based surveys and administrative data	Processed and edited datasets for household based surveys and administrative data	Processed and edited datasets for household based surveys and administrative data	Processed and edited datasets for household based surveys and administrative data

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Household Survey Operations (Programme 7)								
Integrated fieldwork								
30.1	Number and timeliness of questionnaires completed		224 960	257 432	224 500	239 000	224 000	224 000
30.2	Number and timeliness of PSUs maintained and updated on the master sample		7 921	3 080	3 080	3 080	3 080	3 080
Subprogramme: Corporate Data Processing (Programme 7)								
Data processing								
31.1	Number and timeliness of questionnaires processed and edited		224 960	257 432	224 500	286 000	224 500	224 500
31.2	Number and timeliness of PSUs maintained and updated on the master sample		7 921	3 080	3 080	3 080	3 080	3 080
Mortality and causes of death								
31.3	Number of death notification forms processed and edited for mortality and causes of death		591 600	600 000	600 000	600 000	600 000	600 000

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Household Survey Operations (Programme 7)							
Integrated fieldwork							
30.1.1	Number and timeliness of completed questionnaires processed and edited for QLFS 2013, the first week after the quarter	Quarterly	128 000	32 000	32 000	32 000	32 000
30.1.2	Number and timeliness of completed questionnaires processed and edited for SESE 2013	Annually	15 000		15 000 by September 2013		
30.1.3	Number and timeliness of completed questionnaires for GHS, with a response rate of 85%	Quarterly	32 000	8 000	8 000	8 000	8 000
30.1.4	Number and timeliness of completed questionnaires for DTS, with a response rate of 85%	Quarterly	32 000	8 000	8 000	8 000	8 000
30.1.5	Number and timeliness of completed questionnaires for VOCS, with a response rate of 85%	Quarterly	32 000	8 000	8 000	8 000	8 000
30.2.1	Number and timeliness of PSUs maintained and updated on the master sample	Annually	3 080				3 080 by March 2014
Subprogramme: Corporate Data Processing (Programme 7)							
Data processing							
31.1.1	Number and timeliness of completed questionnaires processed and edited for QLFS 2013, the first week after the quarter	Quarterly	128 000	32 000	32 000	32 000	32 000
31.1.2	Number and timeliness of completed questionnaires processed and edited for SESE 2013	Annually	15 000				15 000 by March 2014
31.1.3	Number and timeliness of completed questionnaires processed and edited for GHS	Annually	32 000				32 000 by February 2014
31.1.4	Number and timeliness of completed questionnaires processed and edited for DTS	Annually	32 000				32 000 by February 2014

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Corporate Data Processing (Programme 7)							
Data processing							
31.1.5	Number and timeliness of completed questionnaires processed and edited for VOCS	Annually	24 000				24 000 by March 2014
31.1.6	Number and timeliness of completed questionnaires processed and edited for NHTS 2013	User paid	55 000	55 000 by June 2013			
31.2.1	Number and timeliness of PSUs maintained and updated on the master sample	Annually	3 080				3 080 by March 2014
Mortality and causes of death							
31.3.1	Number of death notification forms processed and edited for 2011 mortality and causes of death	Annually	600 000			600 000 by November 2013	

### 2.3.2 Management support

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

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

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

**Internal Audit:** Internal Audit will assist management in improving internal controls, risk management and governance by providing independent risk-based assurance services, as well as advisory services as required by the Public Finance Management Act (Act No. 1 of 1999) (PFMA).

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

**Strategic objective:** To improve productivity and service delivery

**Objective statement:** To improve efficiency and effectiveness of good governance through integrated planning, reporting, monitoring and auditing

**Baseline:** Strategic and operational plans  
Monthly, quarterly and annual reports

**Justification:** This objective will contribute to good governance and accountability by driving the strategic direction and monitoring organisational performance, building project management capability, developing and implementing a knowledge management system, facilitating operational planning, monitoring and reporting, providing integrated management information and conducting internal audits

**Links:** This objective will contribute to an efficient, effective and development-oriented public service

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and accountability									
32.	Drive the strategic direction and monitor organisational performance	5-year strategic plan, annual work programmes, divisional plans, quarterly performance and annual reports	Tabled in Parliament work programme  Tabled in Parliament annual report and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee	Tabled in Parliament work programme and 5-year strategic plan  Tabled in Parliament annual report and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee	Improved management of organisational performance  Tabled in Parliament annual report and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee	Improve management of organisational performance  Provide quarterly and annual progress reports on implementation of new strategic direction according to the balanced scorecard	Improve management of organisational performance  Provide quarterly and annual progress reports on implementation of new strategic direction	Goals and milestones as set out in strategic plan and work programme achieved  Provide quarterly and annual progress reports on implementation of new strategic direction	Table work programme and 5-year strategic plan in Parliament  Provide quarterly and annual reports on implementation of new strategic direction
33.	Provide integrated management information to inform decision-making	Integrated management information	Compiled and provided monthly status reports against integrated publications calendar of Stats SA, integrated operational schedule for large sample surveys, performance reports for key projects, integrated milestones reports, dashboard reports and real time management reports	Compiled and provided monthly status reports against integrated publications calendar of Stats SA, integrated operational schedule for large sample surveys, performance reports for key projects, integrated milestones reports, dashboard reports and real time management reports	Compiled and provided monthly integrated programme and project management information.  The monthly integrated management information reports were submitted to Exco and SMS	Provide monthly integrated programme and project management information	Enhance monthly integrated programme and project management information	Enhance monthly integrated programme and project management information	Provide monthly integrated programme and project management information



Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and accountability									
33.	Build project and programme management capabilities and facilitate integrated operational planning and reporting	Staff trained	Trained 20 staff members in project management; Provided project management support to 8 projects; supported 6 clusters in operational planning, monitoring and reporting	Trained 37 staff members in project management; empowered 10 projects in project management planning and reporting; supported 7 clusters in operational planning, monitoring and reporting	Trained 277 Census 2011 staff members in project management  Empowered and provided project management expertise to Census 2011 project team  Facilitated operational planning, monitoring and reporting across 7 clusters	Build capacity and provide project management support to a priority project of Stats SA; facilitate operational planning and reporting	Build capacity and provide project management support to a priority project of Stats SA; facilitate operational planning and reporting	Build capacity and provide project management support to a priority project of Stats SA; facilitate operational planning and reporting	Build capacity and provide project management support to a priority project of Stats SA; facilitate operational planning and reporting
34.	Provide internal audit services to Stats SA	Report on audits conducted	Conducted the following audits: population and social statistics, provincial and district offices, economics statistics, corporate procedures financial management, DMT and governance relating to core business	Conducted the following audits: population and social statistics, provincial and district offices, financial management, DMT and governance relating to core business	Conducted the following audits: population and social statistics, provincial and district offices, financial management, SCM, FMLS and HR. DMT and governance relating to core business audits will be finalised in 2012.	Conduct internal audits in line with the risk management register	Conduct internal audits in line with the risk management register	Conduct internal audits in line with the risk management register	Conduct internal audits in line with the risk management register

Table 2: Annual Performance Plan targets

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Strategy (Programme 1)								
Strategic planning and reporting								
32.1	Number and timeliness of reports	6	6	6	6	6	6	6
Subprogramme: Programme Office (Programme 1)								
Programme and project management								
33.1	Number of staff members trained in project management	33	37	277	20	20	20	20
33.2	Number of projects empowered in accordance with Stats SA's project management framework	8	10	1	1	1	1	1
33.3	Number of clusters empowered in operational planning and reporting	6	7	7	7	7	7	7
33.4	Number of monthly integrated management information reports to Exco	12	12	12	12	12	12	12
Subprogramme: Internal Audit (Programme 1)								
Internal audit								
34.1	Number of internal audits conducted and approved by the Audit Committee	36	32	20	20	22	22	22

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Subprogramme: Strategy (Programme 1)</b>							
<i>Strategic planning and reporting</i>							
32.1.1	Number and timeliness of planning and reporting documents/reports tabled in Parliament	Annually	2				Work Programme (2014/15) tabled in Parliament by March 2014
32.1.2					Annual report tabled in Parliament by September 2013		
32.1.3	Number and timeliness of quarterly reports	Quarterly	4	1	1	1	1
<b>Subprogramme: Programme Office (Programme 1)</b>							
<i>Programme and project management</i>							
33.1.1	Number of staff members trained in project management	Annually	20				20 staff members trained in project management by March 2014
33.2.1	Number of projects empowered in accordance with Stats SA's project management framework	Annually	1				Stats SA priority project supported by March 2014
33.3.1	Number of clusters empowered in operational planning and reporting	Annually	7				7 clusters supported in operational planning and reporting by March 2014
33.4.1	Number of monthly integrated management information reports to Exco	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Internal Audit (Programme 1)							
Internal audit							
34.1.1	Number of internal audits conducted and approved by the Audit Committee	Annually	<sup>23</sup> 22	3	6	7	6

### 2.3.3 Governance and administration

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

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

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

**Strategic objective:** Improve productivity and service delivery

**Objective statement:** Improve the efficiency and effectiveness of corporate support services by promoting good governance practices

**Baseline:** Unqualified audit opinion

<sup>23</sup> The finalisation of the Internal Audit coverage plan 2013/14 is dependent on the approval of the Audit Committee.

**Justification:** This objective will contribute to good governance and accountability by coordinating internal policy reviews and development, facilitating organisational risk management, promoting fraud prevention, providing legal support, human resource services, reliable and cost-effective fleet and travel services and providing efficient financial, procurement, asset management and provincial financial support services

**Links:** This objective will contribute to an efficient, effective and development-oriented public service

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and administration									
Human resource management									
35.	Enhance human resource management practices	Timely and effective human resource management services	Appointed 2 424 contract staff for surveys and projects (Geography, Census pilot, Census@School, DTS and GHS)	Appointed 750 contract staff for surveys and projects (IES)	Appointed 26 241 listers, 120 861 field workers, 17 245 supervisors, 1 048 data processors, 1 075 PES field workers and supervisors  Submitted HRM strategic plan, implemented wellness programmes and processed leave records within 30 days of submission  Handled 46 misconducts and 19 grievances	Optimise census and survey operations to realise efficiency gains	Deploy national footprint	Employer of choice	Employer of choice

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and administration									
Human resource management									
35.	Enhance human resource management practices	Timely and effective human resource management services		Deployed professional staff internally to strengthen capacity	Deployment of public services staff (e.g. teachers) to survey operations in line with Public Service Act, as part of the build-up towards the national footprint) was not done	Deploy professional staff internally to strengthen capacity	Deploy professional staff to SANSS to build statistical capacity		
				Enhanced turnaround time for employment practices	Change management and strategy division worked together in the Strategy in Action Project to implement the new strategic direction	Drive a change management programme in preparation for relocation of Stats SA's Head Office	Maintain a motivated workforce	Motivated workforce	Motivated workforce
Security, logistical and transport services									
36.	Provide a reliable and cost-effective fleet and travel service	Timely and efficient logistical, travel and fleet services	Established a departmental Transport Committee and commenced with the subsidised scheme	Provided cost-effective logistical, fleet and travel services <ul style="list-style-type: none"><li>• Piloted travel solution</li><li>• Approved 52 vehicle subsidies</li></ul>	Implemented subsidised vehicle system as part of the integrated fieldwork strategy	Close down census operations in district and satellite offices	Increase efficiency gains of a cost-effective fleet and travel service	Optimal logistical, fleet and travel services meeting user needs timeously	Optimal logistical, fleet and travel services meeting user needs timeously

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and administration									
Security, logistical and transport services									
36.	Provide a reliable and cost-effective fleet and travel service	Timely and efficient logistical, travel and fleet services			Improved turnaround time of fleet and logistical services				
				Finalised procurement of warehouse for Census 2011. Lease agreements for 32 offices were also finalised	Provided fleet, security and logistical support to Census 2011  Provided 7 500 vehicles for Census 2011, signed lease agreements for 63 offices but cancelled 6 and conducted 74 security appraisals  Conducted audits on OHSA and completed screening and vetting of Stats SA employees				

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and administration									
Financial management and administration									
37.	Provide effective financial management in line with relevant legislation	Unqualified audit	Approved demand management strategy and plan. Implementation was done in the next financial year	Consolidated an integrated demand management plan	Improved financial processes, systems and controls in preparation for Census 2011  Paid 26 610 Census 2011 fieldwork supervisors and 106 130 field workers  Submitted bi-annual financial statements to the Auditor-General and National Treasury and bi-annual tax reconciliation to SARS as scheduled  Integrated demand management plan and acquisition plan was compiled	Optimise on efficiency gains to 'do more with less'	Review financial systems to ensure effective and efficient service delivery	Unqualified audit based on sound financial management and administrative systems	Unqualified audit based on sound financial management and administrative systems



Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and administration									
Financial management and administration									
37.	Provide effective financial management in line with relevant legislation	Unqualified audit		Reprioritised budget in line with new strategic direction	Improved turnaround times of procurement services  Compiled asset reports as scheduled  Compiled management cash flows and submitted to PFAS as scheduled	Monitor the impact of improved service delivery	Facilitate improvement of demand planning  Costing of decentralised functions as per outcome of work study report	Improve productivity through phased decentralisation of functions	Improve financial management and administration
			Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements as scheduled	Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements, monthly IYS and Ministers report as scheduled	Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements, monthly IYS and Ministers report as scheduled	Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements	Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements	Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements	Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Governance and administration									
Corporate governance									
38.	Facilitate organisational risk management in line with PFMA requirements and best practice	Unqualified audit	Top organisational risks were not compiled as scheduled  Presented quarterly reports to the Risk Management Steering Committee and Audit Committee.  Reviewed risk management framework, strategy/plan and policy	Rolled out risk management system (CURA)  Identified top organisational risks  Presented quarterly reports to the Risk Management Steering Committee, Audit Committee and Exco	Compiled and presented quarterly risk reports and top ten organisational risks to the Risk Management Steering Committee, Audit Committee and Exco  Submitted report on incidence of fraud to Exco and OPSC	Improve corporate governance processes and systems	Optimal governance processes and systems	Unqualified audit based on good governance	Improve business continuity systems and maintain risk maturity
				Developed mitigating strategies and action plans to address strategic risks	Developed mitigating strategies and action plans to address strategic risks	Monitor strategic risks	Monitor strategic risks	Monitor strategic risks	Monitor strategic risks

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

**Governance and compliance:**

- Improve corporate governance, which includes the provision of a reliable reporting mechanism and the roll-out of the amended risk management framework;
- Enhance fraud awareness;
- Conduct critical task analysis;
- Conduct strategic risk assessments;
- Ensure mitigating strategies to address strategic risks; and
- Monitoring and evaluation of business continuity.

**Financial management and administration:**

- Improve the integrated demand management plan to enable strategic sourcing of commodities, which will improve on efficiencies and cost-effectiveness;
- Monitor and report the implementation of the decentralisation;
- Improve turnaround time of procurement services;
- Improve cash flow management; and
- Provide reliable and quality accounting information (document management).

**Human resource management:**

- Institutionalise performance management to become an integral part of people development and impact on career development and human resource retention;
- Review the job grading processes and streamline the approach to job grading;
- Conduct a skills audit to establish the skills which are required in the organisation;
- Implement a staff retention strategy to ensure the retention of scarce skills; and
- Implement a succession planning programme.

**Facilities management, logistics and security:**

- Develop and pilot a travel service through an in-house agency to enable reliable and cost-effective travel services;
- Improve turnaround time of fleet and logistical services; and
- Improve working environment.

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Human Resource Management (Programme 1)								
Recruitment and retention; Support to surveys and projects; Human resource planning								
35.1	Percentage contract staff recruited and appointed within project timelines	2 887	3 850	166 470	100%	100%	100%	100%
35.2	Percentage permanent staff appointed within 10 weeks of advertisement				60%	75%	90%	90%
35.3	Vacancy rate	18%	14%	14%	12%	10%	10%	10%
35.4	Number and timeliness of human resource management reports, policies and documents: <ul style="list-style-type: none"><li>• HRM Strategic Plan</li><li>• Annual report</li><li>• EE report</li><li>• Succession plan</li></ul>	8	6	5	4	4	4	4
Organisational development and change management								
35.5	Percentage performance contracts signed	85%	86%	88%	100%	100%	100%	100%
35.6	Percentage performance evaluations signed	90%	92%	95%	100%	100%	100%	100%
35.7	Percentage change management (CM) intervention requests supported				CM framework approved	100%	100%	100%
Labour relations and employee wellness								
35.8	Percentage grievance cases addressed within 30 days	48,3%	54,3%	100%	100%	100%	100%	100%
35.9	Percentage disciplinary cases addressed within 60 days	51,3%	48,2%	100%	100%	100%	100%	100%
35.10	Number of employee wellness programmes coordinated: <ul style="list-style-type: none"><li>• Scholars’ programme x2</li><li>• Retirement programme</li><li>• Women’s Day</li><li>• Disability Indaba</li><li>• World HIV/AIDS Day</li></ul>	5	5	6	6	6	6	6

Table 2: Annual Performance Plan targets (continued)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Human Resource Management (Programme 1)								
Benefit administration								
35.11	Percentage leave records processed within 30 days			100%	100%	100%	100%	100%
Subprogramme: Facilities Management, Logistics and Security (Programme 1)								
Logistics management, security and facilities								
36.1	Number and timeliness of monthly reports on monitoring and evaluation of fleet management services (specifically for leased vehicles for projects/surveys)	12	12	12	12	12	12	12
36.2	Percentage travel and accommodation services provided within 3 days	100%	100%	100%	100%	100%	100%	100%
36.3	Number and timeliness of monthly reports on reconciliation and monitoring of travel and accommodation expenditure against the BAS system	12	12	12	12	12	12	12
36.4	Percentage pre-screening submitted to State Security Agency, results received within 30 days				80%	100%	100%	100%
36.5	Percentage employees screened				50%	70%	100%	100%
36.6	Percentage internal investigation received and finalised				70%	90%	100%	100%
36.7	Percentage third party claims finalised				80%	85%	90%	90%
36.8	Number and timeliness of security and compliance appraisals and/or audits conducted in Stats SA buildings		5	5	5	5	5	5
36.9	Number and timeliness on OHSA audits conducted					4	4	4

Table 2: Annual Performance Plan targets (continued)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Financial administration (Programme 1)								
Financial management, financial accounting, financial advisory, supply chain management and asset management								
37.1	Number and timeliness of financial management reports, documents and statements	15	15	15	15	15	15	15
37.2	Number and timeliness of financial accounting reports, documents and statements	6	6	6	6	2	2	2
37.3	Number and timeliness of financial statements submitted to National Treasury	4	4	5	5	4	4	4
37.4	Percentage payments done within 30 days	75%	91%	75%	100%	100%	100%	100%
37.5	Percentage payroll certificates signed within 10 days	63%			100%	100%	100%	100%
37.6	Number and timeliness of reports on provincial visits compiled	29	15	22	36	36	36	36
37.7	Number of compliance reports compiled (internal controls)	4			4	4	4	4
37.8	Number and timeliness of quarterly reports on management of cash flows in the provinces	4			4	4	4	4
37.9	Number and timeliness of integrated demand management and asset acquisition plans approved	1			1	1	1	1
37.10	Percentage goods and services procured from black owned institutions (promotion of BEE)	77%	43%	70%	75%	60%	60%	60%
37.11	Percentage contracts signed within 30 days of submission	63%	78%	71%	80%	80%	90%	100%
37.12	Percentage bids awarded within 12 weeks of advertisement	11%	63%	22%	60%	60%	60%	60%
37.13	Number and timeliness of reports on reconciliation, verification and disposal of assets	2	6	8	9	9	9	9

Table 2: Annual Performance Plan targets (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Corporate Governance (Programme 1)								
Policies, risk management and legal services								
38.1	Number of policies reviewed and approved			6	4	4	4	4
38.2	Number and timeliness of organisational risk management and fraud prevention plans and reports	5	5	10	10	10	10	10
38.3	Percentage (number) legal cases (litigation) reported and handled on time	147	229	69	80%	80%	80%	80%
38.4	Percentage (number) contracts vetted and legal opinions rendered on time			471	100%	100%	100%	100%

Table 3: Quarterly Performance Plan targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Human Resource Management (Programme 1)							
Recruitment and retention; Support to surveys and projects; Human resource planning; Change management							
35.1.1	Percentage contract staff recruited and appointed within project timelines	Quarterly	100%	100%	100%	100%	100%
35.2.1	Percentage permanent staff appointed within 10 weeks of advertisement	Quarterly	60%	60%	60%	60%	60%
35.3.1	Vacancy rate (permanent)	Quarterly	10%	10%	10%	10%	10%
35.4.1	Number and timeliness of human resource management reports, policies and documents	Annually	4	HRM annual report by May 2013	HRM Strategic Plan by August 2013		
35.4.2	<ul style="list-style-type: none"><li>• HRM Strategic Plan</li><li>• Annual report</li><li>• Employment Equity (EE) report</li><li>• Succession plan</li></ul>				EE report by September 2013	Succession plan approved by November 2013	

Table 3: Quarterly Performance Plan targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Human Resource Management (Programme 1)							
Organisational Development and change management							
35.5.1	Percentage performance contracts signed	Annually	100%	100% performance contracts signed by June 2013			
35.6.1	Percentage performance evaluations signed	Annually	100%	100% performance evaluations signed by June 2013			
35.7.1	Percentage change management intervention requests supported	Annually	100%				100% change management interventions conducted by March 2014
Labour relations and employee wellness							
35.8.1	Percentage grievance cases addressed within 30 days	Quarterly	100%	100%	100%	100%	100%
35.9.1	Percentage disciplinary cases addressed within 60 days	Quarterly	100%	100%	100%	100%	100%
35.10.1	Number of employee wellness programmes coordinated	Quarterly	6	Scholars' programme by June 2013	Retirement programme by July 2013	Disability Indaba in November 2013	Scholars' programme by February 2014
35.10.2					Women's Day by August 2013	World HIV/AIDS Day in December 2013	
Benefit administration							
35.11.1	Percentage leave records processed within 30 days	Quarterly	100%	100%	100%	100%	100%



Table 3: Quarterly Performance Plan targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Facilities Management, Logistics and Security (Programme 1)							
Logistics management							
36.1.1	Number and timeliness of monthly reports on monitoring and evaluation of fleet management services (specifically for leased vehicles for projects/surveys)	Quarterly	12	3	3	3	3
36.2.1	Percentage travel and accommodation services provided within 3 days	Quarterly	100%	100%	100%	100%	100%
36.3.1	Number and timeliness of monthly reports on reconciliation and monitoring of travel and accommodation expenditure against the BAS system	Quarterly	12	3	3	3	3
Security							
36.4.1	Percentage pre-screening submitted to State Security Agency, results received within 30 days	Quarterly	100%	100%	100%	100%	100%
36.5.1	Percentage employees screened	Quarterly	70%	70%	70%	70%	70%
36.6.1	Percentage internal investigation files received and finalised	Quarterly	90%	90%	90%	90%	90%
36.7.1	Percentage third party claims finalised	Quarterly	85%	85%	85%	85%	85%
36.8.1	Number and timeliness of security and compliance appraisals and/or audits conducted in Stats SA buildings	Annually	1				Security and compliance appraisal conducted in all Stats SA buildings by March 2014
36.9.1	Number and timeliness on OHSA audits conducted	Quarterly	4	1	1	1	1

Table 3: Quarterly Performance Plan targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Financial Management and Supply Chain Management (Programme 1)							
Financial management							
37.1.1	Number and timeliness of financial management reports, documents and statements	Annually and monthly	15	3 IYM reports	3 IYM reports	3 IYM reports	3 IYM reports
37.1.2					Medium term expenditure estimates (MTEF) by August 2013	Adjusted estimates of national expenditure (AENE) by October 2013	
37.1.3						Estimates of national expenditure (ENE) by December 2013	
Financial accounting							
37.2.1	Number and timeliness of financial accounting reports, documents and statements	Bi-annually	2	Submission of bi-annual tax reconciliation to SARS by May 2013		Submission of bi-annual tax reconciliation to SARS by October 2013	
37.3.1	Number and timeliness of financial statements	Quarterly	5	1 set of interim and 1 set of final annual financial statements to the National Treasury and Auditor-General	1 set of interim financial statements to National Treasury	1 set of interim financial statements to National Treasury	1 set of interim financial statements to National Treasury
37.4.1	Percentage payments within 30 days	Monthly	100%	100%	100%	100%	100%
37.5.1	Percentage payroll certificates signed and retained within 10 days	Monthly	100%	100%	100%	100%	100%
Financial Advisory Support							
37.6.1	Number of reports on provincial visits compiled	Quarterly	36	9	9	9	9
37.7.1	Number and timeliness of compliance reports compiled (internal controls)	Quarterly	4	1	1	1	1

Table 3: Quarterly Performance Plan targets (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Financial Management and Supply Chain Management (Programme 1)							
Financial Advisory Support							
37.8.1	Number and timeliness of quarterly reports on management of cash flows in the provinces	Quarterly	4	1	1	1	1
Supply Chain Management							
37.9.1	Number and timeliness of integrated demand management and asset acquisition plan approved	Annually	1				Integrated demand management and asset acquisition plan by March 2014
37.10.1	Percentage goods and services procured from black owned institutions (promotion of BEE)	Quarterly	60%	60%	60%	60%	60%
37.11.1	Percentage contracts signed within 30 days of submission	Quarterly	80%	80%	80%	80%	80%
37.12.1	Percentage bids awarded within 12 weeks of advertisement	Quarterly	60%	60%	60%	60%	60%
Asset Management							
37.13.1	Number and timeliness of quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD)	Quarterly	4	1	1	1	1
37.13.2	Number and timeliness of reports on asset verification conducted	Biannually	2	1		1	
37.13.3	Number and timeliness of reports on asset disposal conducted	Biannually	2	1		1	
37.13.4	Number and timeliness of reports on acquisition plans for the department	Annually	1				1

Table 3: Quarterly Performance Plan targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Corporate Governance (Programme 1)							
Policy coordination							
38.1.1	Number of policies reviewed and approved	Quarterly	4	1	1	1	1
Risk management							
38.2.1	Number and timeliness of top organisational risks compiled	Annually	1			Top 10 organisational risks for 2014/15 by November 2013	
38.2.2	Number and timeliness of organisational risk register compiled	Annually	1			Organisational risk register for 2014/15 by November 2013	
38.2.3	Number and timeliness of quarterly risk management reports presented to Exco and Audit Committee	Quarterly	4	1	1	1	1
38.2.4	Number of quarterly reports on incidence of fraud to Exco and OPSC	Quarterly	4	1	1	1	1
Legal support							
38.3.1	Percentage legal cases (litigation) reported and handled	Quarterly	80%	80%	80%	80%	80%
38.4.1	Percentage contracts vetted on time	Quarterly	100%	100%	100%	100%	100%
38.4.2	Percentage legal opinions rendered on time	Quarterly	100%	100%	100%	100%	100%



The contribution of the Agriculture, forestry and fishing sector was 2,2% in the fourth quarter of 2012.

Source: Gross Domestic Product, February 2013



2.4 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 Act, which is a prerequisite if the demand for statistics in the country is to be met. The NSDS will be compiled in collaboration with partners in the SANSS.

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;
- Integrating 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.

Over the medium term, some of the initiatives will include:

- Developing a bill to amend the Statistics Act (Act No.6 of 1999)
- Establishing a portal linking other statistical information systems to Stats SA;
- Expanding statistical subsystems within social and economic statistics systems: and
- Increase the certification of other statistics as official.

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

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

**Objective statement:** Increase the supply of official statistics to inform evidence-based decisions through the coordination of statistical production among organs of state

**Baseline:** Number of organs of state receiving technical support and advice in statistical production: 10



**Justification:** This objective will contribute to ensure relevance, alignment and avoid duplication of statistical information by providing strategic direction to statistical development, coordinating statistical production and statistical reporting

**Links:** This objective will contribute to improving the measurement of the economy and society

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
An enabling regulatory environment									
39.	Create a regulatory environment to enhance the supply and use of statistics in the country	Amended Statistics Act (Act No. 6 of 1999)		Identified key elements for the revision of the Statistics Act (Act No. 6 of 1999)	Feasibility study on introducing statistical regulation and policy was not completed	Develop statistical regulation and policy	<sup>24</sup> Review Statistics Act (Act No. 6 of 1999)	Amendments to Statistics Act (Act No. 6 of 1999)	
						Develop a bill to amend the Statistics Act (Act No. 6 of 1999)			
Statistical planning across all organs of state									
40.	Provide strategic direction for statistical development in the country	NSS strategy		Conceptual design for the National Strategy for the Development of Statistics (NSDS) was not completed	Conceptual design for the National Strategy for the Development of Statistics (NSDS) was not completed	Compile the NSDS  Establish Information collection approval	<sup>25</sup> Develop reporting processes to monitor implementation of the NSDS and statistical programmes		

<sup>24</sup> Stats SA has embarked on a process to develop a policy document for the implementation of statistical coordination. Developing a bill to amend the Act will not be achieved and will affect plans in 2013/14 and 2014/15.

<sup>25</sup> The development of the NSDS has not been completed due to finalisation of the policy document. The compilation and approval of sector statistical plans for Health, Education, Crime and Science and Technology are dependent on the NSDS. Therefore, targets scheduled for 2013/14 and 2014/15 will not be achieved.

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Statistical planning across all organs of state									
40.	Provide strategic direction for statistical development in the country	Education sector statistical plan		Draft statistical programme for education sector was not completed	Statistical programme for education sector was not approved as a plan was not received from the Department of Education	Include statistical programme for education sector in performance plans of relevant Ministries	Publish statistical programme for education sector	Publish statistical programme for education sector	Publish statistical programme for education sector
		Health sector statistical plan		Draft statistical programme for health sector was not completed	The District Health Information System (DHIS) subsystem was mapped and SASQAF diagnostic tool was applied to DHIS facilities.A report was submitted to DOH	Include statistical programme for health sector in performance plans of relevant Ministries	Publish statistical programme for health statistics		
		Justice and crime sector statistical plan		Draft statistical programme for crime statistics was not completed	Statistical programme for crime statistics was not achieved due to human resource constraints	Approve statistical programme for crime statistics	Include statistical programme for crime statistics in performance plans of relevant Ministries	Publish statistical programme for crime statistics	Publish statistical programme for crime statistics
		Science and technology statistical plan		Draft statistical programme for the Department of Science and Technology was not completed	Statistical programme for Department of Science and Technology was not approved because the plan was not received from DST	Include statistical programme for Department of Science and Technology in departmental performance plans	Publish statistical programme for science and technology surveys	Publish statistical programme for science and technology surveys	Publish statistical programme for science and technology surveys



Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Coordination of statistical production									
41.	Coordinate statistical production in the country	National Statistics System		Conceptual framework for economic and social statistics subsystems was not designed	The economic and social subsystems were not defined due to human resource constraints	Establish protocols for data provision and data sharing amongst stakeholders			
					Identification of data sources within each subsystem across the statistical themes was not completed				
					Establishment of governance structures for the subsystems was not completed	Establish user-producer and producer-producer forums	<sup>26</sup> Establish statistics units in other government departments	Establish statistics units in other government departments	
Statistical support and advice									
42.	Coordinate statistical production in the country	Social statistics subsystem		Compiled 9 provincial reports and imputation reports on annual school survey	Provided technical support to Basic Education in self-assessment against SASQAF	Conduct an independent quality assessment against SASQAF	Monitor implementation and provide support	Sustain statistical support advice	Expand statistical support
				Education statistics subsystem was not mapped	Supported the development of a quality improvement plan	Compile quality improvement plan to be implemented by partner			

<sup>26</sup> The establishment of statistics units will follow the approval of the policy document.

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Statistical support and advice									
42.	Coordinate statistical production in the country	Social statistics subsystem		Improvement plans for education statistics was not done					
				Compiled district health information system report	Mapped health statistics subsystem	Provide technical support to health in self-assessment against SASQAF	<sup>27</sup> Conduct an independent quality assessment against SASQAF	Publish results of the independent quality assessment	Publish results of the independent quality assessment
					Recommended data improvement plans	Support the development of a quality improvement plan	Compile quality improvement plan to be implemented by partner		
				Status report on crime statistics was not done	Mapped crime statistics subsystem	Provide technical support to SAPS in self-assessment against SASQAF	<sup>28</sup> Conduct an independent quality assessment against SASQAF	Publish results of the independent quality assessment	
					Recommended data improvement plans	Support the development of a quality improvement plan	Compile quality improvement plan to be implemented by partner		
				MDG data are available on the NSS server	Established protocols for accessibility of data holdings	Increase accessibility and use	Maintain and update MSSl	Maintain and update MSSl	

<sup>27</sup> The department has embarked on the assessment of the district health information system in Limpopo, Mpumalanga and KwaZulu-Natal. This is a long term project and will affect targets over the medium term.

<sup>28</sup> The progress report on crime statistics has outlined future improvements to the crime statistics system. The assessment will be conducted in subsequent years.

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Statistical support and advice									
42.	Coordinate statistical production in the country	Social statistics subsystem			Creation of links on website with data-originating departments was not completed	Provide data management to partners			
				Established Business Registration Reform Project	Facilitated coordination of statistical frames <ul style="list-style-type: none"><li>Strengthen relationship with SARS and the dti to improve integrated Business Register</li></ul>	Make master sample available to partners			
					Developed conceptual framework for coordinating statistical frames	Conduct a feasibility study to assess the transformation of the national population register into a statistical frame	<sup>29</sup> Publish report on recommendations	Provide support to Home Affairs to implement recommendations	
Statistical reporting amongst organs of state									
43.	Coordinate statistical reporting in and by the country	International statistical reporting		Published MDG country report	Updated MDG indicators and identified data gaps	Update MDG indicators and identify data gaps	Update MDG indicators and identify data gaps	Publish 3 <sup>rd</sup> MDG country report for 2014	
						Develop MDG process	Coordinate MDG process for 2014		

<sup>29</sup> Ongoing discussions between Stats SA and Home Affairs on the quality and completeness of the population register will inform future actions and technical support. A report will not be published in 2013/14.

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Statistical support and advice									
43.		National statistical reporting		Reviewed development indicators for SA in collaboration with Ministry of Performance Monitoring and Evaluation	Compiled an indicator database that meets South Africa's statistical reporting obligations	Maintain and update an indicator database that meets South Africa's statistical reporting obligations	Maintain and update an indicator database that meets South Africa's statistical reporting obligations	Maintain and update an indicator database that meets South Africa's statistical reporting obligations	
Raise the profile and status of statistics									
44.	Promote the use of statistical information in decision-making	Policy framework on use of statistics		Drafted advocacy programme	Integrated statistics in policy formulation processes to support development outcomes was not done as the framework has not been improved by cabinet	Integrate statistics in policy formation processes to support development outcomes	<sup>30</sup> Integrate statistics in policy formation processes to support development outcomes	Integrate statistics in policy formation processes to support development outcomes	

<sup>30</sup> The promotion of the use of statistical information in policy formulation is addressed in the policy document.

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Strategy (Programme 1)								
An enabling regulatory environment								
39.1	Number of legal documents developed		1	1	1	1	1	1
Subprogramme: National Statistics Systems (Programme 1)								
Statistical planning across all organs of state								
40.1	Number of statistical planning documents compiled			1	3	4	4	4
Coordination of statistical production								
41.1	Number of subsystems and governance structures established for the SANSS		1	1	3	2	2	2
Statistical support and advice								
42.1	Number of organs of state received technical support in statistical production			10	10	10	10	10
Statistical reporting amongst organs of state								
43.1	Number of national and international statistical reports compiled		1	3	4	3	4	4

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Strategy (Programme 1)							
An enabling regulatory environment							
39.1.1	Number of legal documents developed	Annually	1				Policy document submitted to Cabinet by March 2014
Subprogramme: National Statistics Systems (Programme 1)							
Statistical planning across all organs of state							
40.1.1	Number of statistical planning documents compiled	Annually	4				4 statistical plans compiled by March 2014
Coordination of statistical production							
41.1.1	Number of subsystems and governance structures established for the SANSS	Annually	2				2 subsystems and governance structures established by March 2014
Statistical support and advice							
42.1.1	Number of organs of state received technical support in statistical production	Annually	10				10 reports on technical support provided by March 2014
Statistical reporting amongst organs of state							
43.1.1	Number of national and international statistical reports compiled	Annually	3				3 international statistical reports submitted to international agencies

In 2011, 16,1% of the population was covered by a medical aid scheme.

Source: General Household Survey, 2011



## 2.5 Investing in learning and growth

### 2.5.1 Investing in human capital

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

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. A priority over the medium term is the establishment of a Statistics Training Institute (the ISlballo Institute) that will play an important role in developing statistical capacity in the country.

Stats SA has developed and implemented the E-learning programme, which continues to offer various courses across the organisation.

Other initiatives include the signing of Memorandum of Understanding with tertiary institutions to offer post-graduate diploma in official statistics, where the first intake will be in 2013/14 and the second one in 2014/15. The programme is intended to enhance skill of young statisticians already in the field both in the academic environment and in the corporate world.

<b>Strategic objective:</b>	Invest in the learning and growth of the organisation
<b>Objective statement:</b>	Improve statistical skills base through a statistical literacy schools programme, partnership with tertiary institutions and establishing a Statistics Training Institute (the ISlballo Institute)
<b>Baseline:</b>	Number of staff members trained: 1 320
<b>Justification:</b>	This objective will contribute to improve statistical literacy at school and tertiary level, and building capacity within Stats SA and the SANSS
<b>Links:</b>	This objective will contribute to improve the quality of basic education and a skilled and capable workforce to support an inclusive growth path



Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Human capital									
45.	Improve statistical literacy in schools	Training workshops	Conducted Maths4Stats workshops in 9 provinces as scheduled and maintained the website. Conducted Census@ School and presented report at the ISI conference in August 2009	Conducted Maths4Stats workshops in 6 provinces as scheduled. Four provinces were affected by the teachers' strike; Training manuals for Census@ School were delayed and results were not disseminated	Conducted Maths4Stats workshops in 6 provinces  Training materials for statistical literacy programme ( <i>maths4stats</i> ) was not developed because HCD could not appoint the consultant	Schools programme: • Maths4Stats	Schools programme: • Maths4Stats	Schools programme: • Maths4Stats	Schools programme: • Maths4Stats
46.	Establish partnerships with tertiary institutions to strengthen statistical capacity in the country	Training reports	Established urban and regional statistics partnership/ chair with University of Stellenbosch. MoU on Agricultural statistics partnerships/ chair was not finalised	Enrolled 13 staff members for the CRUISE course, while 18 employees attended short courses at Stellenbosch University. Agricultural statistics partnerships/ chair was not finalised due to scope changes	Enrolled 11 staff members for the CRUISE course, while 34 employees attended short courses at Stellenbosch University	Tertiary programme • Enrol students for masters programme • Research report on space economy	Tertiary programme • Enrol students for masters programme • Research report on space economy	Tertiary programme • Enrol students for masters programme • Research report on space economy	Tertiary programme • Enrol students for masters programme • Research report on space economy

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Human capital									
47.	Improve statistical training, competency and skills for Stats SA employees	Training plans	Submitted workplace skills plan and PSETA reports. Did not implement E-learning as scheduled and research was discontinued due to financial constraints. Awarded 15 local study bursaries	Submitted workplace skills plan, approved training plan, 58 appointed interns. 239 attended induction. 97 attended leadership training. 11 attended French lessons. 3 320 attended other courses	Submitted workplace skills plan, approved training plan, 31 appointed interns. 116 attended induction. 163 attended leadership training. 121 attended statistical training. 1 428 attended other courses	Inside Stats SA • 55 interns appointed • Expand training programme • Expand on E-learning solution courses	<sup>31</sup> Inside Stats SA • 65 interns appointed • Merge internal training programme with Statistics Training Institute	Inside Stats SA • 75 interns appointed	Inside Stats SA • 80 interns appointed
			Appointed 43 interns, 306 attended leadership courses, 1 156 statistical training, 1 286 generic training, 634 IT training and 36 SADC Survey Methodology course	150 attended SADC Survey Methodology course. 420 bursaries approved and 225 registered at institutions. Awarded 9 local study bursaries	32 attended SADC Survey Methodology course. 461 bursaries approved and 225 registered at institutions. Awarded 13 local study bursaries				
			Awarded 42 foreign study bursaries (20 EASTC and 22 ENSEA)	Awarded 2 local study bursaries (1 EASTC and 1 in ENSEA)	No bursaries awarded due to budget constraints	Mobilise trained staff into household survey programme			

<sup>31</sup> Stats SA will not be in a position to appoint 65 interns for 2013/14 due to financial constraints.

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Human capital									
47.	Improve statistical training, competency and skills for Stats SA employees	Training plans	Obtained accreditation for certificate courses and approved training material	Piloted certificate course in official statistics	Proposal for the establishment of an independent training institute was not completed  Study material for Official Statistics Certificate was approved and 31 students enrolled in the course	Expand scope of Statistics Training Institute • Training in 1-year Certificate in Official Statistics for 100 candidates • Develop additional content courses	<sup>32</sup> Expand scope of Statistics Training Institute • Training in 1-year Certificate in Official Statistics for 100 candidates • Offer training to partners in the SANSS	Statistics Training Institute established	Centres of continuing education in tertiary institutions offering certificate in official statistics

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Human Capacity Development (Programme 1)								
Statistical literacy at schools level								
45.1	Number of training materials/reports for statistical literacy programme	1		0	2	1	1	1
Statistical capacity building at tertiary level								
46.1	Number of students enrolled for tertiary education			11	18	10	10	10

<sup>32</sup> The target for training in the Certificate in Official statistics has been adjusted to 30 candidates.

Table 2: Annual Performance Plan targets (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Human Capacity Development (Programme 1)								
Building capacity inside Stats SA								
47.1	Number of training plans and documents approved and submitted (this includes training plans, workplace skills and reports submitted to PSETA)	6	6	6	6	6	6	6
47.2	Number of interns appointed	43	58	31	30	30	30	30
47.3	Number of staff trained (internally and externally: inclusive of short courses)	3 041	2 163	1 428	2 040	2 185	2 190	2 195
47.4	Number of bursaries awarded to employees	382	411	461	430	450	450	500
47.5	Number of foreign study bursaries awarded to Stats SA employees	10	4	5	5	5	5	5
47.6	Number of study bursaries awarded to learners at local universities	12	10	13	20	20	20	20
47.7	Number of accredited courses/modules	1	1	1	2	2		
47.8	Number of students enrolled in the course <i>Official Statistics</i>		19	31	30	30	30	30
ISibalo Institute								
48.1	Number of documents for the establishment of the ISibalo Institute				1	1		1

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Human Capacity Development (Programme 1)							
Statistical literacy at schools level							
45.1.1	Number of training materials/reports for statistical literacy programmes	Annually	1				Training materials for Maths4Stats by March 2014
Statistical capacity building at tertiary level							
46.1.1	Number of students enrolled for tertiary education	Annually	10				10 students enrolled for the Masters programme in urban and regional statistics by March 2014
Building capacity inside Stats SA							
47.1.1	Number and timeliness of training plans and documents approved and submitted	Annually	2	Training plan for Stats SA approved and implemented by June 2013			
47.1.2				Workplace skills plan submitted by June 2013			
47.1.3	Number of reports on training submitted to PSETA	Quarterly	4	1	1	1	1
47.2.1	Number of interns appointed	Annually	30				30 interns appointed by January 2014
47.3.1	Number of staff trained	Quarterly	2 185	546	546	546	546
47.4.1	Number of bursaries awarded to employees	Annually	450				450 bursaries awarded to employees by March 2014

Table 3: Quarterly performance targets (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Human Capacity Development (Programme 1)							
Building capacity inside Stats SA							
47.5.1	Number of foreign study bursaries awarded to Stats SA employees	Annually	5				5 foreign study bursaries awarded by March 2014
47.6.1	Number of study bursaries awarded to learners at local universities	Annually	20				20 bursaries awarded to learners by March 2014
47.7.1	Number of accredited courses/modules	Annually	2				2 customised modules accredited by March 2014
47.8.1	Number of students enrolled in the course <i>Official Statistics</i>	Annually	30				30 students enrolled in 1-year certificate in <i>Official Statistics</i> by March 2014
ISibalo Institute							
48.1.1	Number of documents on the establishment of the ISibalo Institute	Annually	1			Feasibility study on ISibalo Institute by November 2013	

## 2.5.2 Investing in information capital

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

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

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

**Strategic objective:** Invest in the learning and growth of the organisation

**Objective statement:** Provide technology infrastructure by creating an enabling ICT environment for the production, management of statistical information and modernising the way business is conducted

**Baseline:** Percentage ICT services delivered according to service delivery standards: 80%

**Justification:** This objective will contribute in providing a stable and functional network infrastructure, assist in daily business operations supported by IT systems, ensure effective IT governance, support SANSS and Business Modernisation

**Links:** This objective will contribute to an efficient, effective and development-oriented public service

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Information Capital									
49.	Provide a stable, reliable and functional server and network infrastructure	Optimal ICT infrastructure	Stabilised SAN, implemented 26 VPN sites out of 46, implemented 80% of NMS and did not achieve installation of OSS due to scope changes	Stabilised network and server environment	Implemented ICT infrastructure in provinces and districts	Standardise network and server environment	Expand network and server environment	Optimise network and server environment	Optimise network and server environment

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Information Capital									
50.	Deliver user-focused ICT services	Security measures implemented		Four OLAs were developed and negotiated	Supported Census 2011, provinces and districts, and geography	Implement automated corporate services processes	Expand ICT services	Optimise ICT services	Optimise ICT services
51.	Ensure effective governance of ICT operations	Approved policies, standards and procedures	Developed ICT Business Continuity Plan and concluded disaster recovery site service contract	Updated ICT and BCM moved to Corporate Services	Implemented electronic document management system	Functional ICT business continuity programme	Maintain effective and efficient ICT operations	Maintain effective and efficient ICT operations	Maintain effective and efficient ICT operations
52.	Establish business modernisation in Stats SA	IT solution implemented according to business modernisation principles		Business modernisation structure established	Aligned Stats SA environment to best practice	Implement latest technological developments	Continuous research and testing of evolving technological developments	Continuous research and testing of evolving technological developments	Continuous research and testing of evolving technological developments
				Drafted Business modernisation strategy. Developed 2 IT solutions	Implemented standardised ICT platform and architecture	Standardise systems developments across the organisation	IT solution implemented according to business modernisation principles	IT solution implemented according to business modernisation principles	IT solution implemented according to business modernisation principles
Innovation management									
53.	Develop and implement a knowledge management system	Functional knowledge management system			The framework, policy and strategy for knowledge management were not defined	Roll out phase 1: Develop system and processes and train staff in knowledge management approach	<sup>33</sup> Roll out phase 2: Implement knowledge management approach	Roll out phase 3: Implement functional management approach	Assess the knowledge management system

<sup>33</sup> A strategy and policy on knowledge management has not yet been developed. Stats SA has embarked on a process to introduce a knowledge management approach. The targets set out in the strategic plan will not be achieved.



Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Data Management and Technology (Programme 5)								
Network management								
49.1	Number of data protection systems implemented	1	1	2	2	2	2	2
49.2	Number of infrastructure initiatives implemented	1	1	2	2	2	2	2
ICT Service delivery								
50.1	Percentage of services meeting service level standards (networking, email, helpdesk, IT procurement, files storage and StatsOnline)			80%	85%	90%	90%	90%
ICT Governance								
51.1	Number of policies, standards and procedures approved	2	2	2	2	2	2	2
Subprogramme: Business Modernisation (Programme 5)								
Business Modernisation								
52.1	Number and timeliness of research reports				2	2	2	2
52.2	Number of systems developed			2	2	2	2	2
Knowledge managements								
53.1	Number and timeliness of documents on knowledge management					1	1	1

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Data Management and Technology (Programme 5)							
Network management							
49.1.1	Number of data protection systems implemented	Annually	2				2 data protection systems implemented by March 2014
49.1.2	Number of infrastructure initiatives implemented	Annually	2				2 infrastructure initiatives implemented by March 2014
ICT Service delivery							
50.1.1	Percentage of services meeting service level standards (networking, email, helpdesk, IT procurement, files storage and StatsOnline)	Quarterly	90%	90%	90%	90%	90%
ICT Governance							
51.1.1	Number of policies, standards and procedures approved	Annually	2		1		1
Subprogramme: Business Modernisation (Programme 5)							
Business Modernisation							
52.1.1	Number and timeliness of research reports on new innovations or technological developments	Annually	2				2 research reports on new innovations / technological developments by March 2014
52.1.2	Number of systems developed	Annually	2				2 systems developed by March 2014
Knowledge management							
53.1.1	Number and timeliness of documents on knowledge management	Annually	1				Framework for knowledge management by March 2014

2.5.2 Investing in organisational capital

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

- Strategic objective:** Invest in the learning and growth of the organisation
- Objective statement:** Create a conducive organisational environment to ensure a highly motivated workforce
- Baseline:** Updated organisational structure: Annually
- Justification:** This objective will contribute in creating a conducive working environment, aligning organisational structure and values to the strategy towards building a sustainable institution
- Links:** This objective will contribute to an efficient, effective and development-oriented public service

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Organisational capital									
54.	Align organisational structure to strategy	Approved organisational structure		Aligned organisational and management structure to new strategic direction	Expanded organisational structure to implement the SANSS	Review organisational structure for effectiveness	Review organisational structure for effectiveness	Review organisational structure for effectiveness	Review organisational structure for effectiveness
55.	Align values to strategy	Report on implementation of the value system		Assessed organisational value system, the roll-out will be implemented over the medium term	Measured and monitored behaviour in value system	Conduct values assessment and compile values profile	Measure and monitor behaviour in values system	Conduct values assessment and compile values profile	Review values assessment report

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Organisational capital									
56.	Relocate Stats SA to new premises	Quarterly report on new building	The financial assessment was not approved as scheduled due to the revision of the costing schedule	Revised feasibility study in line with the new identified site	Finalised design of new building. National treasury (TA-1) approved feasibility study on Salvokop.  Bid evaluation and tender processes finalised and lease agreement for NZASM Village was signed with DPW  Request for Qualification tender process commenced  Concluded the 1st draft of Request for Proposal (RFP)	Construction of new building continues	Construction of new building continues	Construction of new building continues	
					<sup>34</sup> Construction of new building did not commence		Move to new premises		

<sup>34</sup> Construction of the new building is scheduled to commence in 2013/14 and the move to new premises will only take place in 2015/16.

Table 2: Annual Performance Plan targets

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	20015/16
Subprogramme: Human Resource Management (Programme 1)								
Organisational Structure								
54.1	Number and timeliness of documents and reports on approved organisational structure and establishment	1		1	2	2	2	2
Subprogramme: Strategy (Programme 1)								
Strategy-in-Action								
55.1	Number and timeliness of documents and reports on implementation of the value system		1	2	2	1	1	1
Subprogramme: Corporate Relocation (Programme 1)								
Create a conducive organisational environment								
56.1	Number and timeliness of reports and documents on the new building	1	1	4	4	5	1	1

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: Human Resource Management (Programme 1)							
Organisational structure							
54.1.1	Number and timeliness of organisational and establishment structures approved	Annually	2	Establishment approved by April 2013	Organisational structure approved by July 2013		
Subprogramme: Strategy (Programme 1)							
Strategy-in-Action							
55.1.1	Number and timeliness of documents and reports on implementation of the value system	Annually	1				Report on Strategy-in-Action compiled by March 2014
Subprogramme: Corporate Relocation (Programme 1)							
Create a conducive organisational environment							
56.1.1	Number and timeliness of reports and documents on the new building	Quarterly	5	Report on evaluation of bids (RFP) by June 2013	Appointment of the preferred and reserved bidder by July 2013	Commence Construction by October 2013	Progress report on monitoring Construction for the new building by March 2014
56.1.2					Status report on negotiations with the preferred bidder by September 2013		

Unemployment rate declined in the quarter ended December 2012 by 0,6 percentage points to 24,9%.

Source: Quarterly Labour Force Survey, February 2013





## 2.6 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.

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

The African continent has witnessed great strides in the development of statistics. Several initiatives of significance have been implemented, enabling statistics authorities to advance their mission of meeting user demands for statistics. Heads of States and Governments adopted the African Charter on Statistics in 2009, which serves not only as a legal instrument to regulate statistical activities on the continent, but also as a tool for advocacy and the development of statistics in Africa. Following the endorsement of the Charter, the Strategy for the Harmonisation of Statistics in Africa (SHaSA) was adopted in 2010. Its objective is to enable the African Statistics System (ASS) to generate and disseminate timely, reliable, and harmonised statistical data, covering all aspects of political, economic, social, and cultural integration for the continent. Together, these two initiatives will contribute to the attainment of the continental integration agenda, which is an overarching goal of African leaders.

The Africa Symposia on Statistical Development (ASSD) has been inaugurated in 2005 to increase the ability of statistical practitioners to work together and embrace an Afro-centric approach to statistical development. The 7<sup>th</sup> ASSD conference in January 2012 adopted a new theme for a period of five years (2012–2016) based on civil registration, whereby all African countries were encouraged to embark on strategies that will ensure proper implementation of administrative records in their respective countries.

Stats SA's International Statistical Development Programme aims to achieve the following:

<b>Strategic objective:</b>	Promote international cooperation and participation in statistics
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of international papers/documents compiled: 3
<b>Justification:</b>	This objective will contribute to promoting the harmonisation of statistics in Africa, strengthening statistical capacity on the continent, promoting international statistical best practices and building international partnerships
<b>Links:</b>	This objective will contribute to creating a better Africa and a better world



Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Promote statistical development in Africa									
57.	Promote strategy for harmonisation of statistics in Africa	Annual report on the Strategy for the Harmonisation of Statistics in Africa (SHaSA)		Compiled annual report on SHaSA in relation to South Africa's contribution in developing an action plan to implement SHaSA	SHaSA activities included: completion of a strategy document on Harmonisation of Statistics in Africa, meeting on StatsCom III, African Group on Statistics Training (AGROST) and development of capacity building strategy for Africa	Intensify collaboration and partnerships in line with the Reference Regional Strategic Framework (RRSF) for Statistical Capacity Building in Africa	Intensify collaboration and partnerships with African statistical offices to implement the African Charter on Statistics	African statistics system established	Participate in the coordination of the implementation of Charter and SHaSA principles and guidelines
	Strengthen statistical capacity on the continent	Annual report on the Strategy for the Harmonisation of Statistics in Africa (SHaSA)	Hosted ISI 2009	Lead the statistical development agenda on the continent: • Hosted 2 <sup>nd</sup> African Young Statisticians Conference post the ISI	Young African Statisticians did not participate in the bi-annual conference	Strengthen the statistical capacity building programme on the continent	Improve capabilities and skills of African statisticians	Increase the number of African statisticians that participate in international debate and discourse on statistics	Improve capabilities and skills of African statisticians in priority areas of the continent
Promote a culture of evidence-based policy formulation and decision-making									
58.	Promote international statistical best practice benchmarking and research	Annual report on implementation of statistical practices	Held 5th ASSD in Senegal	Held 6th ASSD in Egypt	Held 7th ASSD and 3 <sup>rd</sup> Statistics Commission for Africa meeting in South Africa	Share knowledge and experience of Census 2011 on the African Continent	Promote use of census information in evidence-based policy formulation and decision-making	Increased usage of statistical information in evidence-based decisions	Collaborate with host country to organise the 11th ASSD

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Promote a culture of evidence-based policy formulation and decision-making									
58.	Promote international statistical best practice benchmarking and research	Annual report on the implementation of the benchmarking framework among African countries		Developed benchmarking framework	The framework was not implemented	Monitor the implementation of the framework among African countries	Report on the implementation of the framework among African countries	Evaluate the implementation of the framework among African countries	Report on the evaluation of the framework among African countries
Building international partnerships									
59.	Participate in international statistical activities	Technical reports for international programmes		Compiled international events calendar in line with the multi-year work programme of the United Nations Statistics Commission	The international calendar was not compiled	Update international events calendar in line with the multi-year work programme of the United Nations Statistics Commission	Update international events calendar in line with the multi-year work programme of the United Nations Statistics Commission	Update international events calendar in line with the multi-year work programme of the United Nations Statistics Commission	Update international events calendar in line with the multi-year work programme of the United Nations Statistics Commission
			Contributed and participated in statistical development and international debates of the United Nations Statistics Commission Programme (UNSC)	Contributed and participated in statistical development and international debates of the United Nations Statistics Commission Programme (UNSC)	Contributed and participated in statistical development and international debates by attending in BRICS Summit stakeholders meetings and 2 <sup>nd</sup> CRVS conference	Contribute and participate in statistical development and international debates of the UNSC programme to build statistical capability	Contribute and participate in statistical development and international debates of the UNSC programme to build statistical capability	Statistical practice in Stats SA aligned to international best practice	Statistical practice in Stats SA aligned to international best practice
					Hosted 8 international statistics agencies				

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Building international partnerships									
59.	Participate in international statistical activities	Technical reports for international programmes			Aligned Stats SA's work programme to the UNSC programme	Implement resolutions of the UNSC to align with international best practice	Implement resolutions of the UNSC to align with international best practice	Implement resolutions of the UNSC to align with international best practice	Implement resolutions of the UNSC to align with international best practice
	Participate in international statistical activities	Technical reports for international programmes			Implemented resolutions of the UNSC to align to international best practice				

Table 2: Annual Performance Plan targets

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: International Relations (Programme 6)								
Promote statistical development in Africa								
57.1	Number and timeliness of reports/documents on Stats SA's participation in the African Statistical System	1	1	1	4	3	3	3
Promote a culture of evidence-based policy formulation and decision-making								
58.1	Number and timeliness of documents on international best practice	1	1	1	1	1	1	1
Building international partnerships								
59.1	Number and timeliness of technical reports/papers on international programmes (partnerships)	1	1	1	1	4	4	4

Table 3: Quarterly performance targets

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Subprogramme: International Relations (Programme 6)							
Promote statistical development in Africa							
57.1.1	Number and timeliness of reports/documents on Stats SA’s participation in the African Statistical System	Annually	3				Annual report on SHaSA activities by March 2014
57.1.2							Report on the 8th ASSD by January 2014
57.1.3							Progress report on the implementation of the African Charter on Statistics by March 2014
Promote a culture of evidence-based policy formulation and decision-making							
58.1.1	Number and timeliness of documents on international best practice	Annually	1				African Statistical Peer Support Framework reviewed by March 2014
Building international partnerships							
59.1.1	Number and timeliness of technical reports/papers on international programmes	Annually	4				International events calendar compiled by March 2014
59.1.2							Annual report on International visits by March 2014
59.1.3							Annual report on partnerships by March 2014
59.1.4							ICP report on activities in Stats SA by March 2014





The proportion of households whose refuse is removed by local authority at least once a week has increased from 54% in 1996 to 64% in 2011.

Source: Census 2011





## Chapter 3: Provincial offices

### 3. Provincial and District Offices

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

In line with the National Development Plan, we recognise that cities have to play a key role in growing the economy, creating employment, reducing inequality, promoting social cohesion and fostering integration but need a reliable source of statistical information to inform their developmental plans and strategies. Good progress has been made since 1994 in improving access to basic municipal services for the poor. Townships and informal settlements have to become centres of economic vitality and opportunity for business and enterprise development. Discussions are currently underway with the metropolitan cities on an intensive support strategy to address spatial patterns that exacerbate social inequality. (Medium Term Budget Policy Statement: 2012).

In relation to statistical coordination, provincial offices will play a key role in coordinating statistical information on a provincial and local level, as well as providing statistical technical support and training to partners in the SANSS. Provinces will also provide analytical and other support related to the use of census data by municipalities for the development, monitoring and assessment of their Integrated Development Plans (IDPs), which are in line with challenges identified by the National Planning Commission 2030 roadmap.

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 in the field.

Over the medium term, emphasis will be placed on:

- Implementing the integrated fieldwork strategy;
- Monitoring the implementation of continuous data collection;
- Providing support to geographic operations;
- Establishing and maintaining relationships with SANSS partners;
- Expand the statistical technical support and training provided to SANSS partners, especially support towards the strengthening and improvement of administrative data bases used by municipalities; and
- Assisting municipalities with the information requirements for the development of Integrated Development Plans.

**Strategic objective:** Enhance public confidence and trust in official statistics;  
Improve productivity and service delivery;  
Lead the development and coordination of statistical production within the SANSS; and  
Invest in the learning and growth of the organisation

**Objective statement:** Increase the efficiency and effectiveness of survey operations by providing integrated data collection and dissemination services, as well as promoting the use and coordination of official statistics through technical support to provincial and local stakeholders



**Baseline:** 85% response rate for household surveys

**Justification:** This objective will contribute to expanding the statistical information base by increasing its breadth, depth and geographic spread through integrated fieldwork, continuous data collection, stakeholder management, increased collaboration and stronger partnerships within the SANSS and the promotion of good governance

**Links:** This objective will contribute to improving the measurement of the economy and society

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Strategic objective: To enhance public confidence and trust in official statistics									
Roll-out of a quality management framework									
60.	Provide SASQAF training	Build capacity in SASQAF		Training was not provided as scheduled	Build provincial capacity in SASQAF	SASQAF training to SANSS partners	SASQAF training to SANSS partners	SASQAF training to SANSS partners	SASQAF training to SANSS partners
Frame development and maintenance									
61.	Develop and maintain geographic frame	Update master sample for all 9 provinces annually	Updated master sample in 7 provinces as scheduled	Updated master sample only in 2 provinces (Western Cape and Northern Cape) as scheduled	Updated master sample in all 9 provinces as scheduled	Master sample updates	Master sample updates	Master sample updates	Master sample updates
Integrated communications, marketing and stakeholder relations									
62.	Improve communication and stakeholder relations	Stakeholder workshops conducted in all provinces	Conducted 8 stakeholder workshops in the provinces	Conducted 22 stakeholder workshops in the provinces	Conducted 35 stakeholder workshops in the provinces	Conduct 9 stakeholder workshops in the provinces	Conduct 9 stakeholder workshops in the provinces	Conduct 9 stakeholder workshops in the provinces	Conduct 9 stakeholder workshops in the provinces

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Strategic objective: Improve productivity and service delivery									
Functionality of provincial and district office: Integrated fieldwork									
62.	Integrate survey operations	Response rate of 85% for household surveys	Commenced with implementation of the integrated fieldwork strategy	Commenced with the roll-out of the integrated fieldwork strategy	Implemented integrated fieldwork strategy and conceptualised continuous data collection	Roll out an integrated fieldwork strategy	Roll out an integrated fieldwork strategy	Integrated fieldwork force as part of a national footprint	Review the integrated fieldwork strategy
			Integration of non-human resources	Integration of human resources	Implemented a periodic household survey programme and created efficiency savings	Implement an economic survey programme			
Strategic objective: To enhance public confidence and trust in official statistics									
Functionality of provincial and district office: Integrated fieldwork									
63.			Improved functionality of 49 district offices	Census 2011: Improved functionality of 52 district offices	Completed Census 2011 preparation for field collections, which included establishment of satellite offices in all provinces	Census 2011: Closing down of satellite offices	Census 2011: Dissemination and training on Census data		
	Integrate survey operations	Response rate of 85% for household surveys	Commenced with training of decentralised functions of corporate support services	Commenced with decentralisation of corporate support services	Decentralised corporate support services (phase 3)	Decentralise corporate support services (phase 4)	<sup>35</sup> Decentralise corporate support services	Decentralised corporate services to support field operations	

<sup>35</sup> Decentralisation of corporate support services has partially been implemented due to financial and resource constraints. The organisation is revisiting decentralisation of corporate support services.

Table 1: Strategic plan targets (concluded)

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Strategic objective: To enhance public confidence and trust in official statistics									
Functionality of provincial and district office: Integrated fieldwork									
63.	Integrate survey operations	Response rate of 85% for household surveys	Conducted 6 household surveys with an average response rate of 86%	Conducted 4 household surveys with an average response rate of 91%	Conducted 5 household surveys and NTS pilot with an average response rate of 95%	Conduct 4 household surveys with an average response rate of 85%	Conduct 5 household surveys with an average response rate of 85%	Conduct 5 household surveys with an average response rate of 85%	Conduct 5 household surveys with an average response rate of 85%
Strategic objective: Lead the development and coordination of statistical production within the SANSS									
Raising the profile and status of statistics									
64.	Strengthen partnerships with SANSS partners	Collaborate with all government departments	Conducted stakeholder consultations	Provided statistical support to SANSS partners	Provided statistical support to SANSS partners	Provide statistical support to SANSS partners	Provide statistical support to SANSS partners	Provide statistical support to SANSS partners	Provide statistical support to SANSS partners
		Provincial profiles compiled for all provinces	Profiles were not published	Compiled profiles for all provinces	Compiled profiles in only 6 provinces	Compile profiles for 6 provinces	Compile profiles for 7 provinces	Compile profiles for 9 provinces	Compile profiles for 9 provinces
Strategic objective: Invest in the learning and growth of the organisation									
Develop human capacity									
65.	Improve administrative records as a sustainable source of official statistics	Assessment reports for organs of state compiled	Compiled 7 assessment reports	Compiled 8 assessment reports	Compiled 3 assessment reports	Compile assessment reports	Compile assessment reports	Compile assessment reports	Compile assessment reports
66.	Conduct teacher training workshops	Maths4Stats workshops conducted in all provinces	Conducted 188 Maths4Stats workshops	Conducted 173 Maths4Stats workshops	Conduct 114 Maths4Stats workshops	Conduct 108 Maths4Stats workshops	Conduct 108 Maths4Stats workshops	Conduct 108 Maths4Stats workshops	Conduct 108 Maths4Stats workshops

Table 2: Annual Performance Plan targets

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Provincial Coordination (Programme 7)								
Strategic objective: Enhance public confidence and trust in official statistics								
Roll-out of a quality management framework								
60.1	Number of SASQAF training sessions conducted		2	9	20	12	18	18
Frame development and maintenance								
61.1	Number of PSUs updated	2 586	372	3 080	3 080	3 080	3 080	3 080
Integrated communications, marketing and stakeholder relations								
62.1	Number of stakeholder workshops/consultations	8	22	35	14	12	14	14
Strategic objective: Improve productivity and service delivery								
Integrated fieldwork								
63.1	Number of questionnaires collected for Census/Community Survey			14 000 000				
63.2	Response rate for household surveys	85%	85%	85%	85%	85%	85%	85%
Governance and administration								
64.1	Number and timeliness of governance and administrative reports					4	4	4
64.2	Percentage audit queries responded to within defined timelines					100%	100%	100%
Strategic objective: Lead the development and coordination of statistical production within the SANSS								
Raising the profile and status of statistics								
65.1	Number of SANSS partners supported in statistical production				28	30	30	30
65.2	Number of provincial profiles/reports compiled		9	6	6	7	9	9

Table 2: Annual Performance Plan targets (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Subprogramme: Provincial Coordination (Programme 7)								
Improving administrative records as a sustainable source of statistics								
66.1	Number of assessment/data inventory reports compiled	7	8	3	4	9	9	9
Strategic objective: Invest in the learning and growth of the organisation								
Develop human capacity								
67.1	Number of Maths4Stats workshops conducted	188	173	114	108	108	108	108

Table 3: Quarterly performance targets: Eastern Cape

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Annually	2				2 Reports on SASQAF training sessions provided to municipalities and other government departments by March 2014
Frame development and maintenance							
61.1.1	Number of PSUs updated	Annually	364				Annual report on number of PSUs updated by March 2014
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Annually	2				2 Reports on stakeholder workshops conducted by March 2014
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
63.2.1	Response rate for annual household surveys (GHS, DTS & VOCS )	Annually	3				85%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%

Table 3: Quarterly performance targets: Eastern Cape (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Annually	2				2 reports on technical support provided by March 2014
65.2.1	Number of provincial profiles/reports compiled	Annually	1				Provincial profile/reports compiled by March 2014
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of assessment/data inventory reports compiled	Annually	1				1 assessment report for Indigent registers for all municipalities by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	9	3	3	3	0

Table 3: Quarterly performance targets: Free State

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Annually	2				2 Reports on SASQAF training provided to internal and external stakeholders by March 2014
Frame development and maintenance							
61.1.1	Number of PSUs updated	Annually	264				Annual report on number of PSUs updated by March 2014
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Annually	2		African Statistics Day Seminar by December 2012		1 Report on stakeholder workshop by March 2014
62.1.2	Number of fact sheets	Quarterly	8	2	2	2	2
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
63.2.1	Response rate for annual household surveys (GHS, DTS & VOCS )	Annually	3				85%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%



Table 3: Quarterly performance targets: Free State (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Quarterly	4	1	1	1	1
65.2.1	Number of provincial profiles compiled	Annually	1				Provincial profile compiled by March 2014
65.2.2	Number of service level agreements signed with provincial departments/municipalities	Annually	1				SLA signed with 1 SANSS stakeholder by March 2014
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of assessment/data inventory reports compiled	Annually	1				Data inventory report updated by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: Gauteng

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Annually	2				2 Reports on SASQAF training by March 2014
Frame development and maintenance							
61.1.1	Number of PSUs updated	Quarterly	544				Annual report on number of PSUs updated by March 2014
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Annually	2				2 Reports on stakeholder workshops by March 2014
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
63.2.1	Response rate for annual household surveys (GHS, DTS & VOCS )	Annually	3				85%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%

Table 3: Quarterly performance targets: Gauteng (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Annually	2				2 reports on technical support provided by March 2014
65.2.1	Number of provincial profiles/reports compiled	Annually	1				Provincial profile/report compiled by March 2014
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of assessment reports compiled	Annually	1				1 assessment report by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: KwaZulu-Natal

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF and statistical capacity training sessions conducted	Annually	2	Report on training by June 2013	Report on training provided by September 2013		
Frame development and maintenance							
61.1.1	Number of PSUs updated	Annually	464				Report on number of PSUs updated by March 2014
61.1.2	Number of addresses allocated to dwelling units	Quarterly	12 000	3 000	3 000	3 000	3 000
61.1.3	Number of EAs maintained (dwelling frame maintenance)	Annually	2 400				Report on number of EAs maintained by March 2014
61.1.4	Number of spatial datasets (updated provincial geo-database)	Quarterly	16	4	4	4	4
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/ consultations	Annually	2	Report on stakeholder consultations by June 2013		Report on stakeholder consultations by October 2013	
62.1.2	Number of provincial analytical reports produced (1 profile, 12 key indicators)	Quarterly	12	3	3	3	3
62.1.3	Percentage queries handled within 24 hours	Quarterly	80%	80%	80%	80%	80%

Table 3: Quarterly performance targets: KwaZulu-Natal (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for household quarterly surveys (QLFS)	Quarterly	4	90%	90%	90%	90%
63.2.1	Response rate for household annual surveys (GHS, DTS and VOCS)	Annually	3				90%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Quarterly	4	1	1	1	1
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted (lecture series workshops)	Quarterly	6	2	2	1	1

Table 3: Quarterly performance targets: Northern Cape

		Reporting period	Quarterly targets					
No.	Performance indicator		Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Strategic objective: Enhance public confidence and trust in official statistics								
Roll-out of a quality management framework								
60.1.1	Number of SASQAF training sessions conducted	Annually	2				Report on SASQAF training by December 2013	Report on SASQAF training by March 2014
Frame development and maintenance								
61.1.1	Number of PSUs updated	Annually	720					Report on number of PSUs updated by March 2014
61.1.2	Number of addresses allocated to dwelling units	Quarterly	6 000	1 500	1 500	1 500	1 500	
Integrated communication, marketing and stakeholder relations								
62.1.1	Number of stakeholder workshops/consultations	Quarterly	4	1	1	1	1	
62.1.2	Number of fact sheets	Quarterly	4	1	1	1	1	
Strategic objective: Improve productivity and service delivery								
Integrated fieldwork								
63.1.1	Response rate for household quarterly surveys (QLFS)	Quarterly	4	85%	85%	85%	85%	
63.2.1	Response rate for household annual surveys (GHS, DTS, VOCS & LCS)	Annually	3					85%
Governance and administration								
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1	
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%					100%

Table 3: Quarterly performance targets: Northern Cape (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Annually	2				2 reports on technical support provided by March 2014
65.2.1	Number of provincial profiles/reports compiled	Annually	1		Provincial report by September 2013		
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of reports compiled on the quality of statistics of other organs of state	Annually	1				Report on data management by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: Mpumalanga

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Annually	2		Report on SASQAF training provided to municipality/ department by September 2013		Report on SASQAF training provided to municipality/ department by March 2014
Frame development and maintenance							
61.1.1	Number of PSUs updated	Annually	144				Report on number of PSUs updated by March 2014
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Quarterly	12	3	3	3	3
62.1.2	Number of fact sheets	Quarterly	4	1	1	1	1
Strategic objective: Improve productivity and service delivery							
Functionality of provincial and district office: Integrated fieldwork							
63.1.1	Response rate for quarterly household quarterly surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
63.2.1	Response rate for annual household surveys (GHS, DTS & VOCS)	Annually	3				85%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%



Table 3: Quarterly performance targets: Mpumalanga (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Annually	1				1 report on technical support provided by March 2014
65.2.1	Number of provincial profiles/reports compiled	Annually	1				Provincial profile compiled by March 2014
65.2.2	Number of SLAs signed with provincial departments/municipalities	Annually	1				1 SLA signed for a department/ municipality by March 2014
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of reports compiled on the quality of statistics of other organs of state	Annually	1				Assessment report by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: Limpopo

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Quarterly	2	Report on SASQAF training session by June 2013			Report on SASQAF training session by March 2014
Frame development and maintenance							
61.1.1	Number of PSUs updated	Annually	324				Report on number of PSU's updated by March 2014
61.1.2	Number of addresses allocated to dwelling units	Quarterly	270 000	67 500	67 500	67 500	67 500
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Annually	1			Africa Statistics Day by December 2013	
62.1.2	Number of documents/reports	Annually	1				Provincial Integrated Communication and Marketing strategy by March 2014
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for quarterly household quarterly surveys (QLFS)	Quarterly	4	95%	95%	95%	95%
63.2.1	Response rate for annual household surveys (GHS, DTS, VOCS)	Annually	3				95%

Table 3: Quarterly performance targets: Limpopo (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Improve productivity and service delivery							
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of reports on SANSS partners supported in statistical production	Quarterly	4	1	1	1	1
65.2.1	Number of provincial profiles/reports compiled	Annually	1				Report on provincial profile by March 2014
65.2.2	Number of provincial Fact Sheets compiled	Quarterly	4	1	1	1	1
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of assessment reports compiled on the quality of statistics of other organs of state	Annually	1				Report on assessment/ data inventory by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	12	4	2	2	4
Strategic objective: Promote international corporation and participation in statistics							
67.1.2	Number of research papers by Young African Statisticians (YAS)	Annually	1				Research paper by YAS by March 2014

Table 3: Quarterly performance targets: North West

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Quarterly	2	Report on SASQAF training session by June 2013		Report on SASQAF training session by December 2013	
Frame development and maintenance							
61.1.1	Number of PSUs updated	Annually	268				Report on number of PSUs updated by March 2014
61.1.2	Number of addresses allocated to dwelling units	Quarterly	60 000	15 000	15 000	15 000	15 000
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Annually	2	Report on stakeholder workshop/consultation by June 2013		Report on stakeholder workshop/consultation by December 2013	
62.1.2	Number of fact sheets	Quarterly	4	1	1	1	1
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
63.2.1	Response rate for annual household surveys (GHS, DTS & VOCS)	Annually	3				85%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%

Table 3: Quarterly performance targets: North West (concluded)

		Reporting period	Annual target	Quarterly targets			
No.	Performance indicator			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Annually	4		2 Reports on SASQAF training session by December 2013		2 Reports on SASQAF training session by March 2014
65.2.1	Number of provincial profiles/reports compiled	Annually	1				Provincial profile/report compiled by March 2014
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of reports compiled on the quality of statistics of other organs of state	Annually	1				Assessment report by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: Western Cape

		Quarterly targets					
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Enhance public confidence and trust in official statistics							
Roll-out of a quality management framework							
60.1.1	Number of SASQAF training sessions conducted	Annually	1				Report on SASQAF training provided to 1 municipality by March 2014
Frame development and maintenance							
61.1.1	Number of PSU’s updated	Annually	374				Report on number of PSU’s updated by March 2014
Integrated communication, marketing and stakeholder relations							
62.1.1	Number of stakeholder workshops/consultations	Annually	1			African Stats Day/user Workshop by November 2013	
62.1.2	Number of fact sheets	Quarterly	4	1	1	1	1
Strategic objective: Improve productivity and service delivery							
Integrated fieldwork							
63.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
63.2.1	Response rate for annual household surveys (GHS, DTS, VOCS)	Annually	3				85%
Governance and administration							
64.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
64.2.1	Percentage audit queries responded to within defined timelines	Annually	100%				100%

Table 3: Quarterly performance targets: Western Cape (concluded)

			Quarterly targets				
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic objective: Lead the development and coordination of statistical production within the SANSS							
Raising the profile and status of statistics							
65.1.1	Number of SANSS partners supported in statistical production	Annually	1				1 report compiled on technical support provided by March 2014
65.2.1	Number of provincial profiles compiled	Annually	1				Provincial profile compiled by March 2014
65.2.2	Number of partnerships established with provincial and local government	Annually	1				Report on partnership established with 1 Department or local government by March 2014
Improving administrative records as sustainable sources of statistics							
66.1.1	Number of reports compiled on the quality of statistics of other organs of state	Annually	1				Assessment of 1 organ of state conducted by March 2014
Strategic objective: Invest in the learning and growth of the organisation							
Develop human capacity							
67.1.1	Number of Maths4Stats workshops conducted	Quarterly	16	4	4	4	4







## Chapter 4: Stakeholders and the environment

## 4. 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.

### 4.1 Statistics Council

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

### 4.2 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 service delivery. NGOs also work for the upliftment of communities and implement development projects. They can use census and other Stats SA data to monitor government's progress and to aid decision-making for their own projects.
- **Constitutional institutions and major public entities:** Constitutional institutions (such as the Commission on Gender Equality, the Financial and Fiscal Commission, and the Public Protector) ensure that the major elements of the Constitution (Act No. 108 of 1996) are followed throughout the country. Major public entities work with government to provide infrastructure, service delivery and information on a national level (e.g. Eskom, Telkom, museums etc.).

- Foreign and international bodies: Official statistical information is an essential basis for mutual knowledge, comparison and trade among countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF and ILO. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics. Stats SA plays a leading role in Africa in the development of statistics.

### 4.3 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 (the Batho Pele principles). This policy sets out eight transformation priorities, among 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 access 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 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.

#### 4.3.1 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 Services

User Information Services is the first point of direct contact with our customers. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. Staff members 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 [info@statssa.gov.za](mailto:info@statssa.gov.za) for email enquiries.

#### (b) Subscription service

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

#### (c) StatsOnline

Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from Stats SA's website at [www.statsonline.gov.za](http://www.statsonline.gov.za). Statistical information is placed on the website at the exact time of release 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 Stats SA's Head Office or any provincial Stats SA office to obtain access to statistical products and services. Head Office also provides a library facility to users. This facility is mainly used for research purposes.

#### (e) Consultation

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

#### (f) Openness and transparency

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

### 4.3.2 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.

## 4.4 Resource management 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. In addition to the current offices, there are also fifty-three satellite offices which were used for Census 2011. 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 over the medium term.

### 4.4.1 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.

ICT goals for 2013–2015:

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 development

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:

Goal 6: Ensure effective governance of ICT operations and management

Goal 7: Innovation and process improvements

Goal 8: Support for the South African National Statistics System (SANSS)

In the medium term, Stats SA will focus on:

- Standardising the network, server and systems development environments across the organisation.
- Focus will be on increasing the value of ICT to the business by implementing an effective ICT governance framework.
- Additionally, an enterprise architecture framework will be implemented in order to optimise the implementation of processes and systems.

#### 4.4.2 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 Plan 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 an environment to support them.

HRM goals for 2013–2015:

Goal 1: Recruit and retain scarce skills

Goal 2: Align organisational structure to strategy

Goal 3: Provide support to ad hoc projects

Goal 4: Roll-out a change management programme to implement the strategic direction

Goal 5: Build labour relations management capacity

Goal 6: Build human capacity in the organisation

Goal 7: Strengthen employee wellness and assistance programmes

Goal 8: Maintain remuneration equity

Goal 9: Institutionalise talent management

## 4.5 Long-term infrastructure plans

### 4.5.1 Background

A new building project was initiated in 2005 to acquire new office space for Head Office. This project was initially registered with the Re Kgabisa Tshwane Project (RKTP) under the custodianship of the Department of Public Works (DPW). The project followed a technical and scientific process of determining the most suitable site to accommodate Stats SA's needs. Various sites, options and models were investigated. In August 2010, the new building project was registered as a Public Private Partnership (PPP) project with National Treasury. The PPP process is regulated by Treasury Regulation 16 of the Public Finance Management Act (Act No. 1 of 1999).

The following phases outline the PPP project cycle:

- Inception – Phase I
- Feasibility – Phase II (Treasury Approval I (TA I)
- Procurement – Phase III (Treasury Approval II A (TA IIA) & TA III)
- Development – Phase IV
- Delivery – Phase V
- Exit – Phase VI

### 4.5.2 Progress

The Salvokop site has been confirmed by the Department of Public Works as an allocated site to Stats SA for the construction of its new head office facility.

The Environment/Heritage Consultant was appointed in November 2012 to conduct Environment and Heritage Impact Assessments. The application for environment has been lodged with the Department of Environmental Affairs.

The project has progressed to the procurement phase.

A total of nine bid responses were received during the Request for Qualification Process within the procurement phase. Evaluation of bids was undertaken and approval was obtained to shortlist bidders to proceed to the Request for Proposal (RFP) stage of the procurement phase. The RFP Document has been developed, approved (Treasury Approval IIA granted) and issued to the shortlisted bidders. There are two consortia (bidders) engaging in the RFP process. Construction of the new building is scheduled to commence in 2013/14; and the move to the new premises will only take place in 2015/16.

### 4.5.3 Financial implications

The feasibility study indicated that the project is affordable, demonstrated value for money and risk transfer within the project. Funding for the unitary fee is projected in 2015/16.





According to GHS 2011, the percentage of persons that experienced hunger decreased from 29,9% in 2002 to 13,0% in 2011. Simultaneously, the percentage of households decreased from 23,8% to 11,5% in 2011. The percentage of households that had limited access to food decreased from 23,6% in 2010 to 24,6% in 2011.

Source: General Household Survey, 2011





Annexures

## **Annexure 1: Strategic importance of statistics**

### **1.1 Introduction**

Systems of governance based on statistics are improving for the better in the 21<sup>st</sup> century. Transforming and stable states use and apply systems of evidence as leadership, decision-making and statecraft instruments. Knowledge is essential for good decision-making and understanding and managing the spatial and temporal dynamics of economic, demographic, social, environmental and political development in the country. Such knowledge and understanding is possible where accurate time series statistical data and information exist within a z system. The biggest component of systems of evidence are the statistics systems and in the main, the official statistics systems.

In June 2011, the National Planning Commission presented a Diagnostic Report that identified nine key areas over which South Africa should spare neither limb nor life to fight poverty and inequality towards achieving the goals and objectives espoused in the Constitution (Act No. 108 of 1996). The Diagnostics Report was followed by the release of the National Development Plan which set out the road map for achieving Vision 2030. Modern, democratic and developmental states set clear long-term visions and a path towards achieving such visions. To monitor progress and tackle emergent challenges, these states rely on an arsenal of planning and information tools. Key amongst these is statistical information. Any development plan, and in particular a long-term development plan, must be based on evidence, which is the only true instrument that guides analysis, generates knowledge, facilitates understanding and emboldens the business and political decisions that are undertaken.

Statistics are therefore essential for:

- Identifying emerging issues;
- Describing phenomena;
- Generating scientific knowledge;
- Creating understanding;
- Presenting evidence;
- Anchoring business and political space for decision-making; and
- Undergirding planning, implementation, monitoring and evaluation.

Official statistics are produced by application of the scientific method and acclaimed international best practice. The Statistics Act (Act No. 6 of 1999) provides for professional autonomy in the production of statistics without fear or favour. Statistical production must therefore be free of political interference. The Statistics Act (Act No. 6 of 1999) draws from the United Nations Fundamental Principles of Official Statistics outlining autonomy of production, application of scientific methods, transparency and confidentiality of information. The Statistics Act (Act No. 6 of 1999) empowers the Statistician-General to declare statistics as official when they meet the necessary quality criteria.

The recent economic downturn in the South African economy, accompanied by high unemployment and poverty, global environmental concerns, accountability demands, especially for the health of vulnerable groups such as women and children, gender equality, the youth, peace and stability, and global governance constitute emergent issues that trigger deeper and new demands for statistical information.



In response to these emergent challenges, the successive governments of South Africa sought to identify 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). Sections 7 and 14 particularly elaborate on the coordination of statistical production and define the roles of the Minister, the Statistics Council and the Statistician-General.

In response to section 14 of the Statistics Act (Act No. 6 of 1999), as well as in anticipation of the demands emanating from the Planning Commission and the attendant monitoring and evaluation requirements, the Strategic Plan for the period 2010/11–2014/15, commits to a major shift in the way it discharges its mandate. In the main, it will focus on expanding 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 (Act No. 6 of 1999). 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 planning, policy development, monitoring, and evaluation is adequately and rapidly met.

The Strategic Plan and Work Programme are the mechanisms for presiding over Statistics for Transparency, Accountability, Results and Transformation (START). Evidence is a sine qua non for a modern, democratic and developmental state.

## 1.2 Setting national priorities

The National Development Plan asserts that South Africa can eliminate poverty and reduce inequality by 2030. The plan further sets out preconditions to meet such a noble goal. It emphasises the need for driving change, for hard work, focused leadership and unity. Through these steps, the plan concludes that the life chances of all South Africans, and particularly those young people who presently live in poverty, can be significantly improved and enhanced. The plan demands major changes in how South Africans live, work and play. In the past, South Africans expected government to do things for them and remained spectators in the development enterprise. Going forward, the plan declares that South Africa needs all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like.

The Presidency has developed the Medium Term Strategic Framework (MTSF) for the period 2009–2014, 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:



To give effect to the development objectives outlined in the electoral mandate, ten priority areas have been identified in the MTSF:

1. *Ensuring more inclusive economic growth, decent work and sustainable livelihoods*: The main objective of this priority is to respond appropriately, promptly and effectively so that growth in decent employment and improvement in income security are reinforced, and to ensure sustained investment 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 to achieve the target of a fixed investment ratio above 25% of GDP by 2014. Such projects will be spatially referenced, planned and implemented in an integrated manner. In addition, we will continue with programmes to provide and maintain health, education, library, sport, recreation and other social infrastructure.
3. *Rural development, food security and land reform*: Between 10 and 15 million South Africans live in areas 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 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 17 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. Hence, our objective is to focus our skills and education system towards

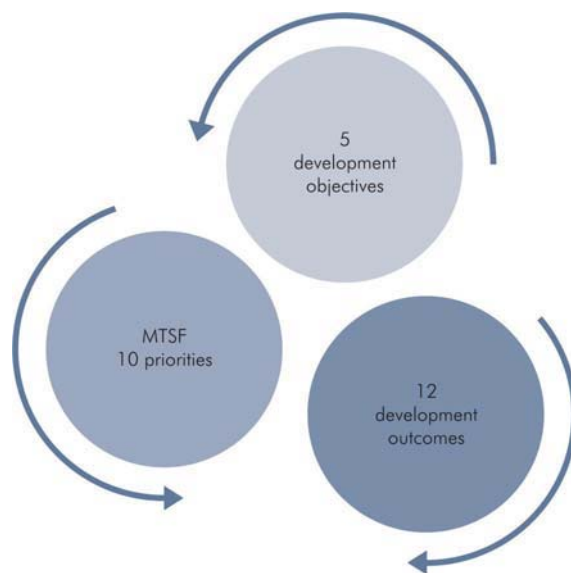
the delivery of quality outcomes. The focus will be on, among others, learner outcomes, early childhood development (ECD), improving schools management and monitoring and evaluation (M&E) systems, and supporting and developing a high-quality teaching profession.

5. *Improved health care:* In the current MTSF period we aim to transform the public health system to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV/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 capacity to deliver health-system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, particularly at hospitals.
6. *Fighting crime and corruption:* Government is determined to curb levels of crime and corruption. Contact crime, crime against women and children and organised crime, as well as combating corruption, remain key focus areas. 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, are essential for our success.
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 of this priority is to ensure that our foreign relations contribute to the creation of an environment conducive to economic growth and domestic development within Africa and in other developing countries. Implementing the New Partnership for Africa's Development (NEPAD), promoting Southern African Development Community (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, among 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, 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 is still to build an effective and accountable state, and to foster active citizenship.

The arsenal of statistics, the organisational capability, and the alignment required to achieve these goals are enormous, as evidence plays centre stage in decision-making. Statistical measurement has to adapt to these new challenges and provide a credible raft of indices, indicators and information that increases the knowledge platforms, creates possibilities for understanding, and tackles challenges of development over time and space, creating economic, environmental and social values. These phenomenal developments are possible when evidence systems – and in particular statistics – are transparent, provide an accurate account of phenomena, reflect results from anticipated outputs and continuously become a burning platform for transforming society. Statistics and a developmental state are coterminous concepts.

### 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 twelve 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; and
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 (Act No. 6 of 1999) provides direct support to Chapter 3 of the Constitution (Act No. 108 of 1996) on cooperative government. By leading the measurement environment, Stats SA provides a level playing field for dialogue and development discourse, a key feature of the national development plan. 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

Quality statistics are needed for evidence-based policymaking and planning, as well as to track progress made 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).

Heads of State and Government of the African Union adopted the African Charter on Statistics in 2009 which serves not only as a legal instrument to regulate statistical activities on the continent, but also as a tool for advocacy and the development of statistics in Africa. Following the endorsement of the Charter, the Strategy for the Harmonisation of Statistics in Africa (SHaSA) was adopted in 2010. Together, these two initiatives will contribute to the attainment of the continental integration agenda, which is an overarching goal of African leaders.

During 2010, South Africa became an official member of the BRICS (Brazil-Russia-India-China-South Africa) group. African Ministers of Finance, Planning and Economic Development have renewed their support for statistical development on the continent. The contribution of the Partnership in Statistics for Development in the 21<sup>st</sup> Century (PARIS21), the Africa Symposia for Statistical Development and the annual sessions of the United Nations Statistics Commission have all spurred the advent of measurement on the continent.

## African Charter on Statistics

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

### Principle 1: Professional independence

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

### Principle 2: Quality

- **Relevance:** African statistics shall meet the needs of users;
- **Sustainability:** African statistics shall be conserved in as detailed as possible a form to ensure their use by future generations, while preserving the principles of confidentiality and protection of respondents;
- **Data sources:** Data used for statistical purposes may be collected from diverse sources such as censuses, statistics surveys and/or administrative records. The statistics organisations shall choose their sources in consideration of the quality of data offered by such sources and their topicality, particularly the costs incurred by the respondents and sponsors. The use by statistics authorities of administrative records for statistical purposes shall be guaranteed by domestic law, provided that confidentiality is preserved;
- **Accuracy and reliability:** African statistics shall be an accurate and reliable reflection of the reality;
- **Continuity:** Statistics authorities shall ensure continuity and comparability of statistical information over time;

- **Coherence and comparability:** African statistics shall be internally coherent over time and allow for comparison between regions and countries. To this end, these statistics shall make combined use of related data derived from different sources. It shall employ internationally recognised and accepted concepts, classifications, terminologies and methods;
- **Timeliness:** African statistics shall be disseminated in good time and, as far as possible, according to pre-determined calendar;
- **Topicality:** African statistics shall reflect current and topical events and trends;
- **Specificities:** Statistical data production and analytical methods shall take into account African peculiarities;
- **Awareness-building:** State Parties shall sensitise the public, particularly statistical data providers, on the importance of statistics.

### Principle 3: Mandate for data collection and resources

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

### Principle 4: Dissemination

- **Accessibility:** African statistics shall not be made inaccessible in any way whatsoever. This concomitant right of access for all users without restriction shall be guaranteed by domestic law. Micro-data may be made available to users on condition that the pertinent laws and procedures are respected and confidentiality is maintained.
- **Dialogue with users:** Mechanisms for consultation with all African statistics users without discrimination shall be put in place with a view to ensuring that the statistical information offered are commensurate with their needs.
- **Clarity and understanding:** Statistics shall be presented in a clear and comprehensible form. They shall be disseminated in a practical and appropriate manner, be available and accessible to all and accompanied by the requisite metadata and analytical commentaries.

- **Simultaneity:** African Statistics shall be disseminated in a manner that ensures that all users are able to use them simultaneously. Where certain authorities receive advance information under embargo, to allow them time to respond to possible questions, public announcement shall be made indicating the nature of such information, the identity of the recipients and the set timeframe before its public dissemination.
- **Correction:** Statistics authorities shall correct publications containing significant errors using standard statistical practices or, for very serious cases, suspend dissemination of such statistics. In that event, the users shall be informed in clear terms of the reasons for such corrections or suspension.

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

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

#### Principle 6: Coordination and cooperation

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

## 1.5 Stats SA's mandate

The role of Stats SA is to provide the state with information about the economic, demographic, social and environmental situation, in order for society to understand the socio-economic phenomena across time. The interpretation of statistical information enables the user to make intelligent choices and decisions based on evidence.

Stats SA's overriding strategic goal is to increase the supply of official statistics to inform development outcomes by transforming statistical information in the public domain to official statistics. This will be achieved by leading and coordinating the statistical production system in South Africa. The production and management of official statistics should be in line with the Statistics Act (Act No. 6 of 1999), the United Nations Fundamental Principles of Official Statistics, and the Charter on Statistics by the African Union.

## 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.



Census 2011 measured disability in terms of limitations. Nine in ten people aged 5 years and or older had no difficulty or limitation that prevented them from carrying out certain functions at the time of the Census.

Source: Census 2011



## Annexure 2: 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 Commission in the Presidency. The activities of the department are regulated by the Statistics Act (Act No. 6 of 1999), which ensures independence from political interference in the production and dissemination of official statistics. According to the Statistics Act (Act No. 6 of 1999), 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
- Liaising with other countries and statistical agencies and representing Stats SA internationally.

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
- Promoting a public culture of measurement.

### 2.2 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.

### 2.3 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:

*'Your leading partner in quality statistics.'*

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

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



## 2.4 Shared values

Stats SA has reviewed its value system to ensure that driving change will be based on shared values that engender trust and link the organisation and people together. The core values below will form the basis of our decision-making and our interactions with others, and will influence the way we do our work:

- Integrity: We will take accountability and be consistent with the quality of information delivered by striving to deliver products and services that are reliable and aligned to internationally acknowledged best practice.
- Empowering partnership: We will create opportunities for organisational and individual growth. We will treat each other with mutual respect and harness diversity to advance organisational effectiveness. We will foster partnerships to achieve better coordination and collaboration.
- Service excellence: We will strive to deliver products and services to satisfy customer needs through operational excellence and value for money, and by continuously increasing our productivity.

## 2.5 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:

### 2.5.1 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.

### 2.5.2 Informed developmental state that strengthens democracy and accountability

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

### 2.5.3 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.

### 2.5.4 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.

## 2.6 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, as well as governance.

## 2.7 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:

### 2.7.1 Strategic objective 1: Expand the statistical information base by increasing its depth, breadth and geographic spread

The government has identified twelve development outcomes and the 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, to a lesser extent, making use of administrative records to inform on the outcomes on national and provincial levels.

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.

## 2.7.2 Strategic objective 2: 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 needs 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 implementing 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 is 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 audit 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 (Act No. 6 of 1999), 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 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.

Over the next five years, the organisation will focus on the following key building blocks and strategic initiatives to ensure that statistics produced in the statistics system are fit for purpose:

- 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.

### 2.7.3 Strategic objective 3: Improve productivity and service delivery

The aftermath of the financial and economic crises that affected all countries, including South Africa, requires government to put 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 internal challenges and still deliver high-quality statistical information, the organisation adopted a number of strategies to ensure it becomes more effective and efficient in conducting its business.

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; and
- Improving governance and accountability.

**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.

#### 2.7.4 Strategic objective 4: 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 to transform 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 key strategic initiatives over the next five years to lead statistical coordination in South Africa include:

- 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.

#### 2.7.5 Strategic objective 5: 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, within 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 systems, data and information are developed and managed across the organisation, which is supported by technology.

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:

- Developing human capacity;
- Investing in information capital; and
- Creating a conducive organisational environment.

#### 2.7.6 Strategic objective 6: 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, has 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:

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

The proportion of households living in formal dwellings has increased from 65% to 78% over the period 1996–2011. There is a slight decrease in proportion of households residing in informal dwellings (from 16% in 1996 to 14% in 2011).

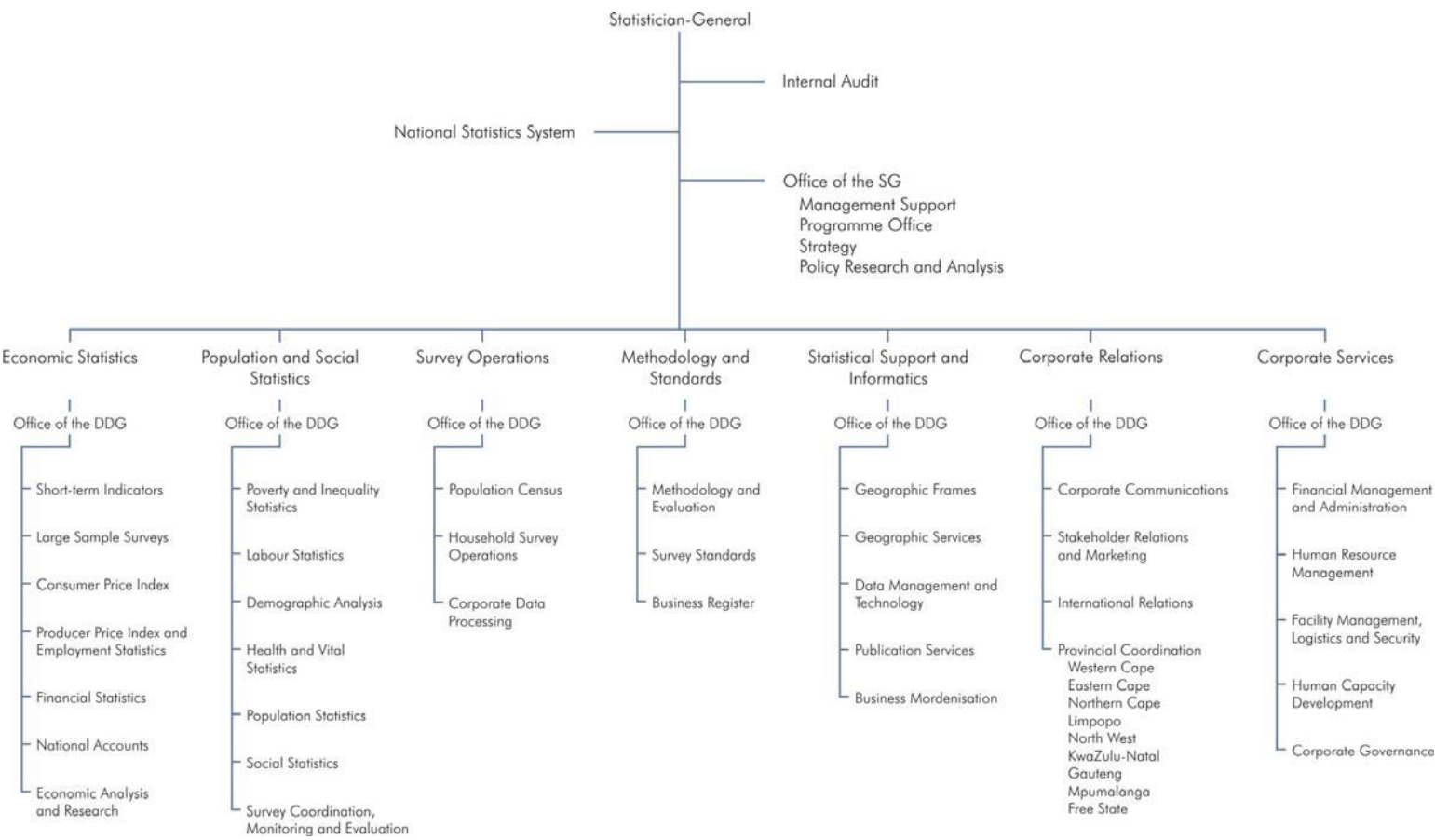
Source: Census 2011



2.8 Implementing the plan

2.8.1 Aligning the organisational structure to the strategy

Stats SA reviews its organisational structure regularly to ensure alignment to the vision, mission and strategic objectives. Stats SA will be implementing further structural changes over the medium term.







From left to right:

Ms A Henning (Deputy Director-General: Corporate Services), 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), Mr J de Beer (Deputy Director-General: Economic Statistics)

## 2.9 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.

### 2.9.1 Planning

Stats SA conducts three annual planning sessions; strategic planning, business planning, and integrative operational planning.

The outputs of these planning sessions are as follows:

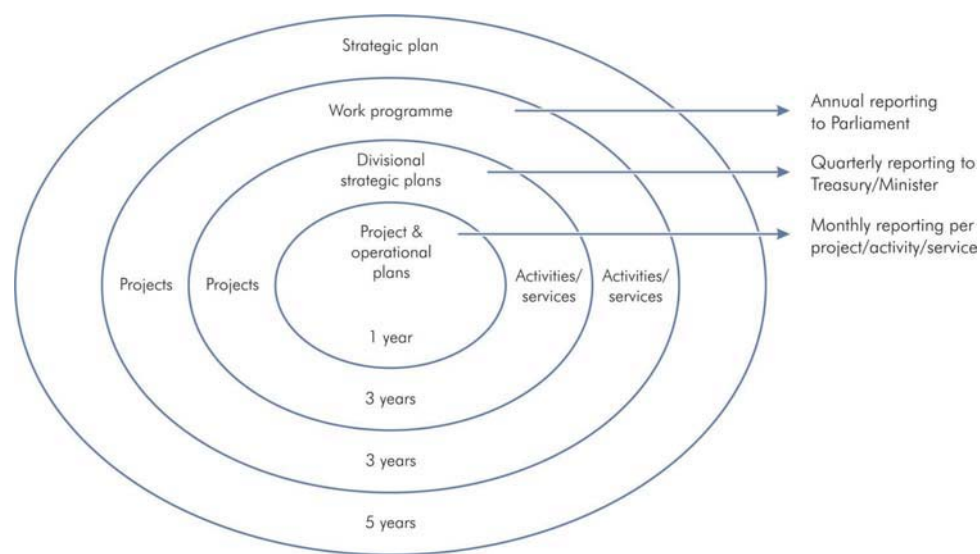
- (a) Strategic planning: A strategic plan and annual work programme that are approved by the Minister in the Presidency responsible for the National Planning Commission and tabled in Parliament.
- (b) Business planning: Divisional strategic plans that outline annual outputs and targets to be achieved for the financial year.
- (c) Integrative operational planning: Detailed project and operational plans that outline activities and tasks to be conducted monthly.

### 2.9.2 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 measures in place to monitor and report on its progress and overall performance.

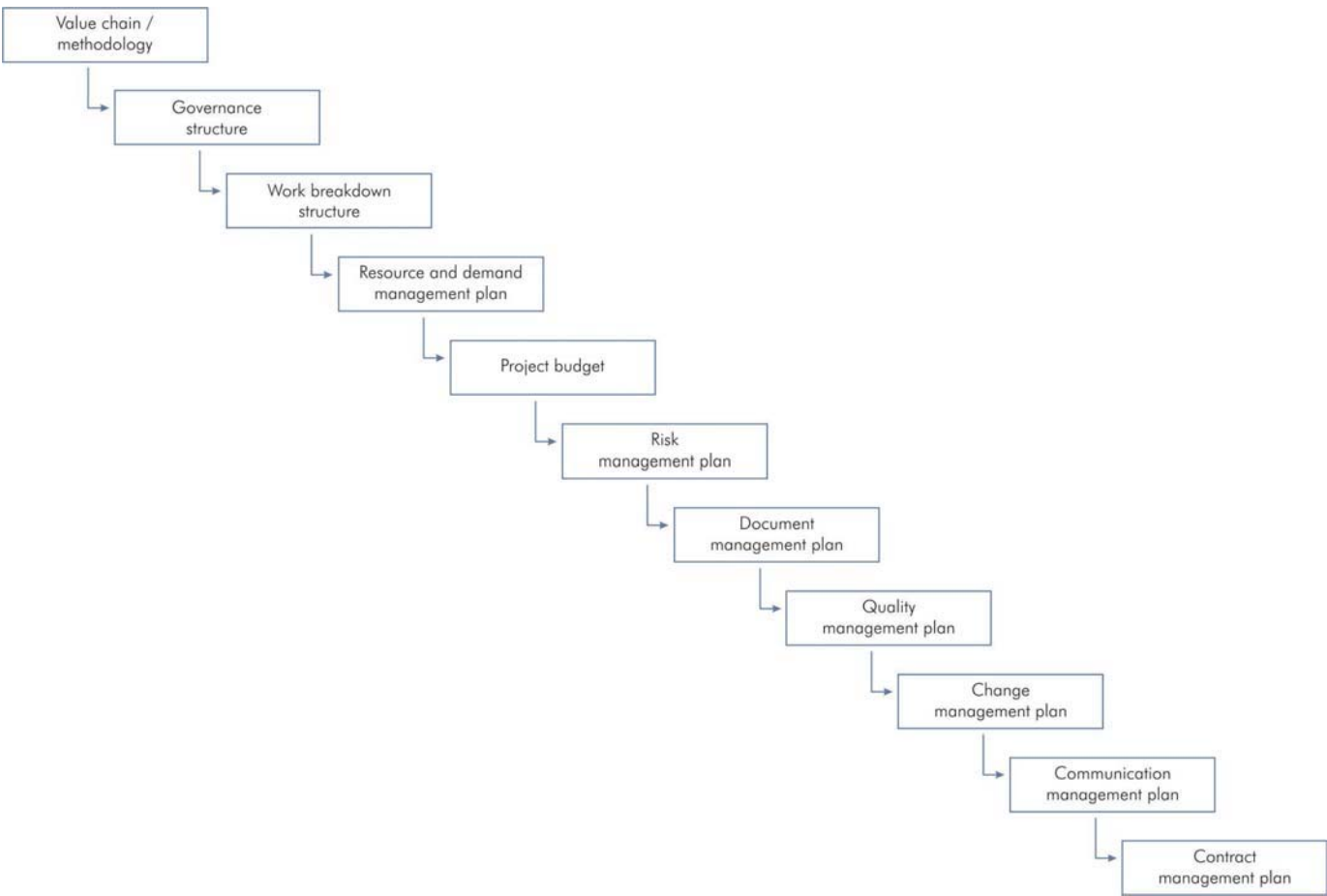
- (a) Annual reporting: An annual report on the overall performance of the organisation in terms of the annual targets outlined in the strategic plan and/or work programme is compiled and tabled in Parliament.
- (b) Quarterly reporting: Quarterly reports outlining progress made against targets as stated in the work programme are compiled and submitted to the Minister and Treasury.
- (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:



2.9.3 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:



## 2.9.4 Strategy in brief

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

## Strategy in brief (continued)

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

## Strategy in brief (continued)

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

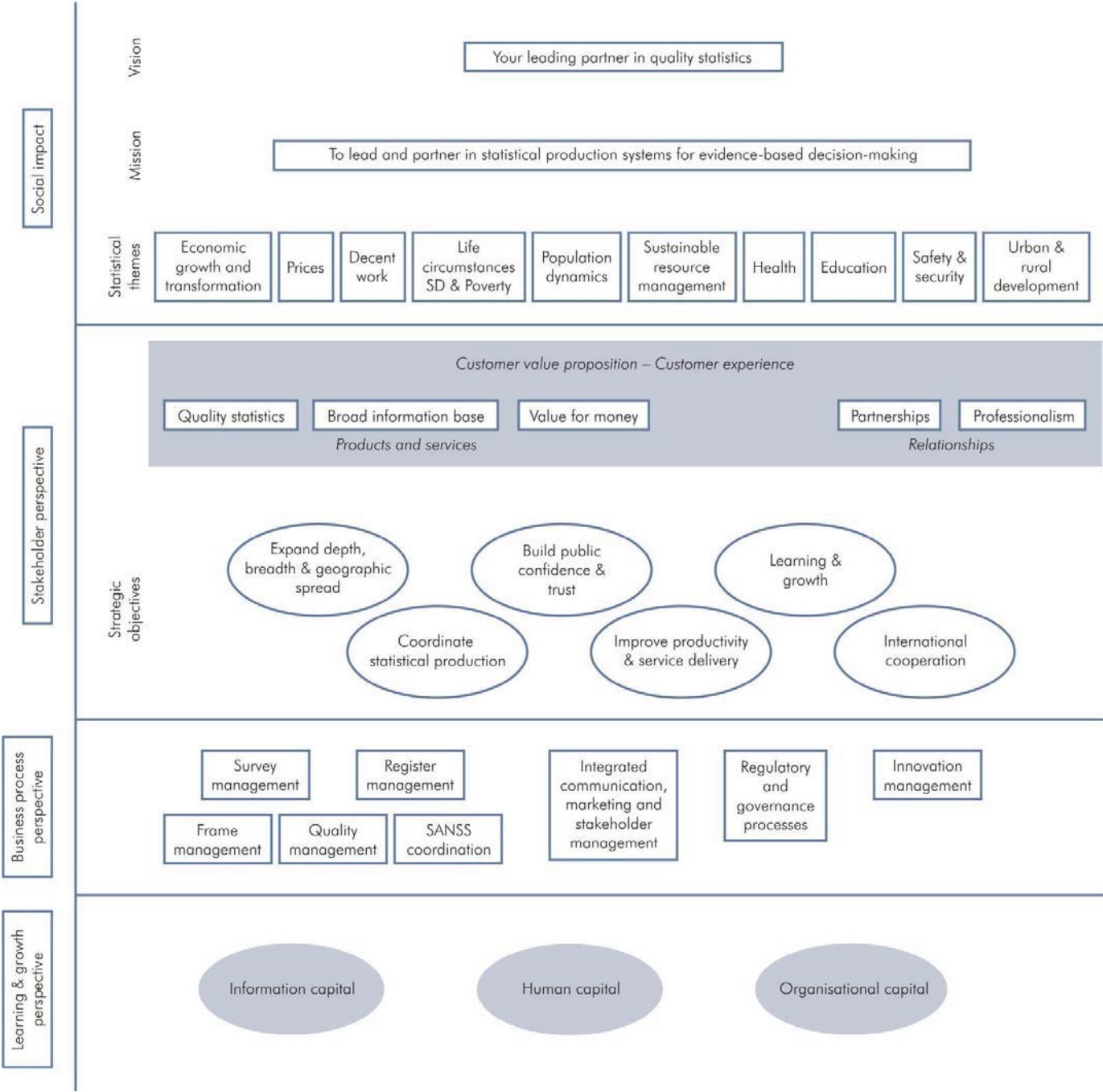
## Strategy in brief (concluded)

Strategic objective	Strategic focus	Outputs
Invest in the learning and growth of the organisation	Human capital	<ul style="list-style-type: none"> <li>• Schools programme: <ul style="list-style-type: none"> <li>◦ Maths4Stats</li> </ul> </li> <li>• Tertiary programme: <ul style="list-style-type: none"> <li>◦ Training and research partnerships/chair</li> </ul> </li> <li>• Within Stats SA <ul style="list-style-type: none"> <li>◦ Internship</li> <li>◦ Internal training programme</li> <li>◦ E-learning</li> </ul> </li> <li>• The ISibalo Institute</li> </ul>
	Information capital	<ul style="list-style-type: none"> <li>• Functional server and network infrastructure</li> <li>• ICT user-focused services</li> <li>• Innovation ICT</li> <li>• Business modernisation</li> </ul>
	Organisational capital	<ul style="list-style-type: none"> <li>• New premises for Stats SA's Head Office</li> <li>• Organisational and management structure</li> <li>• Organisational values</li> </ul>
Promote international cooperation and participation in statistics	Statistical development in Africa	<ul style="list-style-type: none"> <li>• Strategy on the Harmonisation of Statistics in Africa (SHaSA)</li> <li>• Charter on Statistics for Africa</li> <li>• Africa Symposium on Statistical Development (ASSD)</li> </ul>
	Culture of evidence-based policy formulation and decision-making	<ul style="list-style-type: none"> <li>• 2010 Round of Population and Housing Censuses</li> <li>• Civil Registration and Vital Statistics</li> </ul>
	International partnerships	<ul style="list-style-type: none"> <li>• International Comparison Project (ICP)</li> </ul>



2.9.5 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.



### Annexure 3: 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"> <li>• Drive the implementation of the Statistics Act, Act 6 of 1999</li> <li>• Define the national strategy for development of statistics</li> <li>• Establish the vision, mission, organisational goals and targets</li> <li>• Define the work programme and priorities of the organisation</li> <li>• Determine the internal organisation of Stats SA and re-allocate resources according to the strategic plan</li> <li>• Oversee the overall operation, management and integration of the organisation</li> <li>• Monitor, report on and evaluate the performance of the organisation</li> <li>• Communicate regularly to staff on strategic initiatives such as the organisation's strategy, goals, priorities, and management decisions</li> <li>• Lead change management initiatives</li> </ul>	Exco Strategy Office Programme Office CFO
Directing, guiding and driving the effective and accurate production of economic, social and population statistics	<ul style="list-style-type: none"> <li>• Ensure timely release of high-quality economic statistics</li> <li>• Ensure timely release of high-quality social statistics</li> <li>• Ensure timely release of high-quality population statistics</li> <li>• Produce quality national accounts statistics</li> <li>• Produce quality integrative statistics</li> <li>• Ensure that effective quality controls and measures are in place across the statistical production value chain to manage process quality</li> </ul>	DDGs for: Economic Statistics, Population and Social Statistics, Methodology and Standards, Statistical Support and Informatics, and Survey Operations
Ensuring that official statistics meet internationally acclaimed standards and practices	<ul style="list-style-type: none"> <li>• Ensure methodological soundness of all statistical series</li> <li>• Ensure adherence to recognised national and international standards</li> <li>• Ensure coherence of information through standards, classifications and published metadata</li> <li>• Promote usage of modern methods and technologies</li> <li>• Provide quality frames for usage of survey areas</li> <li>• A statistical data management and compliance frame</li> </ul>	DDGs for: Methodology and Standards, Statistical Support and Informatics

Key responsibility	Activities/outputs	Supported by:
Managing relations with key stakeholders and international role players	<ul style="list-style-type: none"> <li>• Public and media relations</li> <li>• Management of relations with: <ul style="list-style-type: none"> <li>◦ Government departments</li> <li>◦ Users, producers and suppliers of statistics</li> <li>◦ International statistics community</li> <li>◦ FOSAD Clusters</li> <li>◦ Statistics Council</li> <li>◦ Audit Committee</li> <li>◦ Minister in the Presidency responsible for National Planning</li> </ul> </li> </ul>	SG's office DDG: Corporate Relations
Leading the development and coordination of statistical production in the country	<ul style="list-style-type: none"> <li>• Coordinate statistical planning across organs of state</li> <li>• Provide statistical support and advice to other producers of statistics</li> <li>• Set statistical standards for the national statistics system</li> <li>• Provide a governance framework and support to statistical subsystems in South Africa</li> <li>• Coordinate statistical reporting in the country</li> <li>• Declare statistics as official</li> </ul>	NSS office Strategy Office
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> <li>• Determine the post establishment, including the creation, grading and abolition of posts</li> <li>• Ensure the recruitment, appointment, promotion, transfer, discharge and other career incidents of staff</li> <li>• Manage and encourage people, optimise their outputs and manage relationships effectively in order to achieve organisational goals</li> <li>• Ensure transfer of skills to previously disadvantaged individuals</li> <li>• Create training and development opportunities for all staff</li> <li>• Create work opportunities for people to release their full potential</li> </ul>	DDG: Corporate Services CFO All other DDGs

## **Annexure 4: Changes in the five year Strategic Plan**

The changes to the five year strategic plan are indicated as footnotes to table 1. Below is a summary of these changes to the Strategic Plan.

### **Target: Enhance surveys on Transport, Construction and Communication**

<sup>1</sup> According to research conducted, enhancing the Construction survey is replaced by the Real Estate survey in 2012/13, the Business Services survey will be replaced by Trade in 2013/14 and the Community, Social and Personal Services survey will be replaced by Trade in 2014/15 (see page 36).

### **Target: Introduce annual release of business demographics**

<sup>2</sup> The introduction of business demographics will not be done as it is dependent on the geo-coding of the Business register (see page 37).

### **Target: Research sources for public financial corporations and public non-financial corporations**

<sup>3</sup> Research activities will not commence as it is dependent on additional funding (see page 37).

### **Target: Introduce quarterly estimate of general government expenditure**

<sup>4</sup> The introduction of quarterly estimates of general government will not be implemented as it is dependent on additional funding (see page 37).

### **Target: Overview of SAM report and discussion document on input-output tables**

<sup>5</sup> The SAM report scheduled for 2012/13 has been replaced by a research document on input-output tables due to the release of the Census 2011 data and the related report will be published in 2013/14. The scheduled targets on research and development will commence when the information communication technology report is finalised in 2014/15 (see page 38).

### **Target: Develop methodology and plans to compile independent expenditure approach annually**

<sup>6</sup> The development of methodology and plans to compile independent expenditure approach quarterly and annually for the years 2013/14 and 2014/15 respectively, will be replaced by proposals for the compilation of selected industries on calculation of independent GDP estimates from the production side and incorporating findings from the independent GDP research reports, which will form part of the benchmarked and rebased GDP estimates by November 2014. A report on the compilation of a detailed SUT will be completed by March 2016 (see page 40).

### **Target: Expand regional reports based on availability and quality of data sources**

<sup>7</sup> The annual reports on regional statistics based on VAT data which were supposed to have commenced in 2012/13 and to be expanded in 2013/14 are dependent on the quality of information in the Business Register (see page 40).

**Target: GDP estimates in quarter three**

<sup>8</sup> The annual GDP and GDPR estimates are included in the third quarterly GDP release (see page 43).

**Target: CPI rebased**

<sup>9</sup> The CPI has been re-based and re-weighted in 2012/13 (see page 51).

**Target: Biennial updating of weights**

<sup>10</sup> Biennial updates for CPI basket is dependent on the LCS/IES implementation strategy that is not yet approved. In future the proposal is to update the CPI basket after every three years instead of biennial (see page 51).

**Target: Introduce a rolling sample collection methodology**

<sup>11</sup> The introduction of a rolling sample collection methodology is dependent on additional funding (see page 52).

**Target: Introduce new AME Survey**

<sup>12</sup> The introduction of the AME survey is dependent on additional funding (see page 56).

**Target: Supplementary modules in: Expanded Public Works Programme, Time Use Survey and Decent work**

<sup>13</sup> The module for Employers and self Employed (SESE) has been developed in 2012/13. SESE will be conducted in 2013/14 and the report is scheduled for release in 2014/15. The next Time Use Survey is will be developed in 2015/16. Decent work indicators are included in the core questionnaire and reported in the annual report. A survey on Volunteer work will be introduced in 2014/15 (see page 57).

**Target: Conduct LCS as part of a continuous household survey programme**

<sup>14</sup> The Living Conditions Survey (LCS) will not be conducted in 2013/14 due to insufficient funds which will impact on targets in subsequent years. It is important to note that implementation of targets at municipal level at this stage is still a serious challenge (see page 63).

**Target: Roll out phase 1 of quality management system – train staff and training material**

<sup>15</sup> Stats SA has initially set out to implement a comprehensive quality management system by 2014/15. Research into international best practice has commenced on establishing a quality management approach. Targets as set out in the Strategic Plan will not be achieved. Stats SA will conceptualise and develop a quality management framework and system over the medium term (see page 80).

**Target: Assess 8 statistical series against SASQAF and designate as official**

<sup>16</sup> Stats SA has not yet established a formal independent quality assessment unit due to insufficient funds. Assessment targets for 2012/13 – 2014/15 will not be achieved (see page 84).

**Target: Design and develop the integrated business sampling frame system (Module 3) (ADAPT)**

<sup>17</sup> Modules 2 and 3 were completed in 2012/13 and modules 4 and 5 will subsequently be completed in the next two years (see page 91).

**Target: Phase 2: Implementation of single business registration system**

<sup>18</sup> The project is in the process of being re-scoped. Targets as outlined in the Strategic Plan will not be achieved (see page 93).

**Target: Maintain the brand of Stats SA**

<sup>19</sup> A new brand for Stats SA has not yet been finalised. Maintenance of the brand in subsequent years as outlined in the five year plan will not be achieved (see page 99).

**Target: Percentage internal audits conducted and approved by the Audit Committee**

<sup>23</sup> The finalisation of the Internal Audit coverage plan 2013/14 is dependent on the approval of the Audit Committee (see page 118).

**Target: Review Statistics Act (Act No.6 of 199)**

<sup>24</sup> Stats SA has embarked on a process to develop a policy document for the implementation of statistical coordination. Developing a bill to amend the Act will not be achieved and will affect plans in 2013/14 and 2014/15 (see page 137).

**Target: Develop reporting processes to monitor implementation of the NSDS and statistical programmes**

<sup>25</sup> The development of the NSDS has not been completed due to finalisation of the policy document. The compilation and approval of sector statistical plans for Health, Education, Crime and Science and Technology are dependent on the NSDS. Therefore, targets scheduled for 2013/14 and 2014/15 will not be achieved (see page 137).

**Target: Establish statistics units in other government departments**

<sup>26</sup> The establishment of statistics units will follow the approval of the policy document (see page 139).

**Target: Conduct an independent quality assessment against SASQAF**

<sup>27</sup> The department has embarked on the assessment of the district health information system in Limpopo, Mpumalanga and KwaZulu-Natal. This is a long term project and will affect targets over the medium term (see page 140).

**Target: Conduct an independent quality assessment against SASQAF**

<sup>28</sup> The progress report on crime statistics has outlined future improvements to the crime statistics system. The assessment will be conducted in subsequent years (see page 140).

**Target: Publish report on recommendations**

<sup>29</sup> Ongoing discussions between Stats SA and Home Affairs on the quality and completeness of the population register will inform future actions and technical support. A report will not be published in 2013/14 (see page 141).

**Target: Integrate statistics in policy formation processes to support development outcomes**

<sup>30</sup> The promotion of the use of statistical information in policy formulation is addressed in the policy document (see page 142).

**Target: Inside Stats SA: appoint 65 interns and merge internal training programme with Statistics Training Institute**

<sup>31</sup> Stats SA will not be in a position to appoint 65 interns for 2013/14 due to financial constraints (see page 148).

**Target: Expand scope of Statistics Training Institute Training in 1-year Certificate in Official Statistics for 100 candidates and offer training to other partners in the SANSS**

<sup>32</sup> The target for training in the Certificate in Official statistics has been adjusted to 30 candidates (see page 149).

**Target: Roll out phase 2: Implement knowledge management approach**

<sup>33</sup> A strategy and policy on knowledge management has not yet been developed. Stats SA has embarked on a process to introduce a knowledge management approach. The targets set out in the strategic plan will not be achieved (see page 154).

**Target: Move to new premises**

<sup>34</sup> Construction of the new building is scheduled to commence in 2013/14 and the move to new premises will only take place in 2015/16 (see page 158).

**Target: Decentralise corporate support services**

<sup>35</sup> Decentralisation of corporate support services has partially been implemented due to financial and resource constraints. The organisation is revisiting decentralisation of corporate support services (see page 172).

## **Annexure 5: 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

### 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

### 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

#### 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

In 2011, school attendance was 93%, with Northern Cape reporting the highest level of attendance at 96,6%.

Source: Census 2011



## 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	ISlbalo 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
IYASC	ISlbalo Young African Statisticians' Conference
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
OHSA	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
PPP	Public private partnership
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

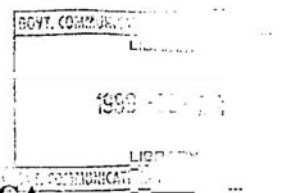
QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QLFS	Quarterly Labour Force Survey
RDP	Reconstruction and Development Programme
RFQ	Request for quotation
RMF	Risk Management Framework
RPHC	Round of Population and Housing Censuses
RTMS	Real Time Management System
SAC	Satellite Application 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 Statistics 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









REPUBLIC OF SOUTH AFRICA

# GOVERNMENT GAZETTE

## STAATSKOERANT

VAN DIE REPUBLIEK VAN SUID-AFRIKA

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CAPE TOWN, 21 APRIL 1999

KAAPSTAD, 21 APRIL 1999

**No. 19957**

### OFFICE OF THE PRESIDENT

No. 489.

21 April 1999

It is hereby notified that the President has assented to the following Act which is hereby published for general information:—

No. 6 of 1999: Statistics Act, 1999.

### KANTOOR VAN DIE PRESIDENT

No. 489.

21 April 1999

Hierby word bekend gemaak dat die President sy goedkeuring gegee het aan die onderstaande Wet wat hierby ter algemene inligting gepubliseer word:—

No. 6 van 1999: Wet op Statistieke, 1999.

*(English text signed by the President.)*  
*(Assented to 14 April 1999.)*

## ACT

To provide for a Statistician-General as head of Statistics South Africa, who is responsible for the collection, production and dissemination of official and other statistics, including the conducting of a census of the population, and for co-ordination among producers of statistics; to establish a Statistics Council and provide for its functions; to repeal certain legislation; and to provide for connected matters.

**B**E IT ENACTED by the Parliament of the Republic of South Africa, as follows:

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### Definitions

1. In this Act, unless the context indicates otherwise—
- (i) "business" means any individual, juristic person or partnership carrying on a commercial activity; (iv)
  - (ii) "Cabinet" means the Cabinet in the national sphere of government, referred to in section 91 of the Constitution; (viii)
  - (iii) "Constitution" means the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); (vi)
  - (iv) "Council" means the South African Statistics Council, established by section 8(1); (xi)
  - (v) "document" includes—
    - (a) a form, questionnaire, schedule, notice or report whether in printed or photographic form;

- (b) a documentary recording or transcribed computer printout or record capable of being produced as a printout by a mechanical or electronic device;
- (c) a medium or device by means of which information is recorded or stored: 5  
(v)
- (vi) "household" means a group of people who live together at least four nights a week, eat together and share resources, or a single person who lives alone; (vii)
- (vii) "Minister" means the Minister of Finance or such other Minister as the President may assign to be the executing authority for the purposes of this Act; 10  
(ix)
- (viii) "officer", in relation to Statistics South Africa, means—  
(a) a member of the staff of Statistics South Africa referred to in section 7(3)(a); or  
(b) any other person appointed by the Statistician-General to perform work on behalf of Statistics South Africa; (iii) 15
- (ix) "official statistics" means statistics designated as official statistics by the Statistician-General in terms of section 14(7); (i)
- (x) "organ of state" means—  
(a) any department of state or administration in the national, provincial or local sphere of government; or 20  
(b) any other functionary or institution—  
(i) exercising a power or performing a duty in terms of the Constitution or a provincial constitution; or  
(ii) exercising a public power or performing a public duty in terms of any legislation, 25  
but does not include a court or a judicial officer; (xiv)
- (xi) "other organisation" means any non-governmental or nonprofit organisation, voluntary association or other organisation other than a business, household or organ of state; (ii)
- (xii) "Public Service Act" means the Public Service Act, 1994 (Proclamation No. 103 of 1994); (xiii) 30
- (xiii) "respondent" means—  
(a) any individual or household in respect of whom or which; or  
(b) any organ of state, business or other organisation in respect of whose activities or affairs, 35  
any information is sought or provided for purposes of a statistical collection in terms of this Act; (xii)
- (xiv) "return" means a document completed by—  
(a) a respondent; or  
(b) an officer of Statistics South Africa or of another organ of state which 40  
produces statistics,  
for the purpose of producing official or other statistics; (x)
- (xv) "statistical collection" means the process of—  
(a) conducting a population or other census or a sample survey; or  
(b) collating administrative records or data for statistical purposes; (xvii) 45
- (xvi) "Statistician-General" means the person appointed as Statistician-General in terms of section 6(1); (xviii)
- (xvii) "statistics" means aggregated numerical information relating to demographic, economic, financial, environmental, social or similar matters, at national, provincial or local level, which is compiled and analysed according to relevant 50  
scientific and statistical methodology; (xv)
- (xviii) "Statistics South Africa" means the department contemplated in section 4(1).  
(xvi) 60

#### Purpose of Act

2. The purpose of this Act is to advance the planning, production, analysis, 55  
documentation, storage, dissemination and use of official and other statistics by  
providing for—

- (a) a Statistician-General as head of Statistics South Africa and for a Council;  
(b) the respective functions of the Statistician-General, the Council and the Minister and their interrelations; 60  
(c) co-ordination between Statistics South Africa and other organs of state that  
produce official or other statistics;

(d) co-operation between the producers of official statistics and—	
(i) the users of such and other statistics in the government, other sectors of society and the public at large;	
(ii) the respondents supplying the information that results in official and other statistics;	5
(e) liaison with international and regional organisations that—	
(i) request official statistics;	
(ii) make recommendations about the standardisation, classification, collection, processing, analysis and dissemination of statistics.	
Purpose of official statistics, and statistical principles	10
3. (1) The purpose of official statistics is to assist organs of state, businesses, other organisations or the public in—	
(a) planning;	
(b) decision-making or other actions;	
(c) monitoring or assessment of policies, decision-making or other actions.	15
(2) Official statistics must protect the confidentiality of the identity of, and the information provided by, respondents and be—	
(a) relevant, accurate, reliable and timeous;	
(b) objective and comprehensive;	
(c) compiled, reported and documented in a scientific and transparent manner;	20
(d) disseminated impartially;	
(e) accessible;	
(f) in accordance with appropriate national and international standards and classifications; and	
(g) sensitive to distribution by gender, disability, region and similar socio-economic features.	25
Status of Statistics South Africa	
4. (1) Statistics South Africa referred to as an organisational component in the first column of Schedule 2 to the Public Service Act and for the purposes of the application of that Act, in terms of section 7(4)(a) of that Act, regarded to be a department—	30
(a) continues as such; and	
(b) consists of the Statistician-General and the permanent and temporary staff referred to in section 7(3)(a) of this Act.	
(2) Subject to the Minister's duties and powers referred to in section 5, no person or organ of state may interfere with the functioning of Statistics South Africa.	35
(3) For the purpose of ensuring the effectiveness of Statistics South Africa, all other organs of state must assist it in accordance with the principles of co-operative government and intergovernmental relations contemplated in Chapter 3 of the Constitution.	
Duties and powers of Minister	40
5. (1) The Minister must—	
(a) on the recommendation of the Statistician-General, prioritise the work programme of Statistics South Africa, in accordance with the purpose of official statistics and the statistical principles contemplated in section 3 and both having been advised in this regard by the Council;	45
(b) monitor the performance of the Statistician-General of his or her functions—	
(i) as accounting officer of Statistics South Africa; and	
(ii) generally with regard to the financial affairs and organisational functioning of Statistics South Africa;	
(c) determine the specific performance criteria, referred to in section 12(3) of the Public Service Act, for evaluating the performance of the Statistician-General and monitor compliance with those criteria;	50
(d) approve or disapprove the inception, variation or discontinuance of statistical collection by a Minister or an organ of state other than Statistics South Africa, as provided in section 14(1) and (2);	55
(e) after consultation with the Cabinet, appoint the members of the Council as provided in section 8(3).	

(2) The Minister may—

(a) subject to subsection (3), direct [he Statistician-General to undertake any statistical collection;

(b) subject to subsection (4) and on the recommendation of the Statistician-General, enter into an international agreement with the government of any other state or any international organisation relating to the purpose of this Act;

(c) after consultation with the Cabinet, terminate the membership of a member of the Council as provided in section 9(3).

(3) The Minister may not interfere with the power of the Statistician-General to decide, in respect of the activities of Statistics South Africa, on—

(a) the manner in which, and the time when, a statistical collection is to be undertaken;

(b) the form, extent and timing of the release of statistical information; or

(c) whether a statistical collection should be discontinued.

(4) The Minister may only enter into an international agreement in terms of subsection (2)(b) if authorised in accordance with the applicable law by the national executive which, in terms of section 231(1) of the Constitution, is responsible for the negotiating and signing of international agreements.

#### Appointment and tenure of Statistician-General

6. (1) The President must appoint an appropriately qualified person as the Statistician-General who is the head of Statistics South Africa.

(2) The Statistician-General must be professionally independent by acting impartially and exercising his or her powers and performing his or her duties—

(a) without fear, favour or prejudice; and

(b) in the interest of maintaining a high standard of professional service and the integrity of the statistics which Statistics South Africa produces.

(3) The provisions of the Public Service Act regarding the appointment, terms and conditions of employment, powers and duties of a head of department apply to the Statistician-General, except where otherwise provided in this Act.

(4) The person appointed as Statistician-General holds office for an agreed term not exceeding five years, which term may be renewed.

(5) The Statistician-General may resign by written notice to the President.

(6) The Statistician-General may be removed from office by the President only—

(a) on the grounds of—

(i) incapacity;

(ii) misconduct;

(iii) incompetence;

(iv) declaration as an insolvent, or

(v) conviction of an offence and sentence to a term of imprisonment without the option of a fine; and

(b) if the Cabinet, after considering a report on the matter from the Council, recommends to the President such removal.

#### Duties and powers of Statistician-General

7. (1) The Statistician-General—

(a) administers this Act;

(b) is the accounting officer for Statistics South Africa;

(c) after receiving advice from the Council, makes recommendations to the Minister on the policies and priorities of Statistics South Africa;

(d) directs Statistics South Africa in accordance with the duties and powers imposed or conferred on him or her by this Act, section 7(3)(b) of the Public Service Act and any other law;



- (e) determines, and exercises final responsibility regarding the implementation of, the work programme of Statistics South Africa, including—
- (i) the collection, compilation and analysis of official statistics in accordance with the purpose of official statistics and the statistical principles contemplated in section 3; 5
  - (ii) the times when and the manner in which statistical collections are undertaken and the form of any document pertaining thereto;
  - (iii) the manner in which data are processed, documented and stored;
  - (iv) the form, extent and timing of the release of statistical information;
  - (v) development work in statistics; and 10
  - (vi) the discontinuance of a statistical collection.
- (2) The Statistician-General must—
- (a) cause a population census to be taken in the year 2001 and every five years thereafter, on a date determined by the Minister by notice in the *Gazette*, unless the Minister, on the advice of the Statistician-General and by notice in 15 the *Gazette*, determines otherwise;
  - (b) develop and maintain registers or lists which may be of use in producing statistics;
  - (c) furnish the Minister and the Council each year with a report in respect of the activities of Statistics South Africa during that year, which report the Minister 20 must as soon as possible table in Parliament;
  - (d) undertake any statistical collection if so directed by the Minister in terms of section 5(2)(a);
  - (e) formulate quality criteria and establish standards, classifications and procedures for statistics; 25
  - (f) provide statistical advice to other organs of state;
  - (g) in terms of section 14, promote co-ordination among producers of official statistics in order to—
    - (i) advance the quality, consistency, comparability and optimum use of official statistics; and 30
    - (ii) avoid unnecessary duplication;
  - (h) endeavour to fulfil the Republic's international statistical reporting obligations;
  - (i) liaise with other countries and their statistical agencies and represent Statistics South Africa internationally with regard to statistical matters; 35
  - (j) establish and maintain such offices in the provinces as he or she considers necessary, having regard to the needs for official and other statistics for provinces and other organs of state, on condition that—
    - (i) service-level agreements or memoranda of understanding are entered into between Statistics South Africa and the provinces in question; and 40
    - (ii) co-ordination of the statistical activities of the relevant provinces and other organs of state takes place in terms of section 14;
  - (k) seek to ensure appropriate public awareness of statistical collections and activities.
- (3) The Statistician-General may— 45
- (a) as regards the staff of Statistics South Africa—
    - (i) retain or appoint permanent, temporary and contract staff or terminate their services; and
    - (ii) determine their terms and conditions of employment, in accordance with the Public Service Act and other applicable law; 50
  - (b) in terms of section 14(7), designate statistics produced by Statistics South Africa or other organs of state as official statistics;
  - (c) accept commissioned statistical work and determine the pricing of that work;
  - (d) determine the pricing of Statistics South Africa's services and products;
  - (e) delegate any power conferred or duty imposed on him or her by this Act, to 55 any other officer of Statistics South Africa, but the Statistician-General—
    - (i) may impose conditions for such delegation;
    - (ii) is not by virtue of such delegation divested of that power or duty and may at any time himself or herself exercise that power or perform that duty; 60

- (iii) may vary or set aside any decision made in terms of such delegation;
  - (f) on the conditions and for the period determined by him or her, establish an advisory committee or committees to advise him or her on any matters pertaining to this Act;
  - (g) make, by notice in the *Gazette*, rules relating to—
    - (i) the returns, information, data and statistics to be furnished and collected in the undertaking of a statistical collection;
    - (ii) the manner and form in which, the times when and the places where, and the persons to whom and from whom, such statistics must be furnished and collected; and
    - (iii) any other matter necessary for the effective collection of statistics and the effective functioning of Statistics South Africa.
- (4) Any member of an advisory committee appointed in terms of subsection (3)(f) who is not in the full-time employment of the State receives such remuneration and allowances as the Minister of Finance determines.
- (5)(a) If the Minister, in prioritizing the work programme of Statistics South Africa in terms of section 5(1)(a), rejects the Statistician-General's recommendation, the Minister and the Statistician-General must endeavour to resolve their disagreement after receiving advice from the Council.
- (b) If the Minister and the Statistician-General fail to resolve their disagreement, the Minister makes the final decision and the Statistician-General must implement that decision.
- (c) The Statistician-General may make public the fact that the decision is contrary to his or her recommendation.

#### Establishment of Council

8. (1) A council to be known as the South African Statistics Council is hereby established.
- (2) The Council must consist of not less than 18 and not more than 25 members—
- (a) with relevant professional proficiency and interest;
  - (b) broadly representative of groups or interests concerned with the production and use of official statistics, including—
    - (i) organs of state;
    - (ii) producers of statistics;
    - (iii) organised business and labour;
    - (iv) specialist and research interests, including statistics and information technology;
    - (v) economic and financial interests;
    - (vi) demographic and social interests, including rural, gender and disability interests; and
    - (vii) the public, including non-governmental, private, civic and other organisations; and
  - (c) of whom nine must be persons representing the respective provinces.
- (3) The Minister must, after consultation with the Cabinet, appoint the members of the Council from nominations obtained through—
- (a) public invitations for nominations; and
  - (b) a request to the executive council of each province to submit two or three nominations.
- (4) The Statistician-General is by virtue of his or her office a member of the Council and he or she or his or her representative may attend meetings of the Council, but may not—
- (a) vote at such meetings; and
  - (b) act as chairperson or deputy chairperson.
- (5) The Minister must appoint a member of the Council as chairperson.
- (6) The Council must elect one of its members as deputy chairperson.
- (7) If both the chairperson and deputy chairperson of the Council are unable to act as chairperson, the other members must designate one of their number to act as chairperson during such inability.

**Tenure of members of Council**

9. (1) The members of the Council hold office for such period, not exceeding three years, as the Minister determines in respect of each such member.
- (2) An appointed member of the Council vacates office if—
- (a) he or she resigns after giving 30 days notice in writing to the Minister; 5
  - (b) the period of his or her appointment expires; or
  - (c) his or her membership is terminated in terms of subsection (3).
- (3) The Minister may, after consultation with the Cabinet, terminate the membership of any or all of the appointed members of the Council for reasons which are just and fair.
- (4) A person whose membership of the Council has terminated, is eligible for 10 reappointment.
- (5) A vacancy on the Council must be filled in accordance with section 8(2) and (3).
- (6) No deficiency in the number of members of the Council affects any decision taken at a meeting in terms of section 10(5) if at least one third of the appointed members were present at that meeting. 15

**Meetings of Council**

10. (1) The Council must meet at least twice a year at such times and places as the chairperson or deputy chairperson determines by notice in writing to the other members.
- (2) The chairperson or deputy chairperson—
- (a) may convene a special meeting of the Council; 20
  - (b) must convene such a meeting within 14 days of the receipt of a written request signed by at least one third of the members of the Council to convene such meeting.
- (3) The quorum for a meeting of the Council is one third of the appointed members.
- (4) The Council determines the procedure at its meetings. 25
- (5) A decision of the Council must be taken by resolution of the majority of appointed members present at the meeting in question and, in the event of an equality of votes, the person presiding has a casting vote in addition to his or her deliberative vote.

**Committees of Council**

11. (1) The Council may appoint such standing or other committees as are necessary 30 for the effective performance of the functions of the Council.
- (2) The members of a committee of the Council may include persons who are not members of the Council.

**Remuneration of members of Council and its committees**

12. A member of— 35
- (a) the Council; or
  - (b) a committee of the Council,
- who is not in the full-time employment of the State is paid such remuneration and allowances as the Minister of Finance determines.

**Duties and powers of Council 40**

13. (1) The Council must advise the Minister, the Statistician-General or an organ of state which produces statistics with regard to—
- (a) matters referred to the Council by the Minister, the Statistician-General or that organ of state;
  - (b) any matter regarding the collection, processing, analysis, documentation, 45 storage and dissemination of statistics, including the taking of a population census, which should, in the opinion of the Council, be studied or undertaken;
  - (c) the elimination of unnecessary overlapping or duplication with regard to the collection or publication of statistics by organs of state;
  - (d) any matter the Council considers necessary or expedient for achieving the 50 purpose of this Act;



- (e) the general appropriateness to the country's needs of the services provided by Statistics South Africa.
- (2) The Council must promote and safeguard—
- (a) official statistics;
  - (b) the co-ordination of statistical activities; and
  - (c) an environment which is supportive of the collection, production, dissemination and use of official statistics.
- (3) The Council must furnish the Minister and Statistician-General with an annual report in respect of its activities, including its advice to the Minister and Statistician-General and the outcome of that advice, during the year in question, and the Minister must as soon as possible table that report in Parliament.
- (4) The Council may issue public statements on any matter relating to its functions in terms of this Act, but only after consultation with the organ of state, business or other organisation involved, if any, in the matter in question.
- (5) The Statistician-General must provide the Council with such secretarial and clerical assistance as is necessary for the effective performance of the functions of the Council.

#### Statistical co-ordination among organs of state

14. (1) Despite any other law—
- (a) no Minister may authorise an organ of state to undertake a new statistical collection or substantially vary or discontinue any statistical collection; and
  - (b) no organ of state may undertake a new statistical collection or substantially vary or discontinue any statistical collection—
- except with the approval of the Minister given in accordance with subsection (2), provided that in the case of any state institution referred to in section 181(1) of the Constitution, the state institution does not require the Minister's approval, but it must consult with the Minister, who must be advised by the Statistician-General.
- (2) The Minister may only grant the approval referred to in subsection (1)—
- (a) on the advice of the Statistician-General; and
  - (b) after consultation with the head of the organ of state concerned.
- (3) If so advised by the Statistician-General, the Minister may, subject to such conditions as the Minister determines, stipulate that the provisions of subsection (1) do not apply to any specific organ of state in any specific instance or class of instances.
- (4) Subsection (1) does not apply to the collection of statistics undertaken in accordance with the work programme of Statistics South Africa contemplated in section 7(1)(e).
- (5) As soon as possible after—
- (a) the inception, variation or discontinuance of any statistical collection requiring approval in terms of subsection (1) is proposed; or
  - (b) any document used in such collection is prepared,
- the head of the organ of state concerned must inform the Statistician-General accordingly.
- (6) The Statistician-General may advise any organ of state regarding the application of appropriate quality criteria and standards, classifications and procedures for statistics—
- (a) to improve the quality of statistics;
  - (b) to enhance the comparability of statistics;
  - (c) to minimise unnecessary overlapping or duplication with the collection or publication of statistics in that organ of state or by other organs of state.
- (7) (a) The Statistician-General may designate as official statistics any statistics or class of statistics produced from statistical collections by—
- (i) Statistics South Africa; or
  - (ii) other organs of state, after consultation with the head of the organ of state concerned.

- (b) Such designation must be in accordance with—
- (i) the purpose of official statistics and the statistical principles contemplated in section 3; and
  - (ii) such other statistical criteria as the Statistician-General may determine by notice in the *Gazette*. 5
- (8) The Statistician-General may—
- (a) at his or her own instance or at the request of the Council, the Minister or any other Minister, review and comment on the production, analysis, documentation, storage, dissemination, interpretation and use of official or other statistics of any other organ of state; and 10
  - (b) after consultation with the head of that organ of state, publish any such statistics and comments thereon as he or she considers necessary or appropriate.
- (9) For the purposes of assisting the Statistician-General in the performance of his or her duties imposed by this Act, the head of any other organ of state must, subject to subsection (10)— 15
- (a) within a reasonable period, supply the Statistician-General with information he or she may request regarding any official or other statistics for which that organ of state is responsible;
  - (b) advise the Statistician-General from time to time of any substantial changes in the information that has been so supplied; 20
  - (c) grant the Statistician-General or any officer of Statistics South Africa authorised by him or her unhindered access, without charge, to such information or data of that organ of state as the Statistician-General requests; and 25
  - (d) allow the Statistician-General or any officer of Statistics South Africa authorised by him or her to copy, without charge, any information or data which may be used in producing official statistics.
- (10) The Statistician-General may, subject to such conditions as he or she determines, stipulate that any provision of subsection (9)(a) or (b) does not apply to any specific organ of state in any specific instance or class of instances. 30
- (11) Subject to subsection (12), the Statistician-General may enter into an agreement with—
- (a) the head of another organ of state in respect of information or data which the latter has the authority to collect; 35
  - (b) any body other than an organ of state engaged in collecting such information or data.
- (12) The agreement referred to in subsection (11) is subject to the following conditions:
- (a) The collection of such information or data must be undertaken either by Statistics South Africa or jointly by Statistics South Africa and that organ of state or body; 40
  - (b) the resulting statistics or information must subject to paragraph (c) and section 17(3) be exchanged between the parties or shared with the other party;
  - (c) if information has been supplied by any respondent who gives notice in writing to the Statistician-General that he or she objects to the exchange or sharing of that information by the parties, that information may not be so exchanged or shared; 45
  - (d) every employee within the organ of state or body who is engaged in any such joint collection or to whom such statistics or information is made available, must take an oath of confidentiality similar to that provided for in section 17(7)(a), whether or not he or she has taken an oath of confidentiality in terms of any other law. 50

#### Entry on and inspection of premises

15. (1) For the purpose of making enquiries or observations necessary for achieving the purpose of this Act, the Statistician-General or any officer of Statistics South Africa authorised by him or her may enter on any land or premises, other than a private dwelling, of any organ of state, business or other organisation and inspect anything thereon or therein— 55

- (a) on the authority of a warrant issued in terms of subsection (2); or 60

(b) with the consent of the person who is competent to consent to such entry and inspection.

(2) A warrant referred to in subsection (1)(a) may be issued in chambers by a magistrate or a judge of a High Court only if he or she is satisfied, on the basis of information on oath or affirmation, that there are reasonable grounds for believing that entry on and inspection of the land or premises concerned are reasonably necessary for the purpose contemplated in subsection (1).

(3) A warrant issued in terms of subsection (2) remains in force until—

(a) it is executed;

(b) it is cancelled by the person who issued it or, if such person is not available, 10 by any person with similar authority;

(c) the expiry of three months from the date of its issue; or

(d) the purpose for which the warrant was issued no longer exists, whichever may occur first.

(4) An entry and inspection in terms of subsection (1) must be carried out— 15

(a) at any reasonable time during the day unless the carrying out thereof by night is justifiable and necessary; and

(b) with strict regard to decency and order, including the protection of a person's rights to dignity, to freedom and security and to privacy.

(5) The Statistician-General or the authorised officer must, immediately before 20 carrying out an entry and inspection in terms of subsection (1)—

(a) identify himself or herself to the owner or person in control of the land or premises, if such person is present;

(b) if applicable, hand to that person a copy of the warrant or, if that person is not present, affix that copy to a prominent place on the premises; and 25

(c) supply that person with particulars regarding his or her authority to carry out the entry and inspection.

#### Duty to answer questions

16. (1) The Statistician-General, or an officer of Statistics South Africa authorised by him or her, may, in performing his or her functions in terms of this Act, put, to any person 30 any questions which the Statistician-General or that authorised officer considers reasonably necessary for the collection of statistics.

(2) Every person, including every employee of any organ of state, must—

(a) to the best of his or her or its knowledge and belief and subject to the right to dignity and privacy, answer, when so required, all questions put orally or in 35 writing in terms of subsection (1); and

(b) in accordance with the instructions pertaining to any document referred to in section 7(1)(e)(ii) and not later than the date specified in that document—

(i) furnish all such information; or

(ii) sign such declaration, 40 as is required by that document.

(3) A document referred to in section 7(1)(e)(ii) is sufficiently authenticated if the name and designation of the competent person by whom it is given or issued, as the case may be, has been printed or stamped thereon.

#### Confidentiality and disclosure 45

17. (1) Despite any other law, no return or other information collected by Statistics South Africa for the purpose of official or other statistics that relates to—

(a) an individual;

(b) a household;

(c) an organ of state; 50

(d) a business; or

(e) any other organisation,

may, subject to subsections (2) and (3), be disclosed to any person.

(2) The return or other information contemplated in subsection(1) may, subject to the directions of the Statistician-General, be disclosed—

- (a) to the Statistician-General and officers concerned of Statistics South Africa who have taken the oath of confidentiality referred to in subsection (7)(a);
- (b) to the person from whom such return or other information was collected or his 5 or her representative;
- (c) with the prior written consent of the person from whom such return or other information was collected or his or her representative;
- (d) where the information is already available to the public from the organ of state, business or other organisation concerned; 10
- (e) in the form of lists of the names and addresses of individual organs of state and other organisations and their classifications by function, type of legal entity and range of numbers of members and employees, or other indicator of size;
- (f) in the form of lists of the names and addresses of individual businesses and their classifications by industry or activity, type of legal entity, and range of 15 numbers of employees or other indicator of size;
- (g) in the form of lists of the kinds of products produced, manufactured, stored, bought or sold, or services rendered, by businesses, organs of state or other organisations or classes thereof.

(3) The Statistician-General may, for statistical purposes, disclose to another organ of 20 state information or data gathered in the course of a joint collection undertaken with that organ in terms of section 14(11), on condition that—

- (a) the name, address or any other means by which the respondents may be identified is deleted;
- (b) any person who is involved in the collection of, or who may use, that 25 information or data, must first take an oath of confidentiality similar to the one provided for in subsection (7)(a) irrespective of whether he or she has taken an oath of confidentiality in terms of any other law; and
- (c) the Statistician-General is satisfied that the confidentiality of that information or data will not be impaired. 30

(4) Despite any other law—

- (a) an entry made by the competent person concerned in terms of this Act in any document; or
- (b) a return or its contents,

is not admissible as evidence in legal proceedings, except for purposes of criminal 35 proceedings in terms of this Act.

(5) Information collected by any person, organ of state, business or other organisation for his, her or its own purposes and communicated to Statistics South Africa is subject to the same confidentiality requirements as information collected directly by Statistics South Africa, irrespective of any other confidentiality requirements to which it may have 40 been subject when it was collected.

(6) The results of the compilation and analysis of the statistical information collected in terms of this Act may not be published or disseminated in a manner which is likely to enable the identification of a specific individual, business or other organisation, unless that person, business or organisation has consented to the publication or dissemination 45 in that manner.

(7) The Statistician-General and every officer of Statistics South Africa must—

- (a) before assuming duty, take an oath of confidentiality prohibiting disclosure of any information coming to his or her knowledge by reason of such duty before its release is authorised by the Statistician-General; 50
- (b) preserve, and promote the preservation of, confidentiality in respect of all information that may come to his or her knowledge by reason of such employment.

#### Offences and penalties

18. (1) Any officer of Statistics South Africa who, in the course of his or her 55 employment in terms of this Act—



- (u) wilfully makes any false declaration, statement or return;
- (h) obtains or seeks to obtain information that he or she is not duly authorised to obtain;
- (c) puts to any person a question which he or she is not duly authorised to ask;
- (d) asks of, or receives or takes from, any person, organ of state, business or other organisation, any payment or reward in connection with such employment, other than remuneration due to him or her in terms of this Act or the Public Service Act;
- (e) wilfully discloses any data or information obtained in the course of such employment to a person not authorised to receive that information; 10
- (f) uses information obtained in the course of such employment for the purpose of speculating in—
  - (i) any stock, bond or other security; or
  - (ii) any goods or services,
 before its release is authorised by the Statistician-General; or 15
- (g) contravenes any provision of section 17,

is guilty of an offence and liable on conviction to a fine not exceeding R10 000, or such higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991 (Act No. 101 of 1991), or to imprisonment for a period not exceeding six months or to both such fine and 20 such imprisonment.

(2) Any person who—

- (a) impersonates an officer of Statistics South Africa for the purpose of obtaining information from any person or body; or
- (b) represents himself or herself to be making an entry and inspection in terms of section 15 or putting a question in terms of section 16(1) when he or she is not an officer of Statistics South Africa authorised in terms of section 15 or 16, as the case may be,

is guilty of an offence and liable on conviction to a fine not exceeding R10 000, or such higher amount as is determined from time to time by the Minister of Justice as 30 contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991, or to imprisonment for a period not exceeding six months or to both such fine and such imprisonment.

(3) Any individual other than an employee of an organ of state, business or other organisation that— 35

- (a) fails to answer a question put in terms of section 16(2)(a) or furnishes an answer to such a question which is false or misleading in any material respect, knowing the answer to be false or misleading;
- (b) fails to furnish information or sign a declaration in terms of section 16(2)(b) or furnishes such information which is false or misleading in any material 40 respect, knowing the information to be false or misleading;
- (c) incites any other person to act as contemplated in paragraph (a) or (b);
- (d) refuses—
  - (i) the Statistician-General or any authorised officer of Statistics South Africa, acting in terms of section 15, entry on any land or premises; or 45
  - (ii) to permit the Statistician-General or that authorised officer to inspect anything on or in that land or premises;
- (e) wilfully obstructs the Statistician-General or any officer of Statistics South Africa in the exercise of a power, or the performance of a duty, in terms of this Act, 50

is guilty of an offence and liable on conviction—

- (i) in the case of an individual, to a fine not exceeding R 10000, or such higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991, or to imprisonment for a period not exceeding six months or to both such fine and 55 such imprisonment; and
- (ii) in the case of a business or other organisation, to a fine not exceeding R20 000 or an amount determined by the Minister from time to time by notice in the *Gazette*.

(4) (a) A conviction of an offence referred to in subsection (3)(a) or (b) does not 60 relieve any individual, business or other organisation of the obligation to supply the correct information.

(b) If after 14 days from the date of sentencing for that offence, the information has still not been furnished, that individual, business or other organisation is guilty of a further offence and liable on conviction for each day after the expiry of that 14 day period—

- (i) in the case of an individual, to a fine not exceeding R500 or an amount 5 determined by the Minister from time to time by notice in the *Gazette*; or
- (ii) in the case of a business or other organisation, to a fine not exceeding R2 000 or an amount determined by the Minister by notice in the *Gazette*.

#### References in other legislation or documents

19. (1) Any reference in any legislation or document to the Head of the Central 10 Statistical Services must be construed as a reference to the Statistician-General.

(2) Any reference in any legislation or document to the Statistics Council established by section 2(1) of the Statistics Act, 1976 (Act No. 66 of 1976), must be construed as a reference to the Statistics Council established by section 8(1) of this Act.

#### Repeal of legislation, and savings

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20. (1) Subject to subsections (2), (3) and (4)—

- (a) the legislation specified in the Schedule is hereby repealed; and
- (b) any other legislation in force in that part of the Republic which constituted the territory of any former entity known as Transkei, Bophuthatswana, Venda, Ciskei, Gazankulu, KaNgwane, KwaNdebele, KwaZulu, Lebowa o r 20 Qwaqwa, in so far as it deals with any matter provided for in this Act, is hereby repealed.

(2) Anything done in terms of a provision of legislation repealed by subsection (1) and which could be done in terms of a provision of this Act, is regarded to have been done in terms of that provision of this Act. 25

(3) The person who is the Head of Statistics South Africa in terms of section 12 of, and mentioned in Schedule 2 to, the Public Service Act, immediately before the commencement of this Act, must act as the Statistician-General until the first Statistician-General is appointed in terms of section 6(1) of this Act.

(4) (a) The Statistics Council constituted in terms of section 2 of the Statistics Act, 30 1976 (Act No. 66 of 1976), (in this subsection referred to as the "previous Council"), must act as the South African Statistics Council referred to in section 8(1) of this Act (in this subsection referred to as the "new Council"), until the first Council is constituted in terms of section 8 of this Act.

(b) While the previous Council acts as the new Council, section 2 of the Statistics Act, 35 1976, continues to apply to that Council.

(c) The secretarial and clerical assistance provided to the previous Council in terms of section 2B of the Statistics Act, 1976, must continue until the first Council is constituted in terms of section 8 of this Act.

#### Short title

40

21. This Act is called the Statistics Act, 1999.

Act No. 6.1999

STATISTICS ACT, 1999

## SCHEDULE

## LEGISLATION REPEALED

*(Section 20(1)(a))*

No. and year of Act	Short title
Act No. 66 of 1976	Statistics Act, 1976
Act No. 28 of 1978	Statistics Act, 1978, of the former entity known as Bophuthatswana
Act No. 15 of 1980	Statistics Act, 1980, of the former entity known as Transkei
Act No. 25 of 1986	Statistics Amendment Act, 1986