

work programme 2014/15



**Statistics
South Africa**



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Work Programme 2014/15

Book 1

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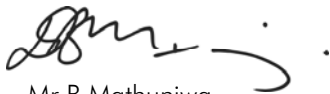
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Official sign-off

It is hereby certified that this Work Programme for 2014/15:


- 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 2014/15.



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Foreword by the Minister in the Presidency: National Planning Commission

Our democracy is twenty years old this year. As we reflect on the distance we have covered and the horizons ahead, we must ask ourselves critical questions about our performance and service delivery. We must ask whether we have understood the meaning of a better life for all and whether we have been able to achieve this ideal captured in the Freedom Charter and in our supreme law, the Constitution.

Over the past twenty years South African society has evolved from a country that was characterised by a failing economy and high levels of conflict to one which has seen steady growth and a stable political environment with strong institutions of governance. To fully comprehend our progress as a nation, we need to have the evidence. To determine whether we have improved education, we need to determine how many children have access to school, how many complete their schooling, what is the comparative quality of the facilities available to students. To know whether we have improved the health of our nation, we need to understand how many clinics service a particular side community, what sorts of ailments are being treated, what the rate of maternal and child mortality is. As the official statistics agency in South Africa, the mandate of Stats SA is to provide accurate, detailed and practical statistics as evidence for decision-making by government and other agencies.

The past twenty years have seen many changes including the manner in which statistics are managed in our country. In 1994 we inherited a statistics department that reported on the details of only the minority in the country. The democratic government oversaw changes to the way that statistics are collected, analysed and disseminated. These changes were captured in the Statistics Act that was promulgated in 1999.

Stats SA, guided by the Statistics Council, has worked continuously and consistently to improve the outputs. Over time there have been steady improvements to the outputs and an increase in the number of statistical series. In this regard, the results of Census 2011 were released in a shorter time, with a decreased undercount and is available in the format of an application for smartphones and tablets that allows for easy access. Since that ground-breaking release, several other statistical series have been made available in this easy-to-use format.

The challenge that remains is to ensure that all the statistics being produced by Stats SA continue to meet the high standards set out in the Statistics Act. The main objective of this work programme being tabled is to expand on how Stats SA intends to meet the goal of improving standards and outputs.

The term of the Statistics Council that advised on the implementation of this five year strategy and its annual work programme for the last four years came to an end last year. The outgoing Council supervised and assessed the management of Census 2011 amongst some of the significant programmes of our now twenty year democracy. I wish to thank Mr Howard Gabriels, the Chairperson of the outgoing council as well as the former Council members for their guidance through some of the difficult periods experienced by Stats SA. I want to welcome Mr Benjamin Mphahlele as the incoming Chair as well as the new Statistics Council and wish them well in their new challenge.

T A Manuel (MP)



Foreword by the Chair of the Statistics Council

The Work Programme for 2014/15 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 commends the introduction of Talent Management and Succession Planning as a central component of the Human Capital Development Strategy of Statistics South Africa. This will ensure the development and retention of employees with the right skills and aptitude within Statistics South Africa and will help to grow innovation capability and productivity.

Council, in light of the tight fiscal situation faced by the country, recommends the acceptance of the work programme. However, Council advises that the non-funding of the Living Conditions Survey (LCS) and the Income and Expenditure Survey (IES) minimises provision of information on poverty and inequality trends in the country and has the potential to erode the credibility of the CPI. It is imperative that steps be taken to minimise these risks.

The implementation of the 2008 System of National Accounts (SNA 2008) is also still not funded. This concern was raised in Council's comments on the previous work programmes. Additionally there is also need, as a matter of continuous improvement, for the improvement and upgrading of the source data to national accounts.

Council's recommendation for the approval of the work programme is based mainly on the understanding that fiscal constraints prevent the conducting of the poverty-related surveys, the implementation of the SNA 2008 and the continuous improvement of source data for national accounts. Council strongly urges that every effort be made to address the above challenges.

On behalf of Council I wish to thank the Statistician-General and his team in Statistics South Africa for their cooperation and the Minister for his guidance and leadership.

Ben Mphahlele
Chair of Council



Introduction by the Statistician-General

I am pleased to present the fifteenth Work Programme of Statistics South Africa to the Minister responsible, Hon Trevor Manuel, to the Parliament of the Republic and the people of South Africa. Over this period Statistics South Africa has grown from strength to strength, made some ugly mistakes and learnt its lessons. Today it is an institution that holds its own in the world and delivers the South Africa I know, the Home I understand to the delight of a myriad of South Africans.

This, the fifteenth work programme, concludes the last year of the five year strategic plan of Statistics South Africa, as the country prepares to celebrate twenty years of democracy. Such historic moments deserve profound reflections on what this last year of the five year strategy should signify and what it should bridge into the next five year strategy.

First we have focused on launching dissemination as the basis for ensuring that statistics are used. Taking dissemination to greater heights will go a long way in encouraging use of evidence as the basis for decisions. We are aware that our statistics have improved and continuously they are improving both in quality, quantity and presentation. With better statistics follow better policies and better policy outcomes.

Second we are investing in people through training at the senior technical level and this approach has begun to yield pleasing results as these senior professionals, with greater speed and impact, are changing the way statistics are known, understood and presented. Spatial statistics has become a major game changer in the delivery of development information in Statistics South Africa. Our talent management approach focuses on technical, statistical and geographic skills, programme and project management and communication and development information management. Through this approach we can create a predictable space within which policy options can be debated and implemented.

A number of mission critical programmes continue to be postponed because of the difficult fiscal space we are in and through innovation we have mitigated some of the consequences of the programmes. Remote sensing and geospatial information will limit the risk of running a ten-yearly census instead of a five-yearly one. Some methodological advances for triangulating statistical estimates hold promise for cost-effective working methods and production of results.

As we enter the post 2015 period and bid farewell to the MDGs, the quest for production of statistics at lower levels of geography become increasingly important as granularity is being sought. Notions such as big data and the call for a data revolution is part of an arsenal facing statistics offices. We have put our foot right in looking into geography and what potential it holds for a statistical agency, and the work programme prioritises geography.

As we close the twenty year chapter of our democracy, this, the last year of our five year strategy, serves as a bridge to addressing the new challenges that will be obtained in our next five year strategy. In this regard, launching dissemination and use, prioritising talent management and implementing geographic strategy as an innovative way of improving quality and promoting use will lead us into the next five year strategy.

Pali Lehohla
Statistician-General



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Strategic overview

1. Strategic overview

1.1 Organisational strategic direction

Statistics, and official statistics in particular, are a *sine qua non* for rationality and the process by which deliberate choices are made. Better statistics, better information, lead to better decisions and better policy outcomes. Our long and short history is replete of evidence that such factual basis for decisions is sorely absent or when present it is in quantities that are far from adequate, and not able to be used appropriately. The thrust of the National Development Plan (NDP) and the policy documents that precede it (which include the Reconstruction and Development Plan (RDP), and Growth, Employment and Redistribution (GEAR) which was the macroeconomic framework to render the RDP implementable) point not only to a national vision, but also to the associated information required in making such a vision a reality. The biggest challenge that confronts policy and statistics, at least in the case of South Africa in large part, has been the relative inability of the statistics and information to be visible to those who implement policy, especially at the level of those who are directly responsible for implementation, namely the municipalities, schools, police and health – to mention a few but important examples.

As we continue on the road map of the country's development, it is important to reflect and ask ourselves; are the policy and statistics domains known and understood by the other reflecting on the unfortunate incidents around service delivery recently? On 13 January 2014, in Madibeng municipality in the North West, a chain of events led to the killing of four citizens who were protesting against lack of access to clean water; on 14 January 2014 a man burnt to death in a shack in Masiphumelele in Fish Hoek and on 20 January 2014, an 18-month old baby burnt to death in a shack in Grassy Park. All these are tragic and painful events. None of them however are to be accepted as natural occurrences nor unforeseeable, and they could possibly have been prevented.

According to Census 2011, most of the people in the country enjoyed better levels of service delivery such as water and electricity, with potable water not only in the yard but located in the houses, the schools and the villages. These represent policy outcome contradictions. Madibeng, on the other hand, was one of the fastest growing municipalities in the country, growing at 3,17% per annum over ten years. In 2001 it was ranked 14th in terms of population size and in 2011 it rose and ranked 9th in terms of population size. Madibeng would therefore, in time, exert, given its growth rate, pressure on resources such as water, electricity and sanitation. According to Census 2011 and those preceding it, shacks as a percentage of dwellings, has remained fairly stable at about 13%. These are predominant in the more urban provinces of Gauteng, Western Cape and KwaZulu-Natal, and year in and year out shack fires occur in each of these provinces.

The storyline of South Africa and its evolution as a young democracy in 1994 to where it is twenty years on has been laced by a strife and struggle to create a predictable social, economic and political environment where whim and caprice have very little space for existence, but evidence should drive policy. Yet twenty years later with a good platform of evidence, man-made accidents continue to revisit us in one form or the other. The role of evidence for decision-making as a society becomes more complex, and so becomes increasingly important. In addition, more difficult questions that get asked require a raft of continuous evidence. Such questions are: Do we know and understand the quality of health services and the difficulties that confront people when they go to public health facilities? Do we know and understand what is happening in our schools, not only the suburban schools, but do we know what the conditions are in our township schools? What are the subject choices of those who start school and proceed to write matric and enter institutions of higher learning? Are those choices potentially creating outcomes in the form of productive citizens? Do we know and understand the living conditions and housing in townships where the majority of our people live? Do we know and understand the quality of services that we render and whether these services are reaching the right communities, and whether it has improved the living standards of ordinary South Africans?

Has statistical information been used as evidence by our policy makers to make a difference for the better of each South African? What measures do we use to measure progress? How do policy makers work towards achieving that progress if they do not know and understand the South Africa we live in and its people?

Have we, as the official statistics agency of South Africa, done enough to inform the policy makers, business and the public at large on the economy and society? Have we brought the knowledge base that we produce to the threshold of policy and engaged policy to understand what these knowledge platforms actually mean? Has the state used this information as evidence to inform their plans, develop new policies and programmes, and monitor the progress and impact of these interventions? Is there evidence that the statistical information is known, accessed and used as evidence for decision-making? Has statistical information changed the ways in which "we reason, experiment and form our opinions?" Has statistical thinking, if it exists, transformed lives of people in this country?

These are some of the questions that the organisation is faced with in its final year of implementing the strategic plan of 2010/11–2014/15 whilst setting a new platform for a better future in line with the National Development Plan 2030. The central tenet of our future is: "Statistics must be used for Transparency, Accountability, Results and Transformation".

But taking a step back, how far have we come over the past four years? The strategic plan of 2010/11–2014/15 has identified three major gaps to be addressed, namely the information-, quality- and skills gaps. In response to these gaps, the organisation identified six strategic objectives and strategic focus areas to drive transformation in the statistical system.

Firstly, expanding the statistical information base in terms of its depth, breadth and geographic spread aimed at responding to the demand for statistical information and the information gap. The organisation has stabilised its statistical production as evident through the suite of economic, social and population statistics. A key focus during this period was to deliver Census 2011, the biggest event in any statistical organisation. The census results, which were successfully launched in 2012 in a record time of 12 months, form the base of the national statistics system and provided statistical information at ward level. During 2013/14, more than 230 statistical releases and reports were published on various aspects of the economy and society. The intent is to sustain the statistical production series in 2014/15, whilst exploring new and innovative methods and systems to expand the statistical information base and implementing international statistical standards and frameworks. The most important information gap that needs attention is the provision of statistical information at a lower geographic level, especially in light of the population census to be undertaken every ten years in future. Stats SA is researching various alternative approaches and methods to address this gap in future. Emerging areas for measurement are continuously being identified, such as governance, environmental accounts, natural capital infrastructure, and geospatial statistics, to mention a few.

Secondly, Stats SA sets out to expand the statistical information base and address the information gap through leading and coordinating the national statistics system. Various partnerships have been established with organs of state to provide statistical support and advice to improve sources of data in line with the statistical principles as laid out in the Statistics Act. The Millennium Development Goals (MDG) process has been instrumental in enabling Stats SA to establish statistical coordination across sectors in government and civil society. Statistical coordination is an enormous task to be achieved and the implementation of this will be guided by the policy framework on statistical production systems in South Africa. Now that Stats SA has succeeded in producing high quality statistics, and developed tools and instruments to guide statistical production, it will speed up its efforts to coordinate statistical production in the country by developing a national strategy for statistical development in the country. The post 2015 agenda will set the priority areas for the statistical production system over the next decade.

Thirdly, the organisation has identified various strategic interventions in response to increasing the public confidence and trust of users in statistics.

The implementation of international standards and frameworks are critical enablers to ensure relevance, comparability and methodological soundness of statistical production. Stats SA has embarked on the partial implementation of the System of National Accounts (SNA) 2008 as well as the International Standard on Industrial Classification (ISIC4), although the current financial constraints are hampering the full implementation of these standards.

We have invested in building frames that form the cornerstone of the statistics system, although we still have to continue our efforts in this regard. In relation to the geographical spatial information frame, Census 2011 provided the organisation with the opportunity to compile a complete list of dwellings in SA. This frame will be maintained through a collaborative mapping approach in partnership with municipalities. With reference to the business frame, Stats SA maintained and updated the business register based on tax information received monthly from SARS. Continued efforts need to go into improving business registration in SA in collaboration with SARS and the dti.

The development and launch of a new website in 2013 has been an important milestone in making it easy for stakeholders to access, know and understand our statistical information offerings. In addition, Stats SA has introduced various new and innovative platforms to access statistical information such as Roambi. The key question that remains now is whether the information and statistics that we have successfully been disseminating, are actually used? Strategies to increase use will receive urgent attention in the next strategic plan.

In response to the quality gap, an important future outcome is the certification of statistics produced by other organs of state as official. The official status of statistics as assessed against the South African Statistical Quality Assessment Framework (SASQAF) will provide the users with the assurance and confidence in the quality of the statistics. Certifying statistics as official will require that the organisation invests in building assessment capabilities.

Fourthly, improving productivity and service delivery focused on building a statistical infrastructure and sound governance processes that support the statistics system in producing high-quality statistics.

With the introduction of an integrated fieldwork strategy, the organisation expanded its fieldwork force, resulting in an extensive data collection footprint in provinces and districts. This footprint has enabled the organisation to stabilise its fieldwork operations and achieving an average collection rate of more than 85% as well as delivering a successful census enumeration. This statistical infrastructure positions the organisation uniquely as the preferred organisation to collect data in the field as part of the national statistics system in future.

The integrated planning, reporting and monitoring processes and systems, both at a strategic and operational level has provided senior management the necessary business intelligence to drive the implementation of the strategic direction. An integrated management information portal has also been established to facilitate easy access and use. For the past six years, with the exception of the 2011/12 financial year which was the year of the census, the organisation has received an unqualified opinion as a result of good governance and financial processes established. The organisation will build on these successes to maintain this status.

Fifthly, the strategy focused on investing in learning and growth of statistical skills and resources, aiming at addressing the skills gap in the statistical system. Stats SA has introduced a talent management programme in order to align the disparate capacity building initiatives. The internship programme now forms part of the recruitment

effort to build our own 'crop'; talent is identified and nurtured as part of retention and succession planning; the capacity building programmes focus at schools level, tertiary institutions level, inside Stats SA and building statistical skills in the national statistics system. Of key importance is the legacy schools' programme, Maths4Stats that has been established to promote statistical literacy at schools level by training teachers in statistical related modules. A Masters programme was established at Stellenbosch (CRUISE) aimed at converging statistics and geography – a new powerful approach to understand, interpret and use geospatial information in planning, reporting and monitoring and thereby building statistical thinking, capability, technical and leadership capability. Statistical capability, especially at municipality level, needs urgent attention. Government must capitalise on building these skills and therefore extend this programme to reach a wider audience in order to build sustainable statistical capability for the future. Statistical leadership at an institutional, organisational and continental level will be a strategic focus area in the next strategic plan.

Lastly, the promotion of international collaboration and participation has been an important objective adopted by the organisation in order to address the information, quality and skills gap by aligning to international standards and frameworks; and learning, participating and sharing statistical practice, specifically in Africa. The organisation has been leading a number of statistical development initiatives on the continent, including the African Symposia for Statistical Development (ASSD) that has been responsible for driving the 2010 Round of Population and housing censuses in Africa. The harmonisation of the African Statistical System remains a huge challenge, but promising progress has been made over the past decade.

In pursuit of the overall goal of government of providing a better life for all, through alleviating poverty and reducing inequality, Stats SA has worked tirelessly to provide statistical information in response to the Medium Term Strategic Framework, the millennium development outcomes, and the National Development Plan.

For the outputs of Stats SA to have relevance for development and to strengthen accountability and democracy, the use of statistics for evidence-based policy-making, planning, monitoring and evaluation must be advanced. The responsibility of Stats SA is to ensure that the necessary statistics are available, verifiable, meet internationally set standards, as well as being responsive to the needs of the state, business and the public at large. Stats SA, supported by the Statistics Council and the Executive Authority, must ensure that the manner in which the data are presented is above reproach. Increased usage of official statistics, transparency in methods, independence in production and evidence-based decision-making are key to achieving the strategic outcomes of trust and public confidence in statistical information.

Looking forward in strengthening the state's capacity to deliver, government needs a system of evidence that is transparent, accountable, results-based and transformational.

1.2 Key deliverables of the strategy

- Broadening the role, use 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 emphasises the importance of relevance and use of official statistics. This will be done by expanding 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 for 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

This section provides a brief summary of the organisational strategy as outlined in the 5-year strategic plan. A more detailed account of the organisational strategy, including the strategic importance of statistics in relation to national and international priorities and a more detailed outline of the strategic direction and the strategic objectives are attached as Annexures 1 and 2 to this book.

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

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

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 the National Development Plan, its priority outcomes, together with international frameworks for statistical reporting, as well as the needs of users in line with the following 10 statistical themes that constitute the universe of statistical production in South Africa.

Below is a schematic representation of the development outcomes as outlined in the NDP and MTSF to the statistical universe:

Universe of statistical production (Stats SA)		Measurable development outcomes (Government)	
Population dynamics	Economic growth & transformation	Decent employment through inclusive economic growth	
	Prices		
	Employment, job creation and decent work		
	Life circumstances, service delivery and poverty	Sustainable human settlements and improved quality of household life	
	Sustainable resource management	An efficient, competitive and responsive economic infrastructure network	
	Health	Protect and enhance environmental assets and natural resources	
	Education	A long and healthy life for all South Africans	
	Safety and security	Quality of basic education	
	Rural development, food security and land reform	Skilled & capable workforce to support an inclusive growth path	
		All people in South Africa are and feel safe	
		Vibrant, equitable, sustainable rural communities contributing towards food security for all	

1.4 Translating strategic objectives to programme delivery

The table below outlines how the programmes contribute to the achievement of the various strategic objectives:

Strategic objective	Strategic focus	Programme
Expand the statistical information base by increasing its depth, breadth and geographic spread	Economic growth and transformation	Economic Statistics South African National Statistics System (SANSS)
	Prices	Economic Statistics Population and Social Statistics
	Employment, job creation and decent work	Population and Social Statistics SANSS
	Life circumstances, service delivery and poverty	Population and Social Statistics Economic Statistics SANSS
	Population dynamics	Population and Social Statistics
	Safety and security	Population and Social Statistics SANSS
	Health	Population and Social Statistics SANSS
	Education	Population and Social Statistics SANSS
	Sustainable resource management and use	Economic Statistics SANSS
	Rural development, food security and land reform	Population and Social Statistics Economic Statistics SANSS
Enhance public confidence and trust in statistics	Methodological support and standards development	Methodology, Standards and Research
	Declaring statistics as official	SANSS
	Dwelling Frame	Statistical Support and Informatics
	Sampling frame for economic statistics	Methodology, Standards and Research
	Integrated communication, marketing and stakeholder relations	Statistical Collections and Outreach
	Policy research and analysis	Methodology, Standards and Research
Improve productivity and service delivery	Integrated survey operations	Survey Operations
	Management support	Office of the SG
	Governance and accountability	Corporate Services
	Functionality of provincial and district offices	Statistical Collections and Outreach
Lead the development and coordination of statistical production within the SANSS	Statistical planning across organs of state	SANSS
	Statistical coordination among organs of state	SANSS
	Statistical reporting	SANSS
	Management System for Statistical Information	SANSS

Strategic objective	Strategic focus	Programme
Invest in the learning and growth of the organisation	Human capital	Corporate Services Statistical Collections and Outreach
	Information capital	Statistical Support and Informatics
	Organisational capital	Office of the SG Corporate Services
Promote international cooperation and participation in statistics	Statistical development in Africa	Statistical Collections and Outreach
	Culture of evidence-based policy formulation and decision-making	Statistical Collections and Outreach
	International partnerships	Statistical Collections and Outreach

1.5 Situation analysis

During 2014/15, Stats SA will be in its final 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 as well as looking at both the internal and external environments, and its impact on the direction going forward. The organisation embarked on various processes to engage stakeholders by conducting a stakeholder satisfaction survey and user consultation sessions, hosting a series of ISlballo symposia across the country and participating in various data forums. Below is a summary of issues that were identified:

External perspective

The demand: 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.

The National Development Plan highlights the need for South Africa to build a state that is capable of playing a developmental and transformative role. This requires the state to have the capacity to formulate and implement policies that serve the national interests, focus on overcoming the root causes of poverty and inequality, and build the state’s capacity to fulfil its developmental role.

Statistics South Africa contributes to building a capable and developmental state by leading and partnering with other government departments in statistical production systems to provide accurate and quality statistical information on economic, demographic, social and environmental developments to enable the state, business and the public to make informed decisions. Statistical information therefore provides decision makers with the evidential knowledge to inform planning, monitoring and evaluation, and policy development by measuring development outcomes, thereby contributing to the building of a capable and developmental state.

Key issues emerging from user engagements include a high demand for lower geographic level data, on a more frequent basis. This will inform sub-national planning and programme intervention to improve service delivery.

Other requirements related to improved accessibility and ease of use of statistical information on the website; increased statistical and spatial analysis and discourse; review of publication dates in line with planning cycles of government; expansion of concepts and definitions; and fast-tracking the implementation of SASQAF.

The mandate: The Statistics Act 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.

The Economic Statistics Programme responds to the external demand through producing statistics that describes the dynamics of the economy, economic growth and price stability in line with the purpose of official statistics and statistical principles. The information gaps include both a demand for increased sub-provincial economic data limited coverage of the tertiary sector of the economy and its price movements.

The Population and Social Statistics Programme responds to the external demand through producing statistics that inform service delivery, living conditions, population and labour market dynamics in line with the purpose of official statistics and statistical principles. In response to addressing the information gap, a continuous population survey programme is proposed to respond to the need for more frequent, lower level social statistics, including regular, detailed household expenditure information.

The National Statistics System Programme has an important coordination function with respect to statistical activities of other organs of state in order to inform decision-making, research and discussion. This programme provides leadership to the broader statistical system in South Africa to ensure the coordination and comparability of statistics produced across government in response to the high demand. Key challenges include limited understanding by potential SANSS partners on their roles and responsibilities in the production of official statistics; scarcity of statistical skills challenges in the country – especially at municipal; and limited funds for statistical activities in the statistical system. Statistical coordination has traditionally been poorly funded both in Stats SA and other organs of state where the mandate for production of statistics is not prioritised; and the quality of statistical information produced by other organs of state is sometimes questionable.

Internal perspective

Given these challenges, the internal environment needs to respond by enabling the organisation to address the information, quality and skills gap within the statistical system.

The Methodology, Standards and Research programme ensures that statistics are based on a suitable business register, sound methodologies and aligned to international standards and frameworks. Increased emphasis on policy research and analysis promotes responsible use and application of statistics. Collaboration between relevant SANSS is required to ensure a quality business register. A number of international standards, developed in the last number of years, have not been implemented in South Africa.

The Statistical Support and Informatics programme ensures that social statistics are based on a suitable geospatial information frame, supported by a suitable ICT infrastructure. Through business modernisation, all aspects of the value chain will be continuously improved. Addressing the skills set at municipal level to maintain and update the geospatial information frame through collaborative mapping remains a goal. Our ageing ICT infrastructure limits our capacity to keep up with the rapidly changing technology environment.

The Statistical Collections and Outreach programme provides data collection support at a provincial and district level and is responsible for Stakeholder Relations, Marketing and Communication. There is insufficient demonstration of value-add of statistics as well as limited outreach to municipalities to use statistics as evidence. The current external environment requires a renewed focus on user interaction to ensure that Stats SA remains relevant. This programme is also a key player in the Africa statistical landscape.

The Survey Operations programme coordinates and monitors the collection, scanning, editing and processing of household surveys and other administrative data sources. A well functioning data processing centre enables the timely and accurate production of population and social statistics. The independent monitoring of household surveys has added value to the quality of data collected in the field.

The Corporate Services cluster aims to provide an enabling environment for a well functioning organisation within a corporate governance framework and legislative requirements. Creating better working conditions will be addressed through the construction of a new building for head office. A talent management strategy will address Stats SA's skills and capacity gap while the ISlballo Statistics training programme will benefit SANSS partners as well.

The following opportunities were identified in response to addressing challenges:

- Increasing the use of statistics by demonstrating the value-add of statistics to the planning, financial and monitoring systems. Government cannot afford taking wrong decisions for spending and policies based on incorrect evidence. Investment in the statistical system can provide good quality statistics as evidence for decisions;
- Addressing the quality gaps by rolling out SASQAF and defining statistical standards for production of statistics in other organs of state;
- Addressing the information gap by clarifying the roles and responsibilities of organs of state and the benefits derived from good quality statistics generated from administrative records and systems as defined in the policy document;
- Linking the Statistics Act with other related Acts such as the Spatial Development Information Act, Income Tax Act etc. to create the necessary benefit to both parties;
- Using technology as a strategic enabler to enhance the statistical production and dissemination across the value chain;
- Using the policy document as a conceptual framework for compiling a national strategy for statistical development in South Africa and accelerate the implementation of the SANSS; and
- Sharing and learning from international partners will advance statistical development and practice in SA.

Given the environmental assessment, Stats SA's response to the external demands is cognisant of its current fiscal constraints. The Work Programme for 2014/15 therefore reflects affordable activities. The following key strategic priorities have been identified to overcome the challenges and mitigate the risks.

1.6 Key priorities for 2014/15

In line with the strategy, the organisation will focus on the following key priorities during the 2014/15 financial year:

1. Expand the statistical information base through:
 - Continuing with efforts for the take-over of the Gross Domestic Product (GDP) expenditure approach
 - Preparations towards conducting a large scale population survey
 - Piloting a continuous population survey (CPS) in response to lower level estimates
2. Enhance public confidence and trust through:
 - Increasing use of statistical information for evidence-based decisions by focusing on dissemination to municipalities and schools
 - Investing in collaborative mapping for the spatial information framework
3. Improve productivity and service delivery through:
 - Stabilising the financial environment by sourcing sustainable funding for the implementation of SNA2008, ISIC4, LCS, IES and the CPS
 - Commencing with the construction of the new building for the organisation's head office
4. Accelerating the implementation of the SANSS through:
 - Consultation and approval of the policy document and embarking on the development of the National Strategy for Statistical Development (NSSD)
 - Designation of statistics as official
5. Invest in learning and growth through:
 - Talent management and succession planning programme
 - Accelerating capacity building efforts as part of the ISlbalo statistics training programme by focusing on advancing the teaching of statistics in schools
6. Participate in international statistical development by:
 - Driving the ASSD towards improving Civil Registration and Vital Statistics systems in African countries

1.7 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 (Act No. 6 of 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. Once 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. Other amendments will include changing the conduct of a population census from a 5-yearly to a 10-yearly cycle.

1.8 Overview of 2014/15 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.

1.8.1 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	2010/11	2011/12	2012/13	2013/14		2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Administration	356,6	411,6	461,4	530,8	548,6	15,4%	20,0%	934,7	810,1	720,8	9,5%	36,2%
Economic Statistics	155,2	167,6	182,2	196,7	194,4	7,8%	7,9%	210,5	221,9	229,1	5,6%	10,3%
Population and Social Statistics	126,5	94,3	102,3	109,6	99,2	-7,8%	4,8%	117,9	130,2	134,1	10,6%	5,8%
Methodology, Standards and Research	38,3	46,1	48,5	62,9	58,5	15,2%	2,2%	65,5	69,0	71,9	7,2%	3,2%
Statistical Support and Informatics	212,5	199,6	202,9	218,7	211,3	-0,2%	9,3%	245,1	253,6	266,1	8,0%	11,7%
Statistical Collection and Outreach	371,0	470,7	466,6	474,9	481,8	9,1%	20,2%	524,5	550,1	572,4	5,9%	25,6%
Survey Operations	434,8	2 284,5	297,9	148,0	147,9	-30,2%	35,7%	144,3	148,9	155,1	1,6%	7,2%
Total	1 694,9	3 674,4	1 761,7	1 741,6	1 741,6	0,9%	100,0%	2 242,5	2 183,9	2 149,6	7,3%	100,0%
Change to 2013 Budget estimate				3,9	3,9			278,4	131,1	(29,0)		

1.8.1 Expenditure estimates (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Revised estimate	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Current payments	1 625,0	3 526,6	1 671,1	1 692,0	1 701,6	1,5%	96,1%	1 767,7	1 853,5	1 943,5	4,5%	87,4%
Compensation of employees	976,3	1 232,8	1 074,9	1 103,3	1 087,3	3,7%	49,3%	1 231,7	1 301,0	1 369,5	8,0%	60,0%
Goods and services	648,0	2 293,8	596,2	588,7	614,4	-1,8%	46,8%	536,1	552,5	574,0	-2,2%	27,4%
of which:												
Administration fees	8,4	7,4	4,3	0,5	0,5	-60,4%	0,2%	0,6	0,6	0,6	6,4%	0,0%
Advertising	37,4	161,7	12,8	5,2	5,2	-48,1%	2,4%	6,1	6,4	6,7	8,8%	0,3%
Assets less than the capitalisation threshold	7,7	30,2	3,3	7,4	3,4	-23,9%	0,5%	4,8	4,7	4,9	13,3%	0,2%
Audit cost: External	4,8	6,5	6,9	7,1	7,1	13,6%	0,3%	7,6	8,0	8,4	5,9%	0,4%
Bursaries: Employees	4,5	3,4	3,7	3,8	3,8	-5,3%	0,2%	4,2	4,4	4,6	7,0%	0,2%
Catering: Departmental activities	11,0	100,8	3,0	6,5	6,5	-16,0%	1,4%	8,3	8,5	9,0	11,5%	0,4%
Communication	31,3	53,1	41,7	32,8	38,9	7,5%	1,9%	38,4	40,4	42,6	3,1%	1,9%
Computer services	78,8	89,2	62,3	84,5	84,5	2,3%	3,5%	90,9	95,8	100,9	6,1%	4,5%
Consultants and professional services: Business and advisory services	25,0	89,8	31,5	33,0	32,8	9,5%	2,0%	20,3	20,9	21,8	-12,7%	1,2%
Consultants and professional services: Infrastructure and planning	3,6	0,5	0,7	1,6	1,6	-23,9%	0,1%	8,3	8,8	9,2	79,3%	0,3%
Consultants and professional services: Legal costs	0,7	1,2	0,9	1,6	2,5	49,4%	0,1%	1,5	1,6	1,7	-12,1%	0,1%
Contractors	15,0	18,6	10,5	5,7	5,7	-27,8%	0,6%	8,0	8,4	8,8	15,8%	0,4%
Agency and support / outsourced services	19,7	838,0	8,7	1,1	1,1	-61,7%	9,8%	1,1	1,2	1,3	4,2%	0,1%
Entertainment	0,1	0,1	0,2	0,3	0,3	57,2%	0,0%	0,5	0,5	0,5	22,0%	0,0%
Fleet services (including government motor transport)	58,4	49,2	51,3	31,0	31,0	-19,0%	2,1%	16,0	16,2	17,0	-18,1%	1,0%
Consumable supplies	5,0	3,0	1,4	3,0	3,0	-15,8%	0,1%	3,4	3,7	3,8	8,7%	0,2%
Consumable: Stationery, printing and office supplies	17,7	34,2	8,5	19,8	19,8	3,9%	0,9%	23,3	22,8	23,3	5,5%	1,1%
Operating leases	116,4	109,1	113,7	156,7	214,3	22,6%	6,2%	136,3	129,1	154,3	-10,4%	7,6%
Property payments	28,3	60,3	71,4	61,1	61,1	29,2%	2,5%	31,3	35,0	37,5	-15,0%	2,0%
Travel and subsistence	118,2	477,8	128,3	85,2	50,5	-24,7%	8,7%	85,0	89,6	70,0	11,5%	3,5%
Training and development	9,9	7,9	7,2	7,7	7,7	-7,8%	0,4%	9,9	10,4	11,0	12,4%	0,5%
Operating payments	31,8	114,8	15,5	21,9	21,9	-11,6%	2,1%	21,0	24,3	25,8	5,6%	1,1%
Venues and facilities	14,4	36,9	8,7	11,1	11,1	-8,3%	0,8%	9,5	11,3	10,1	-3,2%	0,5%
Rental and hiring	–	–	–	–	–			0,0	0,0	0,0		0,0%
Interest and rent on land	0,7	0,0	–	–	–	-100,0%	0,0%	–	–	–		
Transfers and subsidies	10,2	19,1	21,6	17,7	17,7	20,2%	0,8%	15,1	14,8	15,6	-4,2%	0,8%
Departmental agencies and accounts	–	–	0,0	0,1	0,1		0,0%	0,0	0,0	0,0	-54,6%	0,0%
Higher education institutions	–	1,0	8,0	8,8	8,8		0,2%	8,8	8,2	8,6	-0,9%	0,4%
Foreign governments and international organisations	–	–	0,7	–	–		0,0%	–	–	–		
Non-profit institutions	0,3	0,0	0,1	0,2	0,2	-14,9%	0,0%	0,3	0,3	0,3	18,9%	0,0%
Households	9,9	18,1	12,8	8,6	8,6	-4,6%	0,6%	6,0	6,3	6,6	-8,2%	0,3%
Payments for capital assets	56,5	94,0	36,6	32,0	22,4	-26,6%	2,4%	459,7	315,5	190,5	104,3%	11,9%
Buildings and other fixed structures	–	–	–	–	–			421,2	280,3	153,1		10,3%
Machinery and equipment	54,9	91,5	19,1	28,5	21,5	-26,8%	2,1%	33,9	35,2	37,3	20,2%	1,5%
Software and other intangible assets	1,7	2,5	17,6	3,5	0,8	-20,2%	0,3%	4,6	0,1	0,1	-50,2%	0,1%
Payments for financial assets	3,1	34,7	32,3	–	–	-100,0%	0,8%	–	–	–		
Total	1 694,9	3 674,4	1 761,7	1 741,6	1 741,6	0,9%	100,0%	2 242,5	2 183,9	2 149,6	7,3%	100,0%

1.8.2 Personnel information

Details of approved establishment and personnel numbers according to salary level¹

Number of posts estimated for 31 March 2014			Number and cost ² of personnel posts filled / planned for on funded establishment														Number					
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Salary level/ total: Average (%)						
			2012/13			2013/14			2014/15		2015/16		2016/17				2013/14 - 2016/17					
			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost								
Statistics South Africa			Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost	Number	Cost	Unit Cost								
Salary level			3 430	–		3 057	1 074,9	0,4	3 487	1 087,3	0,3	3 725	1 231,7	0,3	3 738	1 301,0	0,3	3 735	1 369,5	0,4	2,3%	100,0%
1 – 6	1 413	–	1 326	139,3	0,1	1 466	254,3	0,2	1 724	288,3	0,2	1 707	307,1	0,2	1 724	319,4	0,2	5,6%	45,1%			
7 – 10	1 275	–	1 100	452,5	0,4	1 305	392,9	0,3	1 279	458,2	0,4	1 310	462,9	0,4	1 285	488,5	0,4	-0,5%	35,3%			
11 – 12	481	–	411	213,3	0,5	474	251,4	0,5	480	283,5	0,6	490	314,7	0,6	482	331,6	0,7	0,6%	13,1%			
13 – 16	261	–	220	269,9	1,2	242	188,7	0,8	242	201,7	0,8	231	216,2	0,9	244	230,0	0,9	0,3%	6,5%			

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

2. Rand million,

1.8.3 Linking MTEF budget allocation to strategic objectives

Stats SA has defined 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.

	2014/15	2015/16	2016/17
Expanding the statistical information base	328 392	352 094	363 218
Increase public confidence and trust in statistics	199 056	209 817	218 594
Improve productivity and service delivery	1 506 590	1 407 032	1 343 967
Lead the development of the South African National Statistics System	29 727	31 261	31 930
Invest in learning and growth	165 143	169 319	178 120
Promote international collaboration and partnership	13 606	14 348	13 749
Total	2 242 514	2 183 871	2 149 578

1.8.4 Expenditure trend analysis

The spending focus over the medium term will be on streamlining statistical operations to inform evidence-based decision-making and strengthening the department's statistical production partnerships with other government departments. The department expects to do this over the medium term by expanding the statistical information base and increasing the supply of official statistics, continuing to maintain the production of macroeconomic, social and population statistics. This includes publishing the GDP estimates, providing information on private sector business enterprises and government, and providing statistical information on primary, secondary and tertiary sectors of the economy.

This focus is reflected in the significant proportion of the department's budget allocated to the Administration, Economic Statistics, Population and Social Statistics, Statistical Support and Informatics and Statistical Collection and Outreach programmes over the medium term. This is specifically reflected in spending on the goods and services that enable staff to do their work, and explains the significant amount allocated over the medium term to compensation of employees, office accommodation related costs, and computer services.

At the end of November 2013, the department had a staff establishment of 3 430 posts. The 348 vacancies were mainly due to the difficulties experienced in finding candidates with the appropriate specialised skills. Due to the labour intensive nature of survey activities, the staff establishment is projected to increase to 3 735 posts over the medium term, mainly in the Statistical Collection and Outreach programme.

The 12,1 per cent projected increase in spending in the Administration programme and on goods and services in 2014/15 relates to an additional Cabinet approved allocation of R139 million for the unitary fees for the department's new building, which is to be built through a private public partnership. Additional Cabinet approved amounts of R282,2 million in 2014/15 and R134,9 million in 2015/16 are allocated as capital contribution fees for the new building project. The new building will be able to house the entire department's head office employees, who currently occupy three buildings.

Cabinet approved budget reductions of R3,7 million in 2014/15, R3,7 million in 2015/16 and R28,9 million in 2016/17 are to be effected mainly in spending on travel and subsistence, and are expected to impact on the technical support provided for social statistics surveys in the provincial and district offices. Thefts and losses investigations and fraud and corruption awareness campaigns in the provincial and district offices are also likely to be affected.

Infrastructure spending

Spending on infrastructure increased from R7,3 million in 2012/13 to R7,5 million in 2013/14, and is expected to increase to R870,6 million over the medium term. The allocation earmarked for infrastructure will be used for the construction of the department's head office. Of the total, R437,4 million is earmarked for the private partnership unitary fee, while R417 million is earmarked for capital towards the project. R14,8 million was spent on advisory services for the project between 2012/13 and 2013/14. The department is currently awaiting National Treasury's approval of the public private partnership agreement.

1.8.5 Selected performance indicators

Indicator	Programme	Outcome	Past		Current		Projections		
			2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of quarterly and annual GDP estimates releases per year	Economic Statistics	Outcome 4: Decent employment through inclusive economic growth	5	5	5	4 ¹	4	4	4
Number of releases on industry and trade statistics per year	Economic Statistics		142	142	142	150	150	150	150
Number of releases on employment and earnings per year	Economic Statistics		4	4	4	4	4	4	4
Number of releases on financial statistics per year	Economic Statistics		17	17	17	17	17	17	17
Number of consumer price index releases per year	Economic Statistics		12	12	12	12	12	12	12
Number of producer price index releases per year	Economic Statistics		12	12	12	12	12	12	12
Number of releases on labour market dynamics per year	Population and Social Statistics	Outcome 2: A long and healthy life for all South Africans	4	4	4	4	4	4	4
Number of releases on living circumstances, service delivery and poverty	Population and Social Statistics		— ²	— ²	— ²	— ²	7	4	4
Number of releases on the changing profile of the population per year	Population and Social Statistics		18	17	17	17	17	17	17
Number of municipalities demarcated per year ²	Statistical Support and Informatics	Outcome 8: Sustainable human settlements and improved quality of household life	164	— ³	— ³	— ³	234	8	30

1. The annual release is now incorporated into the third quarterly release.

2. This is a new indicator, which will take effect in 2014/15.

3. No enumerator areas were demarcated between 2011/12 and 2013/14.



Programme and Subprogramme Plans

2. Programme and Subprogramme plans

This chapter provides programme information on the purposes, objectives, strategic intent, key achievements and priorities, and linking budget allocations to key outputs for each programme. The detailed targets for each programme and subprogramme are outlined according to strategic objectives in Book 2 of the Work Programme for 2014/15.

2.1 Programme 1: Administration

Purpose: Manage the department, and provide centralised support services and capacity building. Coordinate statistical production among organs of state in line with the purpose of official statistics and statistical principles.

Programme: Administration (Office of the Statistician-General)

Linkage to organisational strategic objectives

This cluster mainly contributes to *Leading the development and coordination of statistical production in the SANSS* and *Improving productivity and service delivery*.

Strategic intent of the Office of the Statistician-General

The Office of the Statistician-General's key strategic focus is to provide strategic direction for statistical development to the organisation and the country. This is critical to ensure that the system of statistics provides the evidential knowledge base to meet the requirements of the planning, reporting and evaluation systems in the country. This will be achieved through aligning the new strategic plan and the national strategy for the development of statistics (NSDS) to the information requirements in the national development plan and the Medium Term Strategic Framework. Following the adoption of the NSDS, the Office of the SG will facilitate the development of sector statistical strategies and plans to implement the national strategy. A key challenge is that the organisation will have to assist organs of state to, on the one hand partner in statistical production systems to produce good quality statistics, and on the other hand use data in statistical analysis and use of summarised data in policy making. Solutions to these challenges will be addressed in the next strategy cycle.

This office will continue to improve the integration of strategic and operational management of the organisation through both the strategic and operational planning and reporting programmes.

Key achievements of the Office of the Statistician-General

The Programme Office has introduced an integrated management information system in Stats SA. Monthly progress reports and dashboards are generated and made available to the senior management of Stats SA. Over the past four years, more than 400 staff was trained in project management, of which 277 were trained for managing census operations.

Following the tabling of the Strategic plan 2010-11–2014/15, Stats SA tabled work programmes each year in Parliament and that practice was adopted by the National Assembly. The Strategy Office rolled out a 'Strategy in Action' project to communicate the strategic direction and values to all staff in the organisation. Through the quarterly and annual reports, the strategic performance of the organisation was monitored. Over the past four

years, the organisation has achieved more than 80% of the targets as set out in the annual work programme. Another key achievement was the development of a policy framework for statistical production and coordination in the country.

Leading the development and coordination of statistical production in the country is a huge undertaking by any means for any statistical office. The implementation will have to be phased in over the next decade. Key achievements reported on statistical coordination include: The establishment of key partnerships with SAPS, Department of Education, Department of Science and Technology, to mention a few. Technical support and advice was also provided to various national government and provincial departments; and the MDG report was published in 2013; sectoral working groups and the National Coordination Committee (NCC) were institutionalised and are functional. Training of various provincial office staff and partners in SASQAF took place and the cluster commenced with independent quality assessments against SASQAF to facilitate the certification of statistics as official.

Cluster priorities for 2014/15

- Develop a new strategic plan for the period 2015/16–2019/20;
- Develop a national strategy for development of statistics in the country;
- Promotion and consultation on the policy framework for statistical coordination; and
- Build capability for conducting independent quality assessment.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Organisational budget is inadequate to fund strategic priorities	Demonstrate prudent spending and effective reprioritisation of funding of activities Engage the Minister and National Treasury to stabilise the financial environment
Slow uptake of NSS activities by organs of state	Approval of Policy framework by Cabinet and Amendment to the Statistics Act
Inadequate capacity to conduct independent quality assessments against SASQAF	Expand capacity building efforts to increase methodological and statistical capability

Reconciling performance targets and outputs with the budget for each subprogramme

- a) **Programme Office** oversees operational planning and reporting in the organisation, provides coordinated and integrated management information, and builds project management capability. Key outputs are monthly progress reports on the operational performance of the organisation to Exco and Senior Management Staff (SMS); and project management training at a cost of R14,1 million in 2014/15.
- b) The **Strategy** Division is responsible for driving and facilitating organisational strategy development, strategic planning, organisational strategic reporting and monitoring processes and to drive the change agenda. Key outputs include the strategic plan, the work programme, quarterly reports on organisational performance, and the annual report of the organisation at a cost of R9,5 million in 2014/15.
- c) **Internal Audit** promotes good governance through assessing risk management, internal control systems and governance processes. Key outputs are audit reports at a cost of R11,9 million in 2014/15.

- d) **National Statistics System cluster** is responsible for leading the development and coordination of statistical production in the country. Key outputs include conducting independent quality assessments to certify statistics as official, prepare reports on statistical planning and reporting across organs of state, coordination of statistical production, statistical support and advice, and the compilation of national and international statistical reports at a cost of R29,7 million in 2014/15.

Programme: Administration (Corporate Services)

Linkage to organisational strategic objectives

This cluster mainly contributes to *Investing in learning and growth of the organisation* and *Improving productivity and service delivery*.

Strategic intent of Corporate Services

The overall strategic goal of Corporate Services is to support the activities of the organisation within a corporate governance framework. The strategic focus of the cluster is to ensure that the organisation has a skilled, competent and motivated workforce. The right people are our most important asset.

It is pertinent to state here that at lower, middle and senior management levels, the human resources development initiatives which are currently being consolidated into the Talent Management and Succession Planning Model, continue to register reasonable success rates and are inter alia:

- The internship programme: includes an internal; bursary scheme for training at local universities and an offshore training programme. Three hundred staff or almost 9% of the current staff complement in Statistics South Africa have been recruited through this programme. It is a preferred entry level choice for recruitment;
- Special programmes: Targeted at Stats SA being able to, for example, generate a complete set of National Accounts (Production, Income and Expenditure sides);
- CRUISE at Stellenbosch: The senior to middle management training programme at the University of Stellenbosch (CRUISE) is producing good results that critically embeds geo-statistical analysis in support of spatial development initiatives. This will also assist with planning at municipality level, thus providing support to the National Development Plan. So far, thirty-nine staff or 18% of SMS cadre have gone through this programme;
- Programme and project management: Four hundred staff members or almost 12% of the staff complement have successfully completed a home grown twelve week programme and project management training course in the last ten years. This programme is spread over a year and is etched in the practical activities and challenges of the organisation. This has made it a very successful and thus is always over-subscribed year-in and year-out. In order to rise to an SMS position, programme and project management is a requirement;

- **Census@schools:** At the level of schools we have introduced the census@schools which, whilst not quite successful, has caught the imagination of the world, South Africa being one of five countries leading on this front, with the United Kingdom, the United States, Australia and Italy. The census@schools has enabled Stats SA to team up with the University of KwaZulu-Natal on teaching teachers in statistics and prospectively producing curriculum material for primary and high school under learner outcome 4. Going forward, more emphasis will be placed on the soccer4stats programme which aims to promote statistical literacy amongst school children and teachers. Thus creating, and growing the future user community of statistics.

When all these are taken together and sustained and given good leadership, these initiatives have started to yield a data evolution but have the potential to create suitable conditions to spark and sustain the much talked about 'data revolution'. Therefore there is need to develop leadership that will ensure that the above human resources development initiatives are paced appropriately, enhanced, enriched and sustained. In searching for effective and world class leadership development programmes that could produce desired results within a short space of time, such as Harvard University School of Business Administration (Harvard Business School or HBS) and INSEAD's Advanced Management Programmes appear to stand out as possible solutions. These programmes, apart from having potential at providing answers to the ideals stated above, do expose the trainees to peer learning as equally experienced participants from different parts of the world, with diverse cultures and from different organisations are introduced to challenging and complex leadership problems. Participants work together to develop solutions and learn from each other in the process. This leadership training will be initiated in 2014/15 and rolled out over the medium term.

In relation to the working environment, a key deliverable is the construction of a new head office for Stats SA. The approval process is in its final stages and construction is scheduled to commence in 2014/15. The movement to the new building is scheduled for 2016/17.

Furthermore, this cluster aims to stabilise the financial environment by doing more with less. This will be achieved through reprioritisation of resources, rationalisation and other efficiency gains.

The continuous improvement of corporate governance and instilling a service excellence culture will remain a strategic focus area in relation to compliance, risk management and fraud prevention.

Key achievements of Corporate Services

Key achievements include five (5) unqualified audit reports, except in the year of the Census in 2011. During 2013/14 Stats SA has paid 99,8% of suppliers within 30 days. An invoice tracking system has been introduced where progress on payments is closely monitored.

The value of developing skills in order for Stats SA to meet its strategic mandate can only be measured in the quality of the datasets being published and the public trust placed in the quantitative evidence in the public domain. To this end, Stats SA established strategic partnerships with various universities nationally and on the continent, including the University of Stellenbosch, University of Cape Town and the University of KwaZulu-Natal to build statistical and technical capabilities.

Internally, Stats SA has adopted an approach to addressing the skills shortage by implementing a talent management framework with the aim of appointing and retaining the right people, outlining requirements for specialised expertise, succession planning and building capability across all levels in the organisation. The talent

management strategy consists of five pillars namely: recruitment and resourcing including the internship programme where Stats SA has appointed more than 300 staff through the internship programme; training and development such as awarding bursaries for foreign and local studies for junior, middle and senior management training such as CRUISE and the executive development programme; performance management; career management that includes putting in place mechanisms to identify and develop talent; and succession planning in order to build succession at all levels across the organisation. This approach seeks to consolidate all the initiatives in Human Resources Management and Development within a common framework.

Cluster priorities for 2014/15

- Continue to reduce the vacancy rate;
- Continue to roll out the talent management framework;
- Stabilise the financial environment prioritising the funding of core business; and
- Normalise office accommodation to ensure optimum work space.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Non-compliance to legislative provisions	Enhance communication to personnel and enforcement of accountability
Inaccurate and incomplete supporting documentation for accountability	Enhance internal controls and monitor accountability
Non-compliance to the Occupational Health and Safety standards	Engagement with landlords to enforce compliance to requirements

Reconciling performance targets and outputs with the budget for each subprogramme

- Financial Administration** provides financial and procurement support services to the organisation. This takes place within the requirements of the Public Finance Management Act (PFMA) and related legislation. Key outputs include the compilation of financial planning and reporting documents; procurement of assets, goods and services; contract management; maintenance of an asset register; payments to suppliers within 30 days; and the compilation of the interim and annual financial statements at a cost of R86,3 million in 2014/15.
- Human Resource Management** provides an efficient and effective human resource management service to the organisation. Based on the talent management framework, key outputs include the recruitment and retention of permanent and contract staff; management of an approved organisational structure and establishment; career management including succession planning; job evaluation; performance management; employee assistance programme and labour relations management at a cost of R51,2 million in 2014/15.
- Facilities Management, Logistics and Security** is responsible for providing a secure and healthy working environment for staff, and an effective and efficient logistical service that is timely and cost-effective to support operations in the organisation (fleet management and property management). Key outputs include a cost-effective fleet and travel service and a hygienic, safe and secure working environment at a cost of R56 million in 2014/15.

- d) **Human Capacity Development** is responsible for the development and implementation of a people development programme to enhance the skills and competencies of staff and assistance with the acquisition of necessary educational and training qualifications where needs have been identified in line with the talent management framework. Key outputs include an approved training plan, a skills portfolio of the organisation, coordination of the internship programme, and leadership, management and statistical training at a cost of R78,9 million in 2014/15.
- e) **Corporate Governance** is responsible for the provision of efficient risk management and an efficient process for the development, review and implementation of organisational policies, and a sound legal advisory service. Key outputs include an updated risk register, identifying top organisational risks, a revised risk management framework and policy, a revised fraud prevention plan, an updated policy register, and legal advice and support at a cost of R21,1 million in 2014/15.

Expenditure estimates: Administration

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Departmental Management	26 700	23 025	26 746	27 593	1,1%	5,9%	36 158	38 211	37 799	11,1%	4,7%
Corporate Services	207 170	195 191	201 356	196 673	-1,7%	45,5%	211 027	221 852	228 860	5,2%	28,6%
Financial Administration	53 881	68 789	61 071	73 456	10,9%	14,6%	86 251	90 830	94 804	8,9%	11,5%
Internal Audit	7 985	8 776	8 794	10 741	10,4%	2,1%	11 938	12 584	13 081	6,8%	1,6%
National Statistics System	15 952	19 594	18 612	25 054	16,2%	4,5%	29 727	31 261	31 930	8,4%	3,9%
Office Accommodation	44 883	96 224	144 817	197 297	63,8%	27,4%	559 618	415 400	314 312	16,8%	49,6%
Total	356 571	411 599	461 396	530 814	14,2%	100,0%	934 719	810 138	720 786	10,7%	100,0%
Change to 2013 Budget estimate				43 717			287 558	142 971	1 247		

Economic classification

Current payments	344 247	398 580	445 304	510 684	14,0%	96,5%	491 006	507 232	543 922	2,1%	68,5%
Compensation of employees	168 081	191 969	196 575	203 317	6,5%	43,2%	243 787	256 861	270 399	10,0%	32,5%
Goods and services											
of which:	176 057	206 608	248 729	307 367	20,4%	53,3%	247 219	250 371	273 523	-3,8%	36,0%
Administration fees	768	1 068	515	480	-14,5%	0,2%	533	561	591	7,2%	0,1%
Advertising	6 499	3 784	2 731	3 570	-18,1%	0,9%	3 653	3 850	4 054	4,3%	0,5%
Assets less than the capitalisation threshold	871	3 288	628	4 237	69,4%	0,5%	2 462	2 593	2 732	-13,6%	0,4%
Audit costs: External	4 827	6 483	6 478	7 085	13,6%	1,4%	7 541	7 940	8 369	5,7%	1,0%
Bursaries: Employees	4 464	3 367	3 653	3 788	-5,3%	0,9%	4 175	4 401	4 634	7,0%	0,6%
Catering: Departmental activities	1 068	686	786	1 914	21,5%	0,3%	3 230	3 404	3 580	23,2%	0,4%
Communication	5 626	5 751	6 182	5 915	1,7%	1,3%	8 015	8 462	8 922	14,7%	1,0%
Computer services	2 951	3 517	2 978	650	-39,6%	0,6%	3 318	3 494	3 682	78,3%	0,4%
Consultants and professional services: Business and advisory services	13 966	19 522	5 410	17 801	8,4%	3,2%	5 875	6 200	6 526	-28,4%	1,2%
Consultants and professional services: Infrastructure and planning	-	-	427	-	-	-	8 310	8 759	9 223	-	0,9%
Consultants and professional services: Legal costs	747	1 236	696	1 569	28,1%	0,2%	1 522	1 604	1 692	2,5%	0,2%
Contractors	4 190	4 060	4 908	3 585	-5,1%	1,0%	6 279	6 618	6 969	24,8%	0,8%
Agency and support / outsourced services	7 625	287	101	200	-70,3%	0,5%	451	476	501	35,8%	0,1%
Entertainment	1	2	145	112	382,0%	-	200	212	224	26,0%	-

Expenditure estimates: Administration (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
<i>Fleet services (including government motor transport)</i>	24 018	7 574	10 580	9 084	-27,7%	2,9%	3 074	3 240	3 413	-27,8%	0,6%
<i>Consumable supplies</i>	483	509	634	775	17,1%	0,1%	983	1 031	1 120	13,1%	0,1%
<i>Consumable: Stationery, printing and office supplies</i>	3 099	4 623	1 897	6 880	30,5%	0,9%	6 953	7 328	7 720	3,9%	1,0%
<i>Operating leases</i>	34 841	81 389	113 376	143 651	60,4%	21,2%	102 658	95 386	118 735	-6,2%	15,4%
<i>Property payments</i>	17 533	25 749	46 747	60 573	51,2%	8,6%	31 302	35 027	37 499	-14,8%	5,5%
<i>Travel and subsistence</i>	28 268	22 850	26 707	22 081	-7,9%	5,7%	31 292	33 557	26 262	6,0%	3,8%
<i>Training and development</i>	9 593	7 351	6 822	7 161	-9,3%	1,8%	9 474	9 977	10 495	13,6%	1,2%
<i>Operating payments</i>	1 275	1 551	1 460	2 259	21,0%	0,4%	3 083	3 255	3 426	14,9%	0,4%
<i>Venues and facilities</i>	3 344	1 961	4 868	3 997	6,1%	0,8%	2 836	2 996	3 154	-7,6%	0,4%
<i>Interest and rent on land</i>	109	3	–	–	-100,0%	–	–	–	–	–	–
Transfers and subsidies	8 718	7 746	13 840	14 918	19,6%	2,6%	14 849	14 542	15 258	0,8%	2,0%
Departmental agencies and accounts	–	–	–	50	–	–	5	5	5	-53,6%	–
Higher education institutions	–	1 000	8 000	8 840	–	1,0%	8 840	8 210	8 591	-0,9%	1,2%
Non-profit institutions	–	5	95	105	–	–	110	115	120	4,6%	–
Households	8 718	6 741	5 745	5 923	-12,1%	1,5%	5 894	6 212	6 542	3,4%	0,8%
Payments for capital assets	3 593	5 109	1 555	5 212	13,2%	0,9%	428 864	288 364	161 606	214,2%	29,5%
Buildings and other fixed structures	–	–	–	–	–	–	421 173	280 260	153 100	–	28,5%
Machinery and equipment	3 593	5 109	1 453	3 712	1,1%	0,8%	7 691	8 104	8 506	31,8%	0,9%
Software and other intangible assets	–	–	102	1 500	–	0,1%	–	–	–	-100,0%	0,1%
Payments for financial assets	13	164	697	–	-100,0%	–	–	–	–	–	–
Total	356 571	411 599	461 396	530 814	14,2%	100,0%	934 719	810 138	720 786	10,7%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,0%	0,0%	0,0%			0,0%	0,0%	0,0%		

Details of transfers and subsidies

Households											
Social benefits											
Current	420	69	109	232	-17,9%	–	–	–	–	-100,0%	–
Employee social benefits	420	69	109	232	-17,9%	–	–	–	–	-100,0%	–
Households											
Other transfers to households											
Current	8 298	6 672	5 636	5 691	-11,8%	1,5%	5 894	6 212	6 542	4,8%	0,8%
Employee social benefits	–	–	372	191	–	–	–	–	–	-100,0%	–
Bursaries for non-employees	8 298	6 672	5 264	5 500	-12,8%	1,5%	5 894	6 212	6 542	6,0%	0,8%
Non-profit institutions											
Current	–	5	95	105	–	–	110	115	120	4,6%	–
National Research Foundation	–	–	–	10	–	–	–	–	–	-100,0%	–
South African Statistical Association	–	–	95	95	–	–	110	115	120	8,1%	–
Ilitha Labantu Non-Governmental Organisation	–	5	–	–	–	–	–	–	–	–	–
Higher education institutions											
Current	–	1 000	8 000	8 840	–	1,0%	8 840	8 210	8 591	-0,9%	1,2%
University of KwaZulu-Natal	–	–	500	500	–	0,1%	500	–	–	-100,0%	–
Stellenbosch University	–	–	6 000	6 840	–	0,7%	6 840	7 210	7 591	3,5%	1,0%
University of the Witwatersrand	–	1 000	500	500	–	0,1%	500	–	–	-100,0%	–
University of Cape Town	–	–	1 000	1 000	–	0,1%	1 000	1 000	1 000	–	0,1%
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	–	–	–	50	–	–	5	5	5	-53,6%	–
Communication	–	–	–	50	–	–	5	5	5	-53,6%	–

Performance and expenditure trends

During the 2012/13 financial year, the cluster achieved 73% of its targets as outlined in the Work Programme at a cost of R461,4 million. Corporate Services has achieved 53% of its targets as at 31 December 2013 and 32% are on track to be achieved as scheduled, and the Office of the Statistician-General has achieved 35% of its targets as at 31 December 2013 and 60% are on track to be achieved as scheduled at a cost of R376,7 million for programme 1: Administration (70,4% of the budget, excluding commitments).

Over the medium term, the bulk of the programme's allocation will be spent on payments for capital assets, operating leases and other office space related costs in the Office Accommodation subprogramme; and on compensation of employees, travel and subsistence, and other related costs in the Corporate Services and Financial Administration subprogrammes. The spending focus will be on completing the new head office building project and maintaining the personnel capacity to provide support services to the department. As such, spending on buildings and other fixed structures, operating payments, and training and development are projected to increase significantly over the medium term. The expected increase is particularly pronounced in 2014/15, where the Office Accommodation subprogramme receives an additional allocation of R421,2 million for spending on buildings and other fixed structures. The additional allocations provide for the unitary payments and capital contribution fees for the new premises.

At the end of November 2013, the programme had 99 permanent vacant posts due to difficulties experienced in attracting candidates with the relevant specialised skills and restructuring in terms of the grading of posts. Permanent posts were also frozen in order to fund stipends for the internship programme. While the high vacancy rate impacts on performance and staff satisfaction levels, the department expects to fill the vacant posts over the medium term.

Cabinet approved reductions of R1,4 million in 2014/15, R1,4 million in 2015/16; and R10,6 million in 2016/17 are to be implemented in travel and subsistence and are likely to impact negatively on investigations into thefts and losses, and fraud and corruption awareness campaigns in the provincial and district offices.

Strategy to overcome areas of underperformance:

- Setting targets and milestones in collaboration with NSS partners;
- Fast-tracking the filling of vacancies where it hampered performance; and
- Rolling out a governance framework, including the introduction of a compliance register for late or non-submission of compliance documents to Corporate Services.

2.2 Programme 2: Economic Statistics

Purpose: Produce economic statistics to meet user requirements in line with internationally recognised practices.

Objectives and measures

Inform economic planning, monitoring and decision making in relation to national, provincial and local government, and public stakeholders by:

- providing ongoing accurate, relevant and timely economic statistical information through the application of internationally recognised practices
- publishing quarterly and annual GDP estimates providing information on 10 industries of the economy
- publishing monthly, quarterly, annual and periodic statistical releases on industry, trade and financial statistics in the private and public sector.

Provide information for inflation targeting and on the changing cost of living by:

- improving the measurement of price changes in the economy through the application of internationally recognised standards and practices on an ongoing basis
- publishing monthly statistical releases on the consumer price and producer price indices.

Linkage to organisational strategic objectives

This cluster mainly contributes to *Expanding the statistical information base by increasing its depth, breadth and geographic spread.*

Strategic intent of Economic statistics

The intention of the Economic Statistics cluster is to provide users with comprehensive, relevant, reliable and accurate economic statistics that will inform evidence-based decision making, based on the system of national accounts (SNA). This will be done according to the fundamental principles of official statistics as well as the African Charter on Statistics. The primary users of economic statistics include the South African Reserve Bank (SARB) and the National Treasury for monetary and fiscal policy decisions respectively. Economic statistics are also widely used by other government departments, academics, researchers and economists in the private sector.

The SNA is the coordinating framework for economic statistics. It ensures that the statistics have common definitions and classifications, and are comparable and consistent over time and between countries. There are various related international standards, frameworks and classifications that support the SNA. Many of these classifications have a South African adaptation. The responsibility for producing statistics according to the SNA is primarily shared between Stats SA and the SARB, with both institutions producing different aspects of the system. South Africa currently adheres to the 1993 version of the SNA, but since the 2008 SNA was developed it has become a strategic goal to align statistics to the updated framework. Other (potential) SANSS partners all contribute to the SNA implementation through the provision of data and/or the adherence to these supporting standards and classifications, e.g. the South African Revenue Service, and Department of Agriculture, Forestry and Fishing.

International interaction is an important dynamic of our strategy on various levels. Membership of international working groups, committees and initiatives ensures that we remain part of the development and implementation of international standards. Within the African continent, some of its sub-regions (SADC, SACU) and multi-national organisations, we intend to build and maintain relationships that will allow for cooperation with the aim of improving the quality of our statistics.

Information gap: Although Stats SA is the leading partner in the economic statistics sub-system, it is not feasible for it to meet all the needs of its users. There are specific instances where its current range of statistics does not have the desired scope or coverage. These include the availability of economic statistics at a sub-national level, productivity statistics as well as short-term indicators on the services economy. Partnerships with other members of SANSS, based on the provision of the Act, are required to reduce this information gap. At present, Stats SA cannot always assist government to formulate evidence-based policies at all levels, e.g. municipal economic development plans.

A number of gaps are identified if the current suite of economic statistics is compared with known government indicators taken from the NDP, the 12 outcomes of government and other performance indicators from the Presidency. The gaps cannot be closed by continuing with the current business model. Although centralised collection of data within the cluster will remain the primary vehicle for all the sample surveys, efficiency gains can be expected through the increased use of administrative data as well as innovation through using electronic data collection instruments and dissemination tools. Decentralised data collection will, however, continue for consumer price and agriculture statistics, highlighting the need for close interaction with provincial offices and support staff.

Quality gap: The economic statistics produced by Stats SA are deemed to be official statistics, without having been tested against the South African Statistical Quality Assessment Framework (SASQAF). The quality of all current series is being assessed and will assist to identify weaknesses in existing statistics.

The overall strategic intent of the economic statistics cluster is to expand the economic statistics information base to better meet the needs of users through innovation by:

- Implementing new statistical standards, classifications and frameworks;
- Introducing new surveys;
- Expanding sample sizes;
- Reviewing and redeveloping current surveys;
- Introducing innovative collection methodologies;
- Increasing utilisation of administrative sources;
- Expanding research capability as a part of a learning culture; and
- Partnering with key stakeholders.

Key achievements of Economic Statistics

In addition to the usual monthly, quarterly and annual publications, the following improvements were implemented over the past four years:

- Re-engineered CPI, published in 2009, is a stable series and was rebased and reweighted in 2013.
- Launched a redeveloped PPI in 2013 consisting of a suite of indices including agriculture, mining, manufacturing of intermediate goods, manufacturing of final goods and electricity.
- A number of short-term indicators were reweighted and rebased, and benefitted from enhanced seasonal adjustment techniques.
- Improved the frequency of three series from quarterly to monthly, namely tourist accommodation, food and beverages as well as land transport.
- Revamped the presentation (layout) of several monthly statistical releases (mining, retail, wholesale, motor, food and beverages, tourist accommodation and land transport).
- Established a new division focusing on economic analysis and research. A number of research projects were completed including a compendium of industrial statistics, productivity measures, sub-national statistics, flash GDP estimates, satellite and environmental economic accounts.
- Initiated a national accounts capacity building project aimed at increasing Stats SA's ability to produce national accounts estimates.
- Rebased and benchmarked GDP in 2009 and conducted research on the partial implementation of SNA 2008.
- Enhanced periodic surveys relating to agriculture and other industries.
- Established a number of inter-departmental committees such as the public-sector classification committee and Economic Statistics based on Tax Administration Records (ESTAR).

Cluster priorities for 2014/15

During 2014/15 the primary focus of the cluster is to continue meeting its Special Data Dissemination Standard (SDDS) requirements. The export and import price indices will be replaced by unit value indices (for exports and imports) as a new publication. Estimates of GDP will be benchmarked and rebased along with partial implementation of SNA 2008. The national accounts capacity building project will continue, focusing on improvements to source data as well as the estimation of components of final demand.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Failure to fully implement internationally adopted standards (SNA 2008 and SESA 2012)	Continue with research into the implementation of the strategies to identify opportunities for partial implementation with existing resources
Failure of organs of state to submit suitable data to Stats SA for the compilation of various economic statistics and National Accounts	Engage potential SANSS partners to establish MOU and related SASQAF certification where appropriate
Inability to respond to the high demand for statistics at a more detailed level, more frequently, within tight financial constraints	Conduct research to increase the use of administrative records as statistics

Reconciling performance targets and outputs with the budget for each subprogramme

- a) **Short-term Indicators** provide information on turnover and volumes in various industries in the economy through the publication of monthly, quarterly and annual statistical releases. Key activities include conducting 15 business surveys. In 2014/15, the division will publish 150 releases on 10 industries at a cost of R30,6 million.

The division publishes (twelve)12 monthly, (one) 1 quarterly and (two) 2 annual series, consisting of the following:

- Monthly releases on: Mining: production and sales, Manufacturing: production and sales, Generation and consumption of electricity, Building plans passed and completed, Retail trade sales, Motor trade sales, Wholesale trade sales, Food and beverages, Tourist accommodation, Transport, Liquidations and insolvencies, and Civil cases for debt.
- Annual releases on: Selected building plans passed and completed and buildings completed per annum.
- Quarterly releases on: Manufacturing: utilisation of production capacity by large enterprises.

- b) **Structural Industry Statistics** provides financial results and volumes information in various sectors in the economy by publishing periodic statistical information. Key outputs include periodic reports on the structure or composition of an industry as well as the income and expenditure variables on the following industries: agriculture; mining and quarrying; retail sales; motor trade; wholesale and trade sales; transport, storage and communication; food and beverages; and tourist accommodation at a cost of R37,4 million in 2014/15.

- c) **Private Sector Finance Statistics** tracks the financial performance of private sector organisations. Key activities include conducting an annual and a quarterly survey. Key outputs include the publishing of quarterly and annual data on private sector income and spending at a cost of R28,2 million in 2014/15.

- d) **Government Financial Statistics** tracks government revenue and spending and the financial performance of government. Key activities include the compilation of quarterly and annual statistical information on national, provincial and local government spending. Key outputs for 2014/15 include quarterly releases on financial statistics of municipalities and (eight) 8 annual releases on financial and non-financial statistics of municipalities and other government spending such as extra-budgetary accounts and funds, capital expenditure of the public sector and higher education institutions at a cost of R15,3 million.

- e) **National Accounts** produces GDP data and other integrative statistical products. Key outputs include quarterly and annual GDP estimates; annual regional GDP; biannual supply and use tables; and research documents on environmental economic and satellite accounts and the social accounting matrix at a cost of R12,4 million in 2014/15.
- f) **Economic Analysis** integrates and analyses information from various internal and external data sources. Key outputs include research and technical papers on the independent calculation of GDP estimates through the production and income approaches, flash GDP estimates, reports on capital stock and capital productivity estimates, the update of the compendium of industrial statistics, and an integrative analysis report on regional indicators of economic activity at a cost of R16,1 million in 2014/15.
- g) **Price Statistics** provides information on the level of inflation by producing the consumer price index, various producer price indices and export and import price indices. Key activities include collecting consumer and producer prices from retail stores and manufacturing companies. The PPI for imports and exports will be replaced by unit value indices as a separate publication. Key outputs include monthly CPI and PPI at a cost of R67,1 million in 2014/15.

Expenditure estimates: Economic statistics

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
R thousand											
Programme Management for											
Economic Statistics	2 218	2 627	2 587	2 806	8,2%	1,5%	3 333	3 512	3 565	8,3%	1,5%
Short Term Indicators	22 648	27 044	26 817	27 111	6,2%	14,8%	30 583	32 206	33 818	7,6%	14,4%
Structural Industry Statistics	25 609	30 003	32 528	35 629	11,6%	17,6%	37 383	39 406	41 025	4,8%	17,9%
Price Statistics	57 899	56 281	60 996	63 828	3,3%	34,1%	67 148	70 711	72 639	4,4%	32,0%
Private Sector Finance Statistics	22 698	24 121	24 694	26 944	5,9%	14,0%	28 218	29 850	31 048	4,8%	13,5%
Government Finance Statistics	10 782	12 251	13 029	14 042	9,2%	7,1%	15 324	16 078	16 905	6,4%	7,3%
National Accounts	7 843	9 164	8 765	11 489	13,6%	5,3%	12 448	13 122	13 533	5,6%	5,9%
Economic Analysis	5 531	6 077	12 821	14 880	39,1%	5,6%	16 105	16 984	16 559	3,6%	7,5%
Total	155 228	167 568	182 237	196 729	8,2%	100,0%	210 542	221 869	229 092	5,2%	100,0%
Change to 2013 Budget estimate				(2 447)			(790)	(1 962)	(6 601)		

Expenditure estimates: Economic statistics (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Current payments	153 948	166 389	181 376	195 870	8,4%	99,4%	209 647	220 925	228 099	5,2%	99,6%
Compensation of employees	139 453	147 694	160 961	169 378	6,7%	88,0%	181 042	190 756	200 867	5,8%	86,5%
Goods and services	14 443	18 695	20 415	26 492	22,4%	11,4%	28 605	30 169	27 232	0,9%	13,1%
of which:											
Administration fees	–	119	–	2	–	–	–	–	–	-100,0%	–
Advertising	29	53	89	121	61,0%	–	74	78	83	-11,8%	–
Assets less than the capitalisation threshold	204	164	119	200	-0,7%	0,1%	396	417	439	30,0%	0,2%
Catering: Departmental activities	46	99	75	168	54,0%	0,1%	337	354	372	30,3%	0,1%
Communication	4 436	4 532	4 797	5 199	5,4%	2,7%	5 273	5 555	5 851	4,0%	2,5%
Computer services	13	2	–	130	115,4%	–	36	38	40	-32,5%	–
Consultants and professional services: Business and advisory services	185	2 677	7 066	7 436	242,5%	2,5%	4 421	4 660	4 906	-12,9%	2,5%
Contractors	217	221	96	229	1,8%	0,1%	291	305	323	12,1%	0,1%
Agency and support / outsourced services	–	–	–	105	–	–	–	–	–	-100,0%	–
Entertainment	–	3	2	27	–	–	69	71	78	42,4%	–
Fleet services (including government motor transport)	445	46	–	4	-79,2%	0,1%	–	–	–	-100,0%	–
Consumable supplies	69	77	54	206	44,0%	0,1%	285	300	371	21,7%	0,1%
Consumable: Stationery, printing and office supplies	2 097	1 788	1 357	3 362	17,0%	1,2%	4 335	4 568	4 733	12,1%	2,0%
Operating leases	–	–	258	–	–	–	–	–	–	–	–
Property payments	93	28	21	–	-100,0%	–	–	–	–	–	–
Travel and subsistence	6 031	7 787	5 733	7 470	7,4%	3,9%	10 869	11 486	9 228	7,3%	4,6%
Training and development	–	28	–	–	–	–	–	–	–	–	–
Operating payments	384	567	671	1 049	39,8%	0,4%	630	664	697	-12,7%	0,4%
Venues and facilities	194	504	77	784	59,3%	0,2%	1 589	1 673	111	-47,9%	0,5%
Interest and rent on land	52	–	–	–	-100,0%	–	–	–	–	–	–
Transfers and subsidies	137	58	229	244	21,2%	0,1%	1	1	1	-84,0%	–
Departmental agencies and accounts	–	–	–	6	–	–	1	1	1	-45,0%	–
Households	137	58	229	238	20,2%	0,1%	–	–	–	-100,0%	–
Payments for capital assets	1 121	1 072	623	615	-18,1%	0,5%	894	943	992	17,3%	0,4%
Machinery and equipment	1 121	1 072	623	613	-18,2%	0,5%	894	943	992	17,4%	0,4%
Software and other intangible assets	–	–	–	2	–	–	–	–	–	-100,0%	–
Payments for financial assets	22	49	9	–	-100,0%	–	–	–	–	–	–
Total	155 228	167 568	182 237	196 729	8,2%	100,0%	210 542	221 869	229 092	5,2%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,0%	0,0%	0,0%			0,0%	0,0%	0,0%		

Details of transfers and subsidies

Households											
Social benefits											
Current	137	58	222	238	20,2%	0,1%	–	–	–	-100,0%	–
Employee social benefits	137	58	222	238	20,2%	0,1%	–	–	–	-100,0%	–
Households											
Other transfers to households											
Current	–	–	7	–	–	–	–	–	–	–	–
Other transfers	–	–	7	–	–	–	–	–	–	–	–
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	–	–	–	6	–	–	1	1	1	-45,0%	–
Communication	–	–	–	6	–	–	1	1	1	-45,0%	–

Performance and expenditure trends

During 2012/13, the cluster achieved 99% of its targets as outlined in the Work Programme at a cost of R182,2 million. The cluster achieved 74% of its targets as at the end of the 3rd quarter in 2013/14 with 26% of its targets on track at a cost of R154 million (72,0% of the budget excluding commitments).

Between 2010/11 and 2013/14, expenditure in the Economic Analysis subprogramme increased significantly as a result of the department producing more research and technical papers on the calculation of GDP estimates and developing a new suite of five producer price indices indexes, which replaced the traditional single index. The new indices are aligned with international best practice and enhance users' understanding of how prices are transmitted through the economy. The projected outcome of GDP reform is the weighting and rebasing of GDP related data. Expenditure in the National Accounts subprogramme also increased significantly to fund an increase in capacity to produce quarterly GDP estimate reports on 10 sectors of the economy, independent annual GDP estimates on 34 sectors of the economy, and regional GDP estimates.

The spending focus over the medium term will be on producing statistics on inflation levels, public sector financial performance and spending, and sectoral information on the economy. This is expected to contribute to sound economic planning and decision making, particularly with regard to government policies and actions, and is mainly provided for in spending on compensation of employees.

At the end of November 2013, the programme had 47 permanent vacant posts. This programme employs economists and survey statisticians, who are in high demand. There is significant movement of staff due to the number of promotional opportunities and resignations. The number of permanent posts is expected to decrease from 669 in 2013/14 to 602 in 2016/17 as 67 posts will be moved to the Labour Statistics subprogramme within the Population and Social Statistics programme.

Consultants are used for research on satellite and environment accounts and GDP income and production, as the department does not have specialised permanent staff for this work. Consultants are engaged mainly for the national accounts capacity building project. Spending on consultants increased from R185 000 in 2010/11 to R7 million in 2013/14 and is expected to decrease to R4,9 million in 2016/17. Cabinet approved reductions of R440 000 in 2014/15, R438 000 in 2015/16 and R3,4 million in 2016/17 have been implemented on travel and subsistence. The reductions are set to impact on the collection of questionnaires for manufacturing and transport surveys.

Strategy to overcome areas of underperformance

The Economic Statistics Programme had no area of underperformance.

2.3 Programme 3: Population and Social Statistics

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

Objectives and measures

Inform social and economic development planning, monitoring and decision making for use by both the public and private sectors by:

- providing accurate, relevant and timely statistical information through the application of internationally recognised standards and practices on an ongoing basis.
- publishing quarterly, annual and periodic statistical information on the labour market, employment and earnings, vital registrations, poverty levels, living conditions and service delivery, as well as population dynamics and demographic trends.

Linkage to organisational strategic objectives

This cluster mainly contributes to *Expanding the statistical information base by increasing its depth, breadth and geographic spread.*

Strategic intent of Population and Social statistics

The role of the population and social statistics cluster is to produce relevant, reliable and accurate population, demographic, labour market and social statistics using ethical and internationally acclaimed methodologies to provide evidence for the formulation of policies and interventions aimed at enhancing the development policies of South Africa. These statistics are used to monitor poverty, service delivery, development programmes, the labour market dynamics and for international comparability. The overall strategic intent of the population and social statistics cluster is to expand the breadth and depth of the statistical base to respond to the demand at lower levels and the need to produce more indicators frequently and timely. This strategic thrust aims to address the three main gaps in the development of statistics.

Information gap: The responsibility for producing social statistics is a shared responsibility among various organs of state. Although Stats SA is the leading partner in the social statistics subsystem, it is not feasible to meet all the needs of users. The current supply of official statistics does not have the desired scope, coverage and frequency, especially at lower levels of geography. Besides the census that will be scheduled for every ten years going forward, there is a challenge for the statistics produced to be disaggregated at local municipal levels. Consultations with stakeholders show an increasing demand for regular and timely statistics at lower levels of disaggregation than provincial level that is provided by most household surveys currently. Planning is based at local level, hence the greater demand for most of the indicators to be at local level, including quality of service delivery indicators. The country's social issues are evolving quickly and affect development. In response to this huge challenge, Stats SA will be focusing over the medium term to introduce a Continuous Population Survey (CPS).

Quality gaps: Data quality is a multidimensional concept including both the relevance of information to users' needs, and other characteristics such as accuracy, timeliness, accessibility, interpretability, coherence and comparability of data that affect how it can be used. Data has quality if it satisfies the requirements of its intended use. Statistics produced through surveys are potentially subject to missing data and inconsistent responses. This can increase the amount of non-sampling errors occurring during the analysis of data. Analyses of data sets with missing data can create inconsistency as analysts compensate for missing data in different ways. Secondly, in the presence of non-responses that is unlikely to be random, estimates of population parameters may be biased. All the population and social statistics produced and released by Stats SA are certified as official statistics by default without being subjected to the South African Statistical Quality Assessment Framework (SASQAF). This will receive urgent attention in future.

Standard guidelines for questionnaire design, data quality and survey quality assurance have been developed but need to be reviewed and updated. Part of the strategy is to develop standardised guidelines across all processes in the production of official statistics.

The master sample is the heartbeat of production of quality statistics. The master sample listing needs to be regularly updated and maintained because of its importance and its impact to the data quality. The current master sample was designed using the Census 2001 frame, and has therefore become depleted. The master sample is not also adequately maintained due to lack of funding for the listing which ends up being undertaken on an ad-hoc basis. The strategic intent is using a new master sample for household surveys based on Census 2011. Currently there are no official household estimates for South Africa. This issue will receive attention as part of the effort to improve the quality of statistics produced.

The reliance of the vital statistics on administrative records produced by other organs of state poses the challenges with respect to the completeness, timeliness and accuracy of these statistics. As a result, the organisation has limited control over the quality of data produced. Stats SA will be working with relevant partners to address the quality gaps that exist in the civil registration and vital statistics system.

In summary, the overall strategic intent of this cluster is to expand the statistics information base to better meet the needs of users through innovation by:

- Introducing a continuous population survey;
- Expanding the health and vital statistics products;
- Implementing new statistical standards, classifications and frameworks;
- Reviewing and redeveloping current surveys;
- Introducing innovative collection methodologies;
- Increasing utilisation of administrative sources;
- Expanding research and analytical capability as part of a learning culture; and
- Partnering with key stakeholders.

Key achievements of Population and Social Statistics

Over the past four years, this cluster was responsible for the design, development, analysis and compilation of census data with the results being released within 12 months. One of the significant breakthroughs for the publication of Census 2011 results are the form and style of data availability where census data has been disseminated at lower levels of geography, thus greatly enhancing information access by the public in ways they can relate to. Two such ways of delivery stand out, namely: the ward level and the locality level delivery under the theme 'My Ward, My Councillor', and 'My Village, My Suburb'. The theme-based delivery enables the user to access development information. Private and public sector stakeholders now have access to detailed statistics in various forms and applications to make informed decisions. Following the census release, various thematic reports and monographs were compiled. The cluster has capitalised on the census to build statistical, demographic and analytical capacity and capability.

With respect to household surveys, the following innovations were introduced: a new survey on living conditions; a national travel survey in collaboration with the Department of Transport; a modular approach to the QLFS collecting information on various topics including decent work, the public works programme, employers and self employed, time use etc. The introduction of the Victims of Crime Survey and collaboration with SAPS were important initiatives to improve the crime statistics system in the country. This cluster has closely worked with the Department of Tourism to build and improve tourism statistics in South Africa as part of the economic and social statistics subsystem. Finally, the strategic partnership that was established with the Department of Home Affairs to stabilise the Vital Statistics programme will deliver the necessary platform for implementing the acceleration programme to improve civil registration and vital statistics on the African continent.

Cluster priorities for 2014/15

During 2014/15 the cluster will focus on:

- Testing the implementation of a continuous population survey.
- Planning, design and integration of a large scale survey.
- Conducting a self assessment on the civil registration and vital statistics system in South Africa.
- Harmonising labour market and employment and earnings statistics.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Inability to respond to the high demand for statistics at a more detailed level, more frequently, within tight financial constraints	Introduce a continuous population survey that integrates content across surveys and publish data at municipal level every 3 years
Inadequate or poor quality of information sourced from administrative sources	Compile Memorandum of Understanding through the SANSS cluster with the relevant organ of state to establish partnership and enhance collaboration; and also introduce elements of SASQAF

Reconciling performance targets and outputs with the budget for each subprogramme

- a) **Poverty and Inequality Statistics** provides information on poverty levels as well as income and expenditure trends in South Africa. The subprogramme is responsible for providing appropriate and statistically reliable information on households' acquisition and consumption patterns, and expenditure patterns in all types of settlements. The organisation intends to implement a rolling collection methodology over the medium term. Key outputs include reports on Poverty profile in the Integrated Sustainable Rural Development Programme nodal areas, and discussion documents on defining the middle class in SA, and household income and imputation of expenditure data at a cost of R23,5 million in 2014/15.
- b) **Labour Statistics** provides information on employment levels in the formal, non-agriculture sector and labour market trends in South Africa. Key activities include conducting quarterly surveys on the labour force, and employment and earnings. Key outputs include the quarterly publication of labour market trends, an annual report on labour market dynamics in South Africa, and reports on employers and the self employed, assessment of administrative data and a monograph on the labour market, as well as quarterly releases on employment and earnings at a cost of R40,8 million in 2014/15.
- c) **Demographic Analysis** collates and analyses data from censuses and other surveys, as well as administrative data to compile mid-year population estimates and generate a knowledge base on social and population themes. Key outputs of 2014/15 include an annual report on projected population estimates at national and sub-national levels and a thematic demographic report at a cost of R14,6 million in 2014/15.
- d) **Health and Vital Statistics** publishes statistics on births, deaths, marriages, divorces, tourism, refugees, vital events and migration based on administrative records. Key activities include the compilation of monthly and annual statistical information on vital events. Key outputs include monthly publications on tourism and migration, and annual publications on mortality and causes of death, recorded live births and marriages and divorces as well as thematic reports on refugees, vital events and health at a cost of R13,3 million in 2014/15.
- e) **Population Statistics** publishes population estimates collected through population censuses and surveys. Key outputs of 2014/15 include research and thematic reports on education, disability, gender and aging at a cost of 7,6 million in 2014/15.
- f) **Social Statistics** provides information on living conditions, crime and domestic tourism through household surveys. Key activities include the compilation of reports based on the continuous data collection methodology. Key outputs include reports on service delivery, education, ICT, crime, domestic tourism and development indicators at a cost of R13,7 million in 2014/15.

Expenditure estimates: Population and Social Statistics

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Programme Management for											
Population and Social Statistics	4 034	4 125	4 519	6 185	15,3%	4,4%	4 369	4 606	4 542	-9,8%	4,0%
Population Statistics	9 728	10 410	10 821	10 627	3,0%	9,6%	7 587	7 997	8 417	-7,5%	7,0%
Health and Vital Statistics	22 139	8 631	11 626	12 829	-16,6%	12,8%	13 284	17 589	17 963	11,9%	12,5%
Social Statistics	7 275	9 203	12 371	13 462	22,8%	9,8%	13 732	14 475	14 907	3,5%	11,5%
Demographic Analysis	4 946	4 225	4 094	8 707	20,7%	5,1%	14 599	15 387	16 038	22,6%	11,1%
Labour Statistics	30 904	29 915	30 613	33 463	2,7%	28,9%	40 813	39 434	41 408	7,4%	31,5%
Poverty and Inequality Statistics	47 427	27 773	28 209	24 300	-20,0%	29,5%	23 466	30 737	30 851	8,3%	22,2%
Total	126 453	94 282	102 253	109 573	-4,7%	100,0%	117 850	130 225	134 126	7,0%	100,0%
Change to 2013 Budget estimate				(2 190)			(2 041)	2 848	(2)		
Economic classification											
Current payments	124 062	90 225	94 575	108 449	-4,4%	96,5%	117 053	129 374	133 223	7,1%	99,3%
Compensation of employees	93 266	60 083	66 753	81 553	-4,4%	69,7%	93 873	99 055	104 357	8,6%	77,0%
Goods and services	30 780	30 142	27 822	26 896	-4,4%	26,7%	23 180	30 319	28 866	2,4%	22,2%
of which:											
Administration fees	4	145	15	—	-100,0%	—	—	—	—	—	—
Advertising	54	—	163	15	-34,8%	0,1%	—	—	—	-100,0%	—
Assets less than the capitalisation threshold	307	146	113	203	-12,9%	0,2%	763	806	846	60,9%	0,5%
Catering: Departmental activities	241	210	216	436	21,8%	0,3%	536	642	691	16,6%	0,5%
Communication	2 722	2 286	2 388	2 183	-7,1%	2,2%	2 043	2 157	2 257	1,1%	1,8%
Computer services	47	302	892	19	-26,1%	0,3%	90	95	100	73,9%	0,1%
Consultants and professional services: Business and advisory services	3 782	3 417	2 607	5 001	9,8%	3,4%	4 133	3 878	3 895	-8,0%	3,4%
Contractors	187	67	160	89	-21,9%	0,1%	123	129	133	14,3%	0,1%
Agency and support / outsourced services	39	327	431	—	-100,0%	0,2%	168	176	185	—	0,1%
Entertainment	—	3	1	10	—	—	45	45	47	67,5%	—
Fleet services (including government motor transport)	210	6	—	20	-54,3%	0,1%	—	4	5	-37,0%	—
Consumable supplies	270	49	54	185	-11,8%	0,1%	228	243	255	11,3%	0,2%
Consumable: Stationery, printing and office supplies	3 473	1 615	1 121	1 629	-22,3%	1,8%	4 519	3 077	2 528	15,8%	2,4%
Operating leases	—	1	—	80	—	—	—	—	—	-100,0%	—
Property payments	174	246	—	355	26,8%	0,2%	—	—	—	-100,0%	0,1%
Travel and subsistence	12 176	17 090	14 489	7 846	-13,6%	11,9%	3 770	7 095	5 229	-12,7%	4,9%
Training and development	89	20	125	117	9,5%	0,1%	—	—	—	-100,0%	—
Operating payments	4 897	2 226	3 930	7 293	14,2%	4,2%	6 012	9 808	10 618	13,3%	6,9%
Venues and facilities	2 108	1 986	1 117	1 415	-12,4%	1,5%	750	2 164	2 077	13,6%	1,3%
Interest and rent on land	16	—	—	—	-100,0%	—	—	—	—	—	—
Transfers and subsidies	388	159	312	232	-15,8%	0,3%	200	212	225	-1,0%	0,2%
Non-profit institutions	333	—	—	100	-33,0%	0,1%	200	212	225	31,0%	0,1%
Households	55	159	312	132	33,9%	0,2%	—	—	—	-100,0%	—
Payments for capital assets	1 206	623	293	892	-9,6%	0,7%	597	639	678	-8,7%	0,6%
Machinery and equipment	1 172	623	293	892	-8,7%	0,7%	504	540	574	-13,7%	0,5%
Software and other intangible assets	34	—	—	—	-100,0%	—	93	99	104	—	0,1%
Payments for financial assets	797	3 275	7 073	—	-100,0%	2,6%	—	—	—	—	—
Total	126 453	94 282	102 253	109 573	-4,7%	100,0%	117 850	130 225	134 126	7,0%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,0%	0,0%	0,0%			0,0%	0,0%	0,0%		

Expenditure estimates: Population and Social Statistics (concluded)

Details of transfers and subsidies	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Households											
Social benefits											
Current	31	159	294	132	62,1%	0,1%	–	–	–	-100,0%	–
Employee social benefits	31	159	294	132	62,1%	0,1%	–	–	–	-100,0%	–
Households											
Other transfers to households											
Current	24	–	18	–	-100,0%	–	–	–	–	–	–
Other transfers	–	–	18	–	–	–	–	–	–	–	–
Labour statistics	24	–	–	–	-100,0%	–	–	–	–	–	–
Non-profit institutions											
Current	333	–	–	100	-33,0%	0,1%	200	212	225	31,0%	0,1%
South African Statistical Association	233	–	–	–	-100,0%	0,1%	–	–	–	–	–
Population Association of Southern Africa	100	–	–	100	–	–	200	212	225	31,0%	0,1%

Performance and expenditure trends

During 2012/13, the cluster achieved 87% of its targets as outlined in the Work Programme at a cost of R102,3 million. The cluster has achieved 38% of its targets as at the end of the 3rd quarter of 2013/14, 11% were achieved later than scheduled and 33% are on track to be achieved as scheduled at a cost of R65 million (62,2% of the budget, excluding commitments).

The spending focus over the medium term will be on producing population and social statistical information that aids in monitoring social and demographic changes, underpins policy development and supports the statistical infrastructure of the country. This is reflected in the significant allocations to the Poverty and Inequality Statistics, Health and Vital Statistics, Labour Statistics and Demographic Analysis subprogrammes, where reports on quarterly employment estimates, annual mortality and causes of deaths, and annual population estimates are produced.

The production of these statistics is labour intensive, which explains why a significant amount of the budget over the medium term is allocated to compensation of employees. At the end of November 2013, the programme had 29 permanent vacant posts. The posts were vacant due to difficulties experienced in attracting candidates with the relevant skills. The recruitment process for some posts is currently under way and the department expects to fill them over the medium term. The high vacancy rate has a negative impact on performance and staff satisfaction. Over the medium term, the number of permanent posts is expected to increase from 168 to 210 as a result of the movement of the quarterly employment component from the Price Statistics subprogramme in the Economic Statistics programme to the Labour Statistics subprogramme in this programme.

As the department does not have the specialised staff, the programme uses consultants for enhancing medical practitioners' knowledge regarding the completion of death notification forms, and providing technical and analytical support for the production of poverty statistics. Spending on consultants is expected to decrease from R5 million in 2013/14 to R3,9 million over the medium term, as the programme aims to reduce its reliance on their services. Cabinet approved reductions of R396 000 in 2014/15, R397 000 in 2015/16 and R3,1 million in

2016/17 on travel and subsistence allowance will have an impact on the provision of technical support on the social statistics surveys in the provincial and district offices.

Between 2010/11 and 2012/13, expenditure in the Population Statistics subprogramme was mainly on the Census 2011 project and conducting quality assessments of the data collected. Expenditure decreased significantly in 2013/14, after the project was concluded.

Strategy to overcome areas of underperformance

The Population and Social Statistics Programme has achieved more than 85% of their targets with no area of underperformance.

2.4 Programme 4: Methodology, Standards and Research

Purpose: Provide expertise on quality and methodology for official statistics, standards for conducting surveys, and business sampling frames. Conduct policy research and analysis on emerging policy matters.

Objectives and measures

- Improve the comparability and accuracy of statistical information by annually reviewing and evaluating methodological compliance in survey areas and applying appropriate quality criteria, standards, classifications and procedures to the statistical value chain.
- Ensure accurate and reliable statistical information for users by the regular use of a sound business sampling frame to draw annual samples for all economic surveys.
- Provide statistical support and advice to policy makers by annually conducting policy research and analysis on emerging policy matters and producing annual research papers on the economy and society.

Linkage to organisational strategic objectives

This cluster mainly contributes to *Enhancing public confidence and trust in statistics*.

Strategic intent

The strategic focus of this cluster is to ensure implementation of international frameworks and standards as it promotes quality statistics for the accurate measurement of the economy and society. Quality statistics is manifested in terms of data comparability, coherence and international best practices. These international frameworks are supported by international organisations such as the OECD, UNSC and the IMF.

The System of National Accounts (SNA) is the framework that guides all activities relating to economic statistics. At present, South Africa follows the 1993 SNA. The 2008 SNA has however recently been approved by the United Nations Statistics Division (UNSD) and countries are in the process of implementing its recommendations. In support of the 2008 SNA, the International Standard Industrial Classification (ISIC) was updated, to ISIC rev.4. This

provides an alternate classification to activities in the economy. Stats SA is using a locally developed version of ISIC rev. 3 and has already developed a similar classification based on ISIC rev.4 which needs to be implemented. The introduction of a new classification system is a lengthy process encompassing 4 distinct phases. The first is the local adaptation of ISIC, which Stats SA has successfully completed. The second relates to the modification of existing and the development of new IT systems related to the business register, the basis of all economic statistics. The third phase is to conduct a census of all businesses. This is an opportunity to periodically benchmark the quality of the register against the administrative taxation data that is typically used to update the business register. It aims to provide each business entity with a dual industry classification that will form the basis for the 4th phase. In the latter, all economic surveys must be redeveloped to report on economic activity according to the new classification. This will take the form of running parallel surveys over an 18-month period to ensure a smooth transition to the new classification as well as preserving time-series etc. This phase also includes the survey methodologies such as back-casting of a series as required due to the changed classification codes.

This cluster will continue to provide methodological support to both Economic and Social Statistics in terms of sampling for economic series and developing the master sample for social surveys. Methodological support in terms of sampling and weighting will be critical for the introduction of the new continuous population survey as well as a large scale survey.

Over the medium term, the application of statistical methodology by survey areas will be evaluated.

Key achievements

Key achievements over the past four years include conducting the post enumeration survey for Census 2011; developing technical solutions for survey areas; methodological support to survey areas including sampling, weighting and seasonal adjustments; re-engineered profiling of large businesses; introduced a quality management framework for the business register; and creation of snapshots and frames for preliminary and final samples for economic statistics.

Cluster priorities for 2014/15

- Institutionalise evaluation of applied statistical methodology in survey areas;
- Alignment of statistical standards to international standards for comparability;
- Proposal for implementation of ISIC4; and
- Collaboration with SARS and the dti on the business registration processes and business information.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Failure to fully implement international adopted standards and classifications, in specific ISIC 4	Draft a proposal for ISIC4 implementation
Inability of the statistical Business Register to respond to user needs	Collaboration with providers (SARS and the dti) of administrative data

Reconciling performance targets and outputs with the budget for each subprogramme

- a) **Methodology and Evaluation** provides technical expertise on methodologies for producing official statistics and conducting reviews of surveys. Key outputs include providing methodological support to survey areas through drawing samples for economic and social surveys at a cost of R17 million in 2014/15.
- b) **Survey Standards** develops standards, classifications, and definitions for surveys undertaken by the department. Key outputs include developing and reviewing statistical standards at a cost of R6,9 million in 2014/15.
- c) **Business Register** maintains and improves the sampling frame for economic statistics. Key outputs include updating and maintaining the Business Register for economic statistics, completing surveys of large businesses, and providing an annual snapshot and common sampling frame based on the Business Register at a cost of R31,3 million in 2014/15.
- d) **Policy Research and Analysis** provides integrative technical support and advisory services for policy planners and development practitioners, and participates in knowledge research and innovation on key development themes. Key outputs are research papers at a cost of R6,5 million in 2014/15.

Expenditure estimates: Methodology, Standards and Research

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14	2014/15	2015/16	2016/17	2013/14 - 2016/17			
Programme Management for Methodology, Standards and Research	2 517	3 941	4 362	5 806	32,1%	8,5%	3 697	3 830	3 939	-12,1%	6,4%	
Policy Research and Analysis	–	3 342	3 485	4 659	–	5,9%	6 503	6 857	6 845	13,7%	9,2%	
Methodology and Evaluation	10 838	11 582	11 932	19 997	22,7%	27,8%	17 064	18 053	18 964	-1,8%	27,5%	
Survey Standards	1 780	2 478	2 071	3 484	25,1%	5,0%	6 907	7 277	7 615	29,8%	9,4%	
Business Register	23 141	24 797	26 621	28 956	7,8%	52,9%	31 282	32 972	34 556	6,1%	47,5%	
Total	38 276	46 140	48 471	62 902	18,0%	100,0%	65 453	68 989	71 919	4,6%	100,0%	
Change to 2013 Budget estimate				(5 816)			(923)	(2 054)	(2 889)			

Economic classification

Current payments	37 303	45 721	48 261	61 939	18,4%	98,7%	64 874	68 622	71 529	4,9%	99,1%
Compensation of employees	34 486	41 313	45 761	57 984	18,9%	91,7%	59 430	62 638	65 960	4,4%	91,4%
Goods and services	2 815	4 408	2 500	3 955	12,0%	7,0%	5 444	5 984	5 569	12,1%	7,8%
of which:											
Administration fees	–	–	72	10	–	–	–	–	–	-100,0%	–
Advertising	–	–	–	–	–	–	37	40	41	–	–
Assets less than the capitalisation threshold	303	26	9	163	-18,7%	0,3%	223	181	190	5,2%	0,3%
Catering: Departmental activities	15	21	12	76	71,8%	0,1%	128	54	53	-11,3%	0,1%
Communication	979	932	732	1 215	7,5%	2,0%	1 158	1 694	1 783	13,6%	2,2%
Computer services	–	1 634	502	–	–	1,1%	–	–	–	–	–
Consultants and professional services: Business and advisory services	446	238	239	161	-28,8%	0,6%	242	255	269	18,7%	0,3%
Contractors	97	10	11	36	-28,1%	0,1%	67	37	38	1,8%	0,1%
Entertainment	–	4	3	24	–	–	24	17	18	-9,1%	–
Consumable supplies	11	26	14	87	99,2%	0,1%	97	65	63	-10,2%	0,1%

Expenditure estimates: Methodology, Standards and Research (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Consumable: Stationery, printing and office supplies	275	376	313	533	24,7%	0,8%	926	919	970	22,1%	1,2%
Property payments	–	16	–	–	–	–	–	–	–	–	–
Travel and subsistence	664	854	519	1 529	32,1%	1,8%	2 433	2 544	1 956	8,6%	3,1%
Training and development	–	69	–	–	–	–	–	–	–	–	–
Operating payments	25	194	73	49	25,1%	0,2%	48	124	120	34,8%	0,1%
Venues and facilities	–	8	1	72	–	–	61	54	68	-1,9%	0,1%
Interest and rent on land	2	–	–	–	-100,0%	–	–	–	–	–	–
Transfers and subsidies	–	64	69	68	–	0,1%	–	–	–	-100,0%	–
Departmental agencies and accounts	–	–	–	8	–	–	–	–	–	-100,0%	–
Households	–	64	69	60	–	0,1%	–	–	–	-100,0%	–
Payments for capital assets	973	349	141	895	-2,7%	1,2%	579	367	390	-24,2%	0,8%
Machinery and equipment	973	349	141	495	-20,2%	1,0%	579	367	390	-7,6%	0,7%
Software and other intangible assets	–	–	–	400	–	0,2%	–	–	–	-100,0%	0,1%
Payments for financial assets	–	6	–	–	–	–	–	–	–	–	–
Total	38 276	46 140	48 471	62 902	18,0%	100,0%	65 453	68 989	71 919	4,6%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,0%	0,0%	0,0%			0,0%	0,0%	0,0%		

Details of transfers and subsidies

Households											
Social benefits											
Current	–	64	63	60	–	0,1%	–	–	–	-100,0%	–
Employee social benefits	–	64	63	60	–	0,1%	–	–	–	-100,0%	–
Households											
Other transfers to households											
Current	–	–	6	–	–	–	–	–	–	–	–
Employee social benefits	–	–	6	–	–	–	–	–	–	–	–
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	–	–	–	8	–	–	–	–	–	-100,0%	–
Communication	–	–	–	8	–	–	–	–	–	-100,0%	–

Performance and expenditure trends

During 2012/13, the cluster achieved 98% of its targets as outlined in the Work Programme at a cost of R48,5 million. The cluster has achieved 33% of its targets as at the end of the 3rd quarter of 2013/14 and 61% were achieved later than scheduled at a cost of R52,6 million (69,6% of the budget, excluding commitments).

The spending focus over the medium term will be on providing technical expertise on the methodologies and technical solutions for the production of official statistics, and maintaining and improving the sampling frame for economic statistics. This is supported by spending in the Methodology and Evaluation and Business Register subprogrammes, which comprise the bulk of the programme's expenditure over the medium term. Expenditure in these subprogrammes allows the department to maintain the business register, which serves as a foundation of economic statistics. It also allows the department to provide technical expertise on methodologies and technical solutions for producing official statistics, conduct reviews of surveys through methodology and evaluation, and develop standards, classifications and definitions for surveys undertaken. This is reflected in spending on compensation of employees and goods and services, such as communication and travel and subsistence.

At the end of November 2013, the programme had 21 permanent vacant posts, as the system developers and methodologists it employs are in high demand in the labour market. The number of permanent posts is expected to decrease from 167 to 125 over the medium term. This is mainly as a result of the Application and Database Development Component moving to the Business Modernisation subprogramme under the Statistical Support and Informatics programme, where it has been deemed more relevant.

Cabinet approved budget reductions of R106 000 in 2014/15, R109 000 in 2015/16 and R841 000 in 2016/17 are to be implemented on travel and subsistence costs. This is set to impact on the collection of data to update and maintain the business sampling frame.

Between 2010/11 and 2013/14, spending in this programme increased by 18 per cent, mainly due to capacity building for expanding the methodological support provided to various surveys as well as the establishment of an integrated business registration system. This increase is reflected in the Survey Standards, Policy Research and Analysis and Business Register subprogrammes. To expand the methodological support provided to various surveys and establish an integrated business registration system, spending was mainly focused on communication and travel and subsistence allowances.

Strategy to overcome areas of underperformance

Programme 4 achieved more than 90% of its targets. No serious concerns of underperformance were reported.

2.5 Programme 5: Statistical Support and Informatics

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

Objectives and measures

- Ensure a reliable sampling frame for household surveys by updating the spatial frame and database annually.
- Support the department's production of official statistics by upgrading and maintaining ICT infrastructure and ensuring 90 per cent of network availability for users at all times over the medium term.

Linkage to organisational strategic objectives

This cluster mainly contributes to *Enhance public confidence and trust in statistics* and *Investing in the learning and growth of the organisation*.

Strategic intent of Statistical Support and Informatics

This cluster aims to improve the effectiveness, efficiency and economy of the department's operations through the use of technology, infrastructure and datasets at its disposal.

This cluster is responsible for the development and maintenance of a geospatial information frame, the provision of a technological infrastructure that supports data management across statistical series, modernising business processes and the provision of a publishing service.

An updated geospatial information frame exists to enable the production, dissemination and use of official statistics. The implementation of the Geospatial Strategy is the blueprint for the delivery of a complete geospatial information frame over the next five years. In line with this strategy, the organisation has embarked on an initiative to involve other stakeholders in the maintenance and updating of the spatial information framework through collaboration and partnerships. In the short term, Stats SA intends sharing the complete dwelling frame with all municipalities and to have it incorporated and used as part of their planning, reporting, monitoring and service delivery processes. This phase will be characterised by providing support, building capacity and sharing experiences with municipalities. Over the medium term, a collaborative mapping approach will be adopted to facilitate the integration of a national dataset of dwelling structures with up-to-date information through a web interface. In this way, a user can view and update his/her own information and, in the process, contribute to the maintenance of the dwelling frame. The rewards generated through such partnerships (especially those for municipalities) are better service delivery as well as delivering on the mandate that life has equal worth by ensuring that everyone in South Africa has their own address in an urban as well as a rural setting. A key challenge however remains the lack of addresses in informal settlements.

The use of technology is a key strategic enabler to achieve the mandate of Stats SA. In line with new technological developments, the ICT strategy will be reviewed and updated, coupled with the business modernisation strategy. The strategic intent of this cluster is to expand and optimise the ICT environment. Over the medium term, the following key activities will be undertaken, namely the upgrade of the ICT environment of provincial and district offices; upgrade of Stats SA's website infrastructure as well as connectivity; improve security through the implementation of a next-generation firewall; and expansion of the virtualised server environment in order to increase system availability and reduce the carbon footprint.

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 of staff. Ultimately it is about making Stats SA a more mature organisation, where standards of quality and consistency are not only valued, but built into processes and systems. The strategic intent is to develop an Enterprise Architecture to ensure that all divisions are working coherently towards the same end-result. This will enable Stats SA to cope with the rapidly changing needs and improve data and information management across the department by modernising the way business is conducted and supported by technology. This is not a once-off event; it is a substantive shift in focus.

This cluster is also tasked with the provision of a publishing service that promotes access to information through products that are easy to understand, read and of a neat layout. The strategic intent for the next five years is to reduce the lead time between the release of census results and release of the electronic data sets; consolidate the corporate brand application; and enhance the centralised printing facility with the intention of increasing efficiency and cost containment.

Key achievements of Statistical Support and Informatics

Over the past four years, this cluster demarcated more than 103 000 enumerator areas, 14 000 main place names and 22 000 sub-place names that enabled the collection, processing and dissemination of Census 2011. As part of the census products, the cluster compiled and published a digital census atlas. Following Census 2011, more than 14 million points on the dwelling frame were updated and maintained.

Key achievements are to stabilise the ICT environment and include an ICT governance framework based on COBIT and DPSA governance frameworks; a revamped website to facilitate easy access and use of statistical information; and rolled-out applications modernising the corporate services manual processes (e.g. the supplier invoice system).

Key achievements to ensure easy access and user-friendly publications included the development of statistical terminology in order to enhance translation of questionnaires and promotional material in 10 other official languages in South Africa; introduced the Mbalo Brief, a monthly newsletter that gives a summary of statistical releases of the previous month; developed branding standards to ensure a professional look and feel of statistical products; and stabilised the printing facility with the intention of reduction of turnaround time for printed material such as questionnaires for economic statistics, releases, publications, and other hardcopy material.

Cluster priorities for 2014/15

- Maintenance and updating of the geospatial information frame through collaboration and partnerships;
- Implementation of the ICT governance framework;
- Expansion and optimisation of the ICT infrastructure in order to increase system availability and reduce the carbon footprint;
- Development and implementation of a business modernisation strategy;
- Roll out an enterprise architecture programme;
- Research digital data collection for both economic and social statistical series; and
- Develop mobile applications to disseminate Stats SA data.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Lack of geography skills and capacity at municipal level to maintain the geospatial information	Build geospatial capacity at provincial and district levels. Form partnerships with metros to assist and build capacity in smaller municipalities
Broadband in the country is low and this significantly influences implementation of decisions	Form partnerships with DOC around government's broadband strategy
Low maturity levels and ageing ICT infrastructure and systems	Review and update the ICT strategy Embed ICT governance structure as part of the business operations of Stats SA Develop an enterprise architecture Modernise business processes through the use of technology

Reconciling performance targets and outputs with the budget for each subprogramme

- Geography Frame** provides a sampling frame for household surveys and censuses. Key outputs include the establishment of a spatial information frame, maintaining place names and demarcating enumeration areas (EAs) within municipal boundaries at a cost of R24,8 million in 2014/15.
- Geographical Services** provides a mapping and information service to the department and other users. Key activities include the development of geospatial applications; continue with the development and implementation of web-based solutions; and research and development of an enterprise architecture for spatial data delivery at a cost of R24,1 in 2014/15.
- Data Management and Technology** provides technological infrastructure for the department and supports data management across statistical series. Key activities include providing IT services to the department and developing systems applications at a cost of R119,7 million in 2014/15.

- d) **Publication Services** provides editing, publishing and distribution services to survey areas and all areas of the department that produce reports, correspondence, policy documentation, manuals as well as any documents that need to be proofread or edited before dissemination to internal and external users. Key outputs include editing of information for publication, designing and producing publications as required by the organisation, producing and disseminating electronic products through interactive data analysis and quality enhancement of unit record data; economic time series, and social indicators at a cost of R28,3 million in 2014/15.
- e) **Business Modernisation** improves data and information management across the department by modernising the way business is conducted and supported by technology. Key outputs include technical solutions and innovative products for statistical activities as well as ICT governance practices and systems at a cost of R45,4 million in 2014/15.

Expenditure estimates: Statistical Support and Informatics

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Programme Management for Statistical Support and Informatics	2 722	2 349	2 473	2 663	-0,7%	1,2%	2 810	2 962	3 065	4,8%	1,2%
Geography Services	27 941	23 188	32 947	29 292	1,6%	13,6%	24 813	26 151	27 536	-2,0%	11,0%
Geography Frames	47 129	27 069	21 555	19 590	-25,4%	13,8%	24 087	25 392	26 226	10,2%	9,7%
Publication Services	16 732	20 257	20 089	27 875	18,5%	10,2%	28 290	29 820	31 178	3,8%	11,9%
Data Management and Technology	100 885	99 933	99 465	114 685	4,4%	49,8%	119 734	121 460	127 839	3,7%	49,2%
Business Modernisation	17 119	26 779	26 342	24 643	12,9%	11,4%	45 409	47 859	50 281	26,8%	17,1%
Total	212 528	199 575	202 871	218 748	1,0%	100,0%	245 143	253 644	266 125	6,8%	100,0%
Change to 2013 Budget estimate				(5 033)			3 175	7 400	6 831		

Economic classification

Current payments	190 952	170 886	161 858	203 259	2,1%	87,2%	228 085	240 157	251 921	7,4%	93,9%
Compensation of employees	79 953	86 041	93 843	101 103	8,1%	43,3%	124 122	130 826	137 757	10,9%	50,2%
Goods and services of which:	110 816	84 845	68 015	102 156	-2,7%	43,9%	103 963	109 331	114 164	3,8%	43,7%
Administration fees	7 448	5 526	286	15	-87,4%	1,6%	25	30	35	32,6%	-
Advertising	46	27	18	39	-5,4%	-	5	5	5	-49,6%	-
Assets less than the capitalisation threshold	270	631	1 696	854	46,8%	0,4%	161	170	180	-40,5%	0,1%
Audit cost: External	-	34	383	-	-	0,1%	50	53	55	-	-
Catering: Departmental activities	61	80	68	56	-2,8%	-	166	176	184	48,7%	0,1%
Communication	3 589	4 448	4 765	4 258	5,9%	2,0%	4 146	4 371	4 602	2,6%	1,8%
Computer services	58 865	62 249	50 073	82 854	12,1%	30,5%	86 383	91 047	95 872	5,0%	36,2%
Consultants and professional services: Business and advisory services	1 768	2 539	1 247	1 697	-1,4%	0,9%	3 290	3 466	3 648	29,1%	1,2%
Consultants and professional services: Infrastructure and planning	93	435	285	1 600	158,2%	0,3%	-	-	-	-100,0%	0,2%
Contractors	8 579	1 003	565	624	-58,3%	1,3%	195	205	216	-29,8%	0,1%
Agency and support / outsourced services	411	506	-	-	-100,0%	0,1%	-	-	-	-	-

Expenditure estimates: Statistical Support and Informatics (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Entertainment	24	1	1	23	-1,4%	–	24	25	28	6,8%	–
Fleet services (including government motor transport)	134	–	–	–	-100,0%	–	–	–	–	–	–
Consumable supplies	97	110	52	162	18,6%	0,1%	538	565	596	54,4%	0,2%
Consumable: Stationery, printing and office supplies	1 825	927	478	1 058	-16,6%	0,5%	907	959	1 007	-1,6%	0,4%
Operating leases	22 912	–	–	–	-100,0%	2,7%	–	–	–	–	–
Property payments	66	6	–	101	15,2%	–	–	–	–	-100,0%	–
Travel and subsistence	2 538	5 177	5 459	2 741	2,6%	1,9%	4 271	4 500	3 779	11,3%	1,6%
Training and development	33	193	6	98	43,7%	–	–	–	–	-100,0%	–
Operating payments	2 018	840	2 532	5 840	42,5%	1,3%	3 589	3 532	3 719	-14,0%	1,7%
Venues and facilities	39	113	101	136	51,6%	–	213	227	238	20,5%	0,1%
Interest and rent on land	183	–	–	–	-100,0%	–	–	–	–	–	–
Transfers and subsidies	83	138	76	852	117,3%	0,1%	–	–	–	-100,0%	0,1%
Households	83	138	76	852	117,3%	0,1%	–	–	–	-100,0%	0,1%
Payments for capital assets	20 923	27 400	25 812	14 637	-11,2%	10,6%	17 058	13 487	14 204	-1,0%	6,0%
Machinery and equipment	19 298	24 879	8 346	12 990	-12,4%	7,9%	12 558	13 487	14 204	3,0%	5,4%
Software and other intangible assets	1 625	2 521	17 466	1 647	0,4%	2,8%	4 500	–	–	-100,0%	0,6%
Payments for financial assets	570	1 151	15 125	–	-100,0%	2,0%	–	–	–	–	–
Total	212 528	199 575	202 871	218 748	1,0%	100,0%	245 143	253 644	266 125	6,8%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,0%	0,0%	0,0%			0,0%	0,0%	0,0%		

Details of transfers and subsidies

Households											
Social benefits											
Current	83	138	76	828	115,3%	0,1%	–	–	–	-100,0%	0,1%
Employee social benefits	83	138	76	828	115,3%	0,1%	–	–	–	-100,0%	0,1%
Households											
Other transfers to households											
Current	–	–	–	24	–	–	–	–	–	-100,0%	–
Employee social benefits	–	–	–	24	–	–	–	–	–	-100,0%	–

Performance and expenditure trends

During 2012/13, the cluster achieved 90% of its targets as outlined in the Work Programme at a cost of R202 871 million. The cluster has achieved 49% of its targets as at the end of the 3rd quarter of 2013/14 and 48% are on track to be achieved as scheduled at a cost of R129 167 (64,1%, of the budget excluding commitments).

The spending focus over the medium term will be on providing IT infrastructure and support services to the department. This focus is reflected in spending on computer services and payments for capital assets within the Data Management and Technology subprogramme. The department aims to ensure uninterrupted network availability for users at all times and to maintain standard geographical frames within the Geographical Frames subprogramme. Half a million (500 000) dwelling points will be maintained across 45 municipalities in 2014/15, with another 500 000 planned for 2015/16. Expenditure related to the maintenance of geographical frames is projected to grow by 10,7 per cent between 2013/14 and 2016/17. In addition, the Business Modernisation subprogramme will develop an Android application that will ensure the modernisation of the statistical production systems used by the Department. Spending will increase mainly on compensation of employees and goods and services over the medium term.

At the end of November 2013, the programme had 24 vacant posts. The filling of some of these posts was delayed following a labour dispute over the implementation of occupation specific dispensation for the geographic information system job category. Other posts are in the process of being filled. The number of permanent posts is expected to increase from 203 to 260 over the medium term. This increase is mainly as a result of the movement of the Application and Database Development component into the cluster.

Cabinet approved reductions of R143 000 in 2014/15, R143 000 in 2015/16 and R1,1 million in 2016/17 are to be effected on travel and subsistence allowances. This will impact on the assignment of addresses to dwellings and the maintenance of place names.

Expenditure increased between 2010/11 and 2013/14 to accommodate for data management and technology services, the maintenance of a sample dwelling frame for the collection of social statistics, and support for Census 2011 and other surveys.

Strategy to overcome areas of underperformance

Programme 5 has achieved 90% of its targets. No concerns of underperformance were reported.

2.6 Programme 6: Statistical Collections and Outreach

Purpose: Provide statistical information to support policy makers. Manage stakeholders to provide effective communication services. Promote statistical development and cooperation in South Africa, Africa and the world.

Objectives and measures

Increase awareness and the use of official statistics by government and the public by:

- Reaching out to stakeholders and responding to user enquiries, improving accessibility and ease of use of statistical information, educating users and conducting publicity campaigns on an ongoing basis.
- Manage external and internal communications on statistical matters by issuing daily, weekly and monthly information updates through the media on an ongoing basis.
- Provide regular and integrated data collection services and disseminate quality statistics to provincial and local stakeholders and the public, by ensuring an average annual collection rate of 85 per cent.
- 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.

Linkage to organisational strategic objectives

This cluster mainly contributes to *Enhancing public confidence and trust in statistics; Improving productivity and service delivery; Leading the development and coordination of statistical production within the SANSS; Invest in the learning and growth of the organisation; and Promoting international cooperation and participation in statistics.*

Strategic intent of Statistical Collections and Outreach

In order to ensure that South Africa is informed and empowered to make decisions based on statistical evidence, the communications, marketing and stakeholder management functions need to be in touch with the needs of all users. The key strategic thrust is to ensure that statistics are made easy to understand, well known by the users and public, reliable and are timely available, and widely used. This dissemination agenda will be key to ensure increased public confidence and trust in statistics. The ease with which data can be accessed from Stats SA's database and the intuitive feel will receive priority attention during 2014/15. Stats SA will look into expanding the municipal dashboard broken down to municipal ward level augmented by a map overlay. Further innovation to bring about the necessary technological changes will enhance dissemination and encourage easy access for the users. Increased use will require availing small area data for enhanced planning, monitoring and evaluation at district and local levels.

The key strategic focus of provincial and district offices will be on constantly delivering cost effective data collection services and dissemination of statistics at provincial and local levels. The use of technology will be a key thrust in improving data collection and improving administrative records at these levels. This will in turn give rise to an active participation by other data producers at sub-national level. An improved geographic frame will be very critical for enhancing the use of technology both in data collection and collation of administrative records. The provincial and district offices will have to meet the 'appetite' for province-specific surveys by the users. Both the conception of province-specific surveys and the absorptive capacity to use statistical data at sub-provincial levels will require

developments in human capacity both within Stats SA and for the users of data. Furthermore, continued provincial and district presence should infuse a culture of use of empirical data by the users to tackle challenges that may require the use of evidence to resolve these challenges.

Stats SA is the Chair of the African Group on Harmonisation of the African Statistics System. Driving the strategic direction for statistical development on the continent and monitoring the progress of implementation will be a key deliverable of this group. The new strategic focus in Africa is on reforming civil registration and vital statistics (CRVS). Development and growth on the continent can only be assessed if there is evidence to measure changes, and this should be supported by appropriate, trustworthy statistics based on the same standards. Building international partnerships therefore becomes important to learn from each other, sharing best practice and ensuring adherence to international best practice and standards as it will increase the supply and quality of statistics. The continued development among young African statisticians remains a critical effort to ensure the future capacity of national statistical offices to produce and provide data for the users as well as the capability of African professionals to shape the international development agenda in the future.

Key achievements

The key strategic priority for 2012/13 was the launching and dissemination of the results of Census 2011 which was done on 30 October 2012. In preparation for the release of Census 2011 results, SuperCross training was given to provincial managers, district managers and national media houses. Telephone calls to the department's Call Centre during this period totalled 1 729, 1 858 emails, and 251 visits. Two hundred invitations were sent to key stakeholders for the national launch. Provincial launches were done in November 2012.

Over 100 media personnel attended the Census 2011 launch. Media lock-ups were held in Eastern Cape, Western Cape and KwaZulu-Natal; and the event was broadcasted live to these venues and the media were able to interact with speakers at the main event during the press conference. The Statistician-General addressed a number of high-profile events in the weeks following the launch of the Census data, including presentations to Parliament, the Finance and Fiscal Commission, and the National Conference of the African National Congress (ANC). During national and provincial launches of the Census 2011 results, a total of 500 SuperCross DVDs and printed products for each of the seven main products (Fact Sheets, Key Results, Provinces at a glance, Highlights of key results, How the count was done, a statistical release, and Census in brief) were developed and distributed.

Key achievements included the implementation of an integrated approach to fieldwork. The integrated approach has delivered better value for money through sharing of resources across projects; decentralising survey operations to provincial and district offices; appointing permanent fieldworkers; streamlining and optimising logistical, publicity and administrative processes; improving the management and coordination of fieldwork operations at provincial and district levels; and improving accountability in the use of financial resources.

South Africa is part of a wider community on the continent and globally. Stats SA has established partnerships with statistics institutions that are part of the African Union Commission (AUC), the United Nations Economic Commission for Africa (UNECA), the African Development Bank (AfDB), and Regional Economic Communities (RECs). Stats SA has played a leading role in initiatives such as the Africa Symposia on Statistical Development (ASSD), the Statistics Commission for Africa (StatCom-Africa), the African Statistics Committee and the Africa Group on Statistical Harmonisation (AGSHA). One of the significant strides on the continent has been the successful mobilisation of all African countries to undertake population censuses in the 2010 Round of Population and Housing Censuses. Stats SA has also provided strategic support and development for continental initiatives

including the development of the Strategy for Harmonisation of Statistics, standards and guidelines for the implementation of the African Charter on Statistics, a tool for the assessment of national statistics legislations, a framework for the development of NSDS etc. The organisation has also provided support to other countries in various aspects of statistical development and organisation including Sudan, Rwanda, Botswana, Namibia, Democratic Republic of Congo, Tanzania, Uganda, Lesotho, to mention a few. Stats SA has also participated on various international forums and city groups for the advancement of statistical development.

Cluster priorities for 2014/15

- Establishing an integrated communication, marketing and stakeholder management programme and increase the demand and use of official statistics in decision making, monitoring and evaluation through innovative dissemination and marketing initiatives
- Building statistical capability at provincial and district level to advance the statistics agenda
- Leading the reforming of civil registration and vital statistics on the continent through the ASSD

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Inability to effectively reach stakeholders, enhance public confidence and increase the use of statistics due to fragmented communication, marketing and stakeholder management approaches, systems and processes	Develop an integrated communication, marketing and stakeholder management strategy that outlines the value added across the statistics value chain
Failure to develop a cost effective dissemination strategy of statistical information aimed at reaching all users of statistics, including creating awareness among the non-users of statistics	Produce well researched plans and partnering with relevant stakeholders who promote statistical awareness
Failure to implement statistical coordination at sub-national level	Partner in the development of the NSDS at a provincial level Planning for resource requirements

Reconciling performance targets and outputs with the budget for each subprogramme

- a) **Corporate Communications** manages external and internal communications in the department. Key activities include developing communication campaigns, advertising, liaising with the media and implementing communications strategies for activities carried out by the department at a cost of R16,6 million in 2014/15.
- b) **Stakeholder Relations and Marketing** maintains relations with stakeholders across the country. Key activities include marketing statistical products, educating on statistical usage and conducting annual stakeholder satisfaction survey at a cost of R19 million in 2014/15.
- c) **Provincial Offices** aim to 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 to provincial and local stakeholders. Key outputs include administering survey instruments for surveys, raising the

profile and status of statistics at provincial and municipal levels, coordinating the Maths4Stats project, and providing training on the statistical quality assurance framework at a cost of R466,7 million in 2014/15.

- d) **International Statistical Development** manages relations with international statistical agencies, promotes statistical development in Africa, builds partnerships and promotes the development of capacity for young statisticians on the African continent at a cost of R13,6 million in 2014/15.

Expenditure estimates: Statistical Collection and Outreach

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14	2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Programme Management for Statistical Collection and Outreach	5 577	6 375	6 798	7 187	8,8%	1,5%	8 572	9 040	8 883	7,3%	1,6%
International Statistical Development and Cooperation	8 190	10 355	11 027	10 693	9,3%	2,3%	13 606	14 348	13 749	8,7%	2,5%
Provincial and District Offices	335 763	430 291	423 584	427 161	8,4%	90,7%	466 670	489 057	510 569	6,1%	89,2%
Stakeholders Relations and Marketing	15 112	15 451	16 502	17 708	5,4%	3,6%	19 070	20 100	21 083	6,0%	3,7%
Corporate Communications	6 406	8 197	8 651	12 137	23,7%	2,0%	16 627	17 527	18 156	14,4%	3,0%
Total	371 048	470 669	466 562	474 886	8,6%	100,0%	524 545	550 072	572 440	6,4%	100,0%
Change to 2013 Budget estimate				3 621			24 631	21 086	15 417		

Economic classification

Current payments	367 672	465 813	452 733	465 276	8,2%	98,2%	513 504	538 835	560 335	6,4%	97,9%
Compensation of employees	272 366	346 828	329 689	367 012	10,5%	73,8%	411 340	433 548	456 120	7,5%	78,6%
Goods and services	95 100	118 985	123 044	98 264	1,1%	24,4%	102 164	105 287	104 215	2,0%	19,3%
of which:											
Administration fees	138	77	2	13	-54,5%	—	—	—	—	-100,0%	—
Advertising	211	285	542	1 245	80,7%	0,1%	2 305	2 429	2 556	27,1%	0,4%
Assets less than the capitalisation threshold	2 215	1 619	268	1 643	-9,5%	0,3%	225	187	190	-51,3%	0,1%
Catering: Departmental activities	1 263	682	1 139	3 673	42,7%	0,4%	3 133	3 301	3 475	-1,8%	0,6%
Communication	9 774	17 415	13 951	11 902	6,8%	3,0%	13 376	13 943	14 699	7,3%	2,5%
Computer services	29	—	—	120	60,5%	—	149	157	165	11,2%	—
Consultants and professional services: Business and advisory services	820	959	979	602	-9,8%	0,2%	1 200	1 265	1 332	30,3%	0,2%
Contractors	352	782	435	826	32,9%	0,1%	890	938	988	6,2%	0,2%
Agency and support / outsourced services	1 678	8 746	6 453	728	-24,3%	1,0%	307	324	341	-22,3%	0,1%
Entertainment	18	16	7	74	60,2%	—	83	89	93	7,9%	—
Fleet services (including government motor transport)	33 443	37 161	40 703	21 686	-13,4%	7,5%	12 729	12 813	13 449	-14,7%	2,9%
Consumable supplies	235	421	226	997	61,9%	0,1%	767	916	845	-5,4%	0,2%
Consumable: Stationery, printing and office supplies	2 496	4 088	1 211	4 880	25,0%	0,7%	3 832	3 961	4 290	-4,2%	0,8%
Operating leases	12	6	29	12 843	922,9%	0,7%	33 642	33 672	35 555	40,4%	5,5%
Property payments	8 133	9 526	21 961	112	-76,0%	2,2%	20	21	23	-41,0%	—
Travel and subsistence	28 012	32 667	32 271	28 684	0,8%	6,8%	21 675	23 048	17 558	-15,1%	4,3%
Training and development	1	64	185	339	597,3%	—	93	99	103	-32,8%	—
Operating payments	1 579	2 105	1 673	3 550	31,0%	0,5%	4 338	4 576	4 822	10,7%	0,8%
Venues and facilities	4 691	2 366	1 009	4 347	-2,5%	0,7%	3 390	3 537	3 719	-5,1%	0,7%
Rental and hiring	—	—	—	—	—	—	10	11	12	—	—
Interest and rent on land	206	—	—	—	-100,0%	—	—	—	—	—	—

Expenditure estimates: Statistical Collection and Outreach (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Transfers and subsidies	279	665	1 865	354	8,3%	0,2%	65	69	73	-40,9%	-
Departmental agencies and accounts	-	-	4	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	650	-	-	-	-	-	-	-	-
Households	279	665	1 211	354	8,3%	0,1%	65	69	73	-40,9%	-
Payments for capital assets	3 087	3 828	2 681	9 256	44,2%	1,1%	10 976	11 168	12 032	9,1%	2,0%
Machinery and equipment	3 087	3 828	2 681	9 256	44,2%	1,1%	10 976	11 168	12 032	9,1%	2,0%
Payments for financial assets	10	363	9 283	-	-100,0%	0,5%	-	-	-	-	-
Total	371 048	470 669	466 562	474 886	8,6%	100,0%	524 545	550 072	572 440	6,4%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,0%	0,0%	0,0%			0,0%	0,0%	0,0%		

Details of transfers and subsidies

Households											
Social benefits											
Current	79	462	362	354	64,9%	0,1%	-	-	-	-100,0%	-
Employee social benefits	79	462	362	354	64,9%	0,1%	-	-	-	-100,0%	-
Households											
Other transfers to households											
Current	200	203	849	-	-100,0%	0,1%	65	69	73	-	-
Employee social benefits	200	203	800	-	-100,0%	0,1%	-	-	-	-	-
Employee: Ex-gratia payment	-	-	49	-	-	-	65	69	73	-	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	-	-	4	-	-	-	-	-	-	-	-
Communication	-	-	4	-	-	-	-	-	-	-	-
Foreign governments and international organisations											
Current	-	-	650	-	-	-	-	-	-	-	-
Institute de la National Statistique	-	-	650	-	-	-	-	-	-	-	-

Performance and expenditure trends

During 2012/13, the cluster achieved 78% of its targets as outlined in the Work Programme at a cost of R466 562 million. The cluster has achieved 62% of its targets as at the end of the 3rd quarter in 2013/14 and 28% are on track to be achieved as scheduled at a cost of R347 619 (73,2% of the budget, excluding commitments).

The spending focus over the medium term will be on increasing the efficiency and effectiveness of survey operations by providing integrated data collection and dissemination services, and promoting the use and coordination of official statistics to provincial and local stakeholders. This focus is reflected in spending in the Provincial and District Offices subprogramme, mainly on compensation for employees.

Between 2010/11 and 2013/14, spending went towards the collection of 191 710 questionnaires with an average response rate of 89 per cent, the maintenance and updating of 1 784 primary sampling units for the spatial information frame, and the launch of the Census 2011 results in all provinces. Expenditure is set to continue to grow at 6,4 per cent over the medium term to support the programme objectives. This increased spending will go towards the remuneration of fieldworkers, the printing of questionnaires and courier services.

At the end of November 2013, the programme had 93 permanent vacant posts, the majority of which were in provincial offices. The number of permanent posts is expected to increase from 1 225 in 2013/14 to 1 511 over the medium term.

Cabinet approved budget reductions of R1 million in 2014/15, R1 million in 2015/16, and R7,8 million in 2016/17 are to be implemented on travel and subsistence allowances. This is expected to impact negatively on centralised data collection. A finance committee has been established to oversee the acquisition of goods and services.

Between 2010/11 and 2012/13, the Census 2011 project necessitated the enhancement of data collection and publicity in relation to the Census 2011 results. This accounts for the significant increase in expenditure, which was mainly on fleet services as a result of the decentralisation of fieldwork to the provincial offices. In addition, the department increased spending on advertising, travel and subsistence and communication to support the publication of the census results.

Strategy to overcome areas of underperformance

In order to overcome the challenges in the provinces, the following strategies have been adopted:

- Define a roll-out strategy for SASQAF training within the current financial constraints;
- Review the roll-out of the Integrated Fieldwork Strategy, taking into account the new collection methodologies of household surveys; and
- Improve collaboration with key partners to improve training initiatives.

2.7 Programme 7: Survey Operations

Purpose: Provide collection and processing support to produce official statistics. Conduct independent household survey monitoring and evaluation activities.

Objectives and measures

- Increase the statistical information base for use by government, the private sector and the general public by conducting a population census and large scale population survey every 5 years or as determined by the Minister in the Presidency: National Planning Commission.
- Ensure the efficiency and effectiveness of survey operations conducted by the Department by coordinating household survey operations with an average collection rate of 85 per cent on an annual basis.
- Improve the quality and timeliness of the editing and processing of statistical data by standardising the use of IT within the department on an ongoing basis over the medium term.

Linkage to organisational strategic objectives

This cluster mainly contributes to achieving the strategic objective: *"Improving productivity and service delivery"*.

Strategic intent of Survey Operations

The overall strategic intent of the Survey Operations cluster is to provide cost effective and efficient data collection and processing services as well as conducting independent monitoring and evaluation activities of household-based censuses and surveys in order to improve the quality and accuracy of data collected. This will be achieved through deploying an integrated survey operations model, systems and methods, as well as building capacity to run large scale survey operations such as a census.

Over the medium term, this cluster will focus on the following activities to maintain and improve the way data is collected and processed through:

- Sustaining continuous data collection of existing surveys;
- Introducing a continuous population survey;
- Planning for a large scale population survey;
- Reviewing and updating of the Integrated Fieldwork Strategy;
- Integrating survey and census data processing;
- Increasing usage and processing of administrative data;
- Researching and introducing innovative data collection methodologies;
- Introducing a continuous listing updating programme;
- Integrating delineation of EAs with listing under this cluster;

- Implementing common survey standards and framework for data collection and processing;
- Sustaining and improving process monitoring and evaluation of censuses and surveys; and
- Improving the interface between Statistical Collection and Outreach, Population and Social Statistics and Survey Operations cluster.

Key achievements of Survey Operations

The most significant achievement of this cluster is the delivery of Census 2011 that contributed to the continued measurement of the progress and development South Africa is making to its citizens since the dawn of democracy in 1994. The Corporate Data processing Centre processed more than 14 million census forms and ensured that the census results were released on 30 October 2012, just 12 months after the count was undertaken.

In order to optimise the use of resources in the field, an Integrated Fieldwork Strategy was introduced in 2009. As part of the strategy and in an effort to streamline the way in which surveys are organised, Stats SA introduced a Continuous Data Collection (CDC) methodology for household surveys in 2013. The benefits of the CDC include more effective resource use (human resources and vehicles); opportunities for greater integration of survey instruments and combining of samples; and the development of quality assurance systems and continuous data quality monitoring with feedback to survey officers.

The organisation has introduced a survey monitoring and evaluation unit that is responsible for independent monitoring of all survey operations across the value chain. Over the past four years, this unit's independent evaluation reports have assisted the department to improve its operations, thus ensuring the production of more accurate statistics.

Cluster priorities for 2014/15

- Testing the continuous population survey;
- Listing and capturing the new master sample; and
- Planning a large scale population survey for 2016.

Cluster risks for 2014/15

Strategic risks	Mitigation strategy
Funding not secured to undertake a large scale population survey	Submit and secure commitment from Council, Minister and Treasury for undertaking a large scale population survey in 2016
Listing and maintenance of the new master sample for all household surveys	Reprioritisation of activities to secure funding for listing and maintenance of the new master sample

Reconciling performance targets and outputs with the budget for each subprogramme

- a) **Censuses and Community Surveys** conduct periodic population censuses and large scale population surveys. Key activities include integrated planning across different clusters, coordinating the collection of data and processing of data at a cost of R22,4 million in 2014/15.
- b) **Household Survey Operations** coordinates and integrates collection activities across household surveys. Key activities include coordinating and monitoring data collection at a cost of R27,2 million in 2014/15.
- c) **Corporate Data Processing** manages the editing and processing of data. A key activity is the processing of survey instruments such as questionnaires and diaries at a cost of R63,3 million in 2014/15.
- d) **Survey Coordination, Monitoring and Evaluation** monitors and assures the quality of field operations of household surveys and censuses. Key outputs include monitoring and evaluating the quarterly Labour Force, annual General Household, Domestic Tourism, and Victims of Crime surveys at a cost of R17,9 million in 2014/15.

Expenditure estimates: Survey Operations

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
R thousand	2010/11	2011/12	2012/13	2013/14		2010/11 - 2013/14		2014/15	2015/16	2016/17	2013/14 - 2016/17	
Programme Management for Survey Operations	12	–	33	612		270,8%	–	13 404	14 130	14 616	188,0%	7,2%
Census and Community Survey Operations	348 729	2 184 143	196 569	47 750		-48,5%	87,7%	22 365	26 436	27 219	-17,1%	20,8%
Household Survey Operations	52 198	31 007	34 271	30 185		-16,7%	4,7%	27 241	22 723	23 776	-7,6%	17,4%
Corporate Data Processing	25 719	57 622	51 551	53 532		27,7%	6,0%	63 346	66 769	70 048	9,4%	42,5%
Survey Coordination, Monitoring and Evaluation	8 104	11 776	15 438	15 915		25,2%	1,6%	17 906	18 876	19 431	6,9%	12,1%
Total	434 762	2 284 548	297 862	147 994		-30,2%	100,0%	144 262	148 934	155 090	1,6%	100,0%
Change to 2013 Budget estimate				(27 910)				(33 161)	(39 144)	(42 956)		

Economic classification

Current payments	406 826	2 188 989	287 023	146 490	-28,9%	95,7%	143 568	148 374	154 454	1,8%	99,4%
Compensation of employees	188 712	358 863	181 328	122 961	-13,3%	26,9%	118 057	127 290	134 038	2,9%	84,2%
Goods and services of which:	218 026	1 830 126	105 695	23 529	-52,4%	68,8%	25 511	21 084	20 416	-4,6%	15,2%
Administration fees	28	431	3 448	–	-100,0%	0,1%	–	–	–	–	–
Advertising	30 533	157 543	9 208	246	-80,0%	6,2%	–	–	–	-100,0%	–
Assets less than the capitalisation threshold	3 561	24 354	490	123	-67,4%	0,9%	578	348	372	44,6%	0,2%
Catering: Departmental activities	8 274	98 990	673	175	-72,3%	3,4%	756	535	654	55,2%	0,4%
Communication	4 206	17 736	8 843	2 154	-20,0%	1,0%	4 410	4 248	4 508	27,9%	2,6%
Computer services	16 887	21 540	7 899	678	-65,8%	1,5%	930	980	1 032	15,0%	0,6%
Consultants and professional services: Business and advisory services	3 992	60 473	13 948	256	-60,0%	2,5%	1 116	1 176	1 238	69,1%	0,6%
Consultants and professional services: Infrastructure and planning	3 540	64	–	–	-100,0%	0,1%	–	–	–	–	–

Expenditure estimates: Survey Operations (concluded)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/total: Average (%)
Consultants and professional services: Legal costs	–	–	214	–	–	–	–	–	–	–	–
Contractors	1 414	12 466	4 362	272	-42,3%	0,6%	122	130	132	-21,4%	0,1%
Agency and support / outsourced services	9 976	828 136	1 666	77	-80,2%	26,5%	140	200	230	44,0%	0,1%
Entertainment	28	59	–	6	-40,2%	–	17	18	13	29,4%	–
Fleet services (including government motor transport)	100	4 449	–	215	29,1%	0,2%	152	161	169	-7,7%	0,1%
Consumable supplies	3 817	1 857	336	563	-47,2%	0,2%	507	553	568	0,3%	0,4%
Consumable: Stationery, printing and office supplies	4 413	20 786	2 156	1 482	-30,5%	0,9%	1 877	2 009	2 016	10,8%	1,2%
Operating leases	58 633	27 722	81	129	-87,0%	2,7%	10	–	49	-27,6%	–
Property payments	2 332	24 684	2 630	–	-100,0%	0,9%	–	–	–	–	–
Travel and subsistence	40 520	391 367	43 076	14 892	-28,4%	15,5%	10 671	7 400	5 953	-26,3%	6,5%
Training and development	138	207	38	–	-100,0%	–	296	300	352	–	0,2%
Operating payments	21 583	107 315	5 130	1 880	-55,7%	4,3%	3 286	2 329	2 389	8,3%	1,7%
Venues and facilities	4 051	29 947	1 497	381	-54,5%	1,1%	643	697	741	24,8%	0,4%
Interest and rent on land	88	–	–	–	-100,0%	–	–	–	–	–	–
Transfers and subsidies	578	10 272	5 179	1 003	20,2%	0,5%	–	–	–	-100,0%	0,2%
Households	578	10 272	5 179	1 003	20,2%	0,5%	–	–	–	-100,0%	0,2%
Payments for capital assets	25 621	55 615	5 518	501	-73,1%	2,8%	694	560	636	8,3%	0,4%
Machinery and equipment	25 621	55 615	5 518	501	-73,1%	2,8%	694	560	636	8,3%	0,4%
Payments for financial assets	1 737	29 672	142	–	-100,0%	1,0%	–	–	–	–	–
Total	434 762	2 284 548	297 862	147 994	-30,2%	100,0%	144 262	148 934	155 090	1,6%	100,0%
Proportion of total programme expenditure to vote expenditure	0,0%	0,1%	0,0%	0,0%			0,0%	0,0%	0,0%		

Details of transfers and subsidies

Households											
Social benefits											
Current	578	10 272	4 761	1 003	20,2%	0,5%	–	–	–	-100,0%	0,2%
Employee social benefits	481	10 272	4 761	1 003	27,8%	0,5%	–	–	–	-100,0%	0,2%
Claims against the state	97	–	–	–	-100,0%	–	–	–	–	–	–
Households											
Other transfers to households											
Current	–	–	418	–	–	–	–	–	–	–	–
Employee social benefits	–	–	–	–	–	–	–	–	–	–	–
Bursaries for non-employees	–	–	–	–	–	–	–	–	–	–	–
Claims against the state	–	–	418	–	–	–	–	–	–	–	–

Performance and expenditure trends

During 2012/13, the cluster achieved 95% of its targets as outlined in the Work Programme at a cost of R297 862 million. The cluster has achieved 46% of its targets as at the end of the 3rd quarter in 2013/14 and 49% are on track to be achieved as scheduled at a cost of R101 762 (77,0% of the budget, excluding commitments).

The spending focus over the medium term will be on coordinating and integrating survey operations, and data processing to improve their efficiency and effectiveness. The coordination and integrated collection activities will mainly be undertaken across household surveys while the processing of data will be conducted across household surveys and use of administrative data. This approach is set to improve efficiency as spending on travel and subsistence allowances, fleet services and advertising is expected to decrease over the medium term. Spending in the Corporate Data Processing subprogramme will increase significantly, mainly as a result of increased demand for data on mortality and causes of death.

At the end of November 2013, this programme had 37 vacant posts, most of which were survey statistician posts. These are expected to be filled by the end of 2013/14. The number of permanent posts is expected to decrease from 375 in 2013/14 to 366 over the medium term. This decrease is mainly as a result of internal restructuring, which will see positions open up at the provincial level. Cabinet approved budget reductions of R260 000 in 2014/15, R259 000 in 2015/16 and R2 million in 2016/17 which are to be implemented on travel and subsistence allowances. This will impact on the quality of monitoring and collection of surveys, such as the annual general household survey.

The declining expenditure between 2010/11 and 2013/14 is attributed to the finalisation of extensive fieldwork operations for Census 2011 in October 2011, and the processing and dissemination of the results in October 2012. Spending is expected to decrease further over the medium term. The expenditure decline in this programme, mainly seen in the Census and Community Survey Operations subprogramme, is attributed to the decline in the activities related to the quality assurance of the Census 2011 results.

Strategy to overcome areas of underperformance

The cluster has achieved 95% of its targets and no concerns of underperformance have been reported.

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Stakeholders and the environment

3. Stakeholders and the environment

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.

3.1 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 interests, economic and financial interests and the public

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

- (a) Advise the Minister, the Statistician-General and other organs of state on statistical matters with regard to:
 - The collection, processing, analysis, documentation, storage and dissemination of statistics, including the undertaking of a population census, and
 - The elimination of unnecessary overlapping or duplication with regard to the collection or publication of statistics by organs of state;
- (b) Promote and safeguard official statistics and the coordination of statistical activities;
- (c) Furnish the Minister and the Statistician-General with an annual report, which must be tabled in Parliament; 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.

3.2 Stakeholders and their needs

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

- Government: National, provincial and local 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 and other main surveys.

- **The media:** The media plays an important role in the publication of statistical information, both nationally and locally. Stats SA has embarked on a communication and development strategy to empower key role players in the media arena. This ensures that the right information is published at the right time and that it is properly described and imparted in the appropriate form to the public.
- **Business:** The business community shares similar interests in quantitative information, and in principle, all economic variables are potential subjects for comparison. Important indicators include employment and unemployment, the size of the market, and the rate at which prices are changing. Businesses are also important sources of statistical information. Reducing the burden of surveys on the business community continues to be an important factor in the design of statistical programmes. Convincing businesses of the importance of their information in arriving at economic and financial indicators remains a challenge.
- **The academic sector:** The academic sector uses statistical information for research, analysis and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated and what the data show over time. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics among students. The academic sector can also in future partner with local government to produce quality statistical information.
- **Parliamentarians:** Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. They are also interested in what statistics say about specific policies that were introduced by the democratic government of the day. Researchers in Parliament conduct research to obtain information on behalf of the political parties. Parliament's library collects and files political and national information that can be used by parliamentarians and visiting international delegates.
- **Non-governmental organisations (NGOs):** NGOs monitor the government's progress in many areas such as sustainable development and service delivery. NGOs also work for the upliftment of communities and implement development projects. They can use census and other Stats SA data to monitor government's progress and to aid decision-making for their own projects.
- **Constitutional institutions and major public entities:** Constitutional institutions (such as the Commission on Gender Equality, the Financial and Fiscal Commission, and the Public Protector) ensure that the major elements of the Constitution (Act No. 108 of 1996) are followed throughout the country. Major public entities (such as Eskom, Telkom, museums etc.) work with government to provide infrastructure, service delivery and information on a national level.
- **Foreign and international bodies:** Official statistical information is an essential basis for mutual knowledge, comparison and trade among countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF and ILO. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics. Stats SA plays a leading role in Africa in the development of statistics.

3.3 Service delivery improvement plan (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. 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.

3.3.1 Providing statistical information

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

(a) User Information Services

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

(b) Subscription service

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

(c) StatsOnline

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

(d) Personal visits

Customers can personally visit 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. In addition Stats SA conducts annual stakeholder workshops, combining training and information-sharing about economic and social statistical data products. Stats SA also participates in exhibitions in an effort to increase awareness of what the organisation offers.

(f) Openness and transparency

Stats SA has a catalogue of its reports and releases 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 is aimed at improving the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

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

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

Stats SA has established a number of advisory committees comprising 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 cluster, in partnership with organs of state, aims at ensuring coherence in statistical information produced by different producers of statistics, and promotes the use of statistics in evidence-based decision-making.

3.4 Resource management plan

Stats SA's Head Office is located in Pretoria. There are nine provincial offices and sixty-three district offices in the process of being resourced and fully utilised. Provincial and district offices play a key role in user liaison and data collection at provincial and municipal levels.

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

3.4.1 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 does not only address weaknesses in the current environment, but also provides for a stable, secure and reliable environment that keeps up with the fast changing technological developments.

Since 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 2014–2015:

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

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.

3.4.2 Human Resource Management Strategy

Delivering high-quality statistical information is dependent on a highly qualified, motivated workforce 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 2014–2015:

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

3.5 Long-term infrastructure plans

3.5.1 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

3.5.2 Progress

The Request for Proposal process was concluded in June 2013. National Treasury granted the department Treasury Approval IIB (Approval of Value for Money Report) and the preferred bidder was appointed. The Negotiations process with the preferred bidder commenced immediately upon receiving TA IIB and was concluded in October 2013. Only commercial and financial close items are in the process of being finalised. Treasury Approval III Report and Fiscal Liability Report has been compiled and submitted to National Treasury for final National Treasury Approval to enable the department to enter into a Public Private Partnership Agreement (PPP) with the preferred bidder and proceed to the next phase of the project, namely, the construction phase.

The Heritage Impact Assessment (HIA) was conducted and the South African Heritage Resource Agency (SAHRA) granted approval for the application. The Department of Public Works (DPW) in its capacity as the landowner made an application to the City of Tshwane (CoT) to obtain the Consent Use for the purpose of commencing with the construction work. The application had subsequently been approved by CoT.

Environment Impact Assessment (EIA) has been conducted and all the relevant documentation and the final basic assessment report have been compiled and submitted to the Department of Environment Affairs (DEA). Relocation to the new premises is projected to take place in the last quarter of the financial year 2015/16.

3.5.3 Financial implications

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

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Annexures

Annexure 1: Strategic importance of statistics

1.1 Introduction

Systems of governance based on statistics are improving for the better in the 21st 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 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 (NPC) presented a Diagnostic Report that identified nine key areas over which South Africa should spare neither limb nor life to fight poverty, unemployment 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;
- Political landscape and arena;
- 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 methods and acclaimed international best practices. 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 current economic climate 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, safety and security, and global governance, constitutes emergent issues that trigger deeper and new demands for statistical information.

In response to these emergent challenges, the successive governments of South Africa have 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. Throughout the five-year term the main focus has been 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 has been 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 unemployment and 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 of 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. This framework identifies the development challenges facing South Africa and outlines the medium-term strategy for improving the 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 20 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

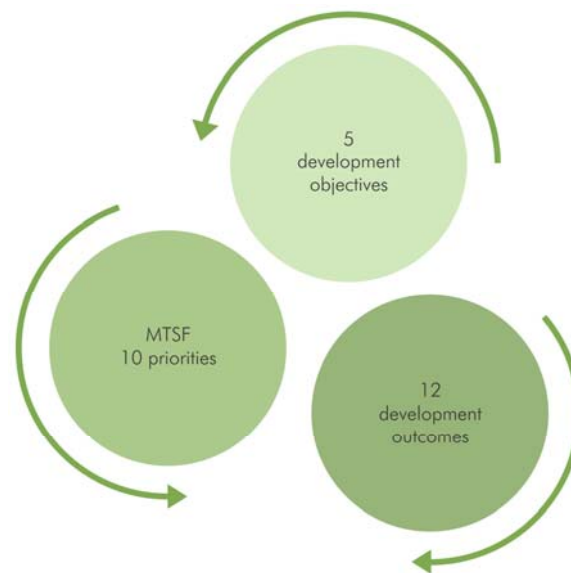
development (ECD), improving schools management and monitoring and evaluation (M&E) systems, and supporting and developing a high-quality teaching profession.

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 the 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.

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, analyses and presentation of statistical data. Statistical authorities shall also have the right and duty to make observations on erroneous interpretations and improper use of the statistical information that they disseminate.
- **Transparency:** To facilitate proper interpretation of data, Statistics authorities shall provide information on their sources, methods and procedures that have been used in line with scientific standards. The domestic law governing operation of the statistical systems must be made available to the public.

Principle 2: Quality

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

- **Coherence and comparability:** African statistics shall be internally coherent over time and allow for comparison between regions and countries. To this end, these statistics shall make combined use of related data derived from different sources. They shall employ internationally recognised and accepted concepts, classifications, terminologies and methods.
- **Timeliness:** African statistics shall be disseminated in good time and, as far as possible, according to 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 and use 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.*

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 and use 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 form the basis of our decision-making and our interactions with others, and 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 this 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, demographic, statistical and research skills base 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 practices 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 strives to excel in the following five capabilities:

- Intellectual capability: the knowledge and skills required in the fields of statistics, demography, mathematics, economics, sociology, geography and research 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 have driven strategic change in the statistical system within the five-year period:

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 within the five-year period is 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 are important steps 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 analyses but will, however, not pronounce on policy.

Within the five-year period, the organisation has focused 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 many countries in 2008, including South Africa, requires government to put stringent governance and financial controls in place. The overriding theme is 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:

- 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 has been implemented to streamline data collection in the field, deliver better value for money and increase the quality of statistical output. This has led 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 at 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, sub-national, 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 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 competencies 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 has invested in the following learning and growth initiatives within the five-year period 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 countries and purposes, 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.

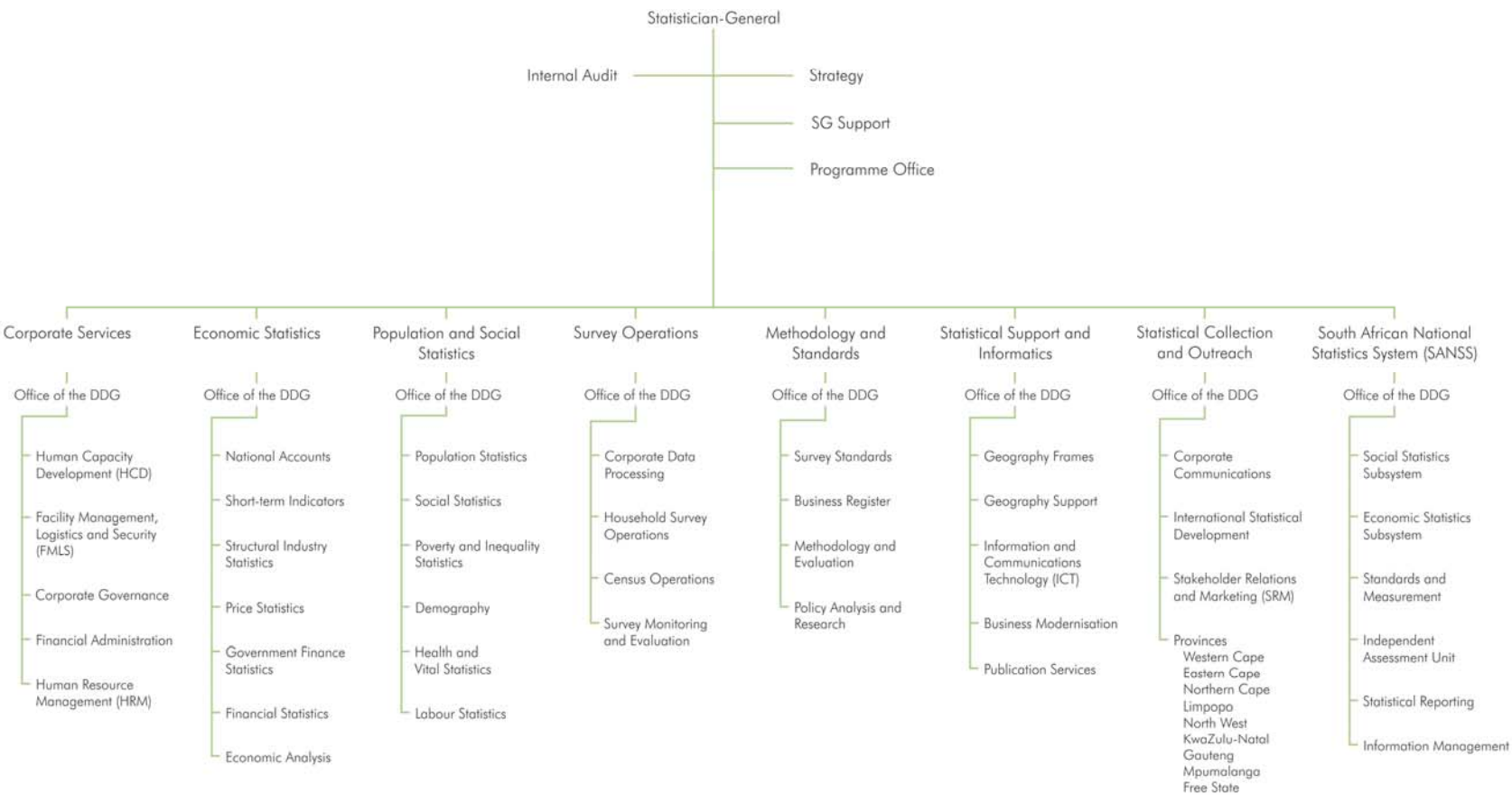
Stats SA has invested in the following initiatives in the five-year period to promote international participation in statistics:

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

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.





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:

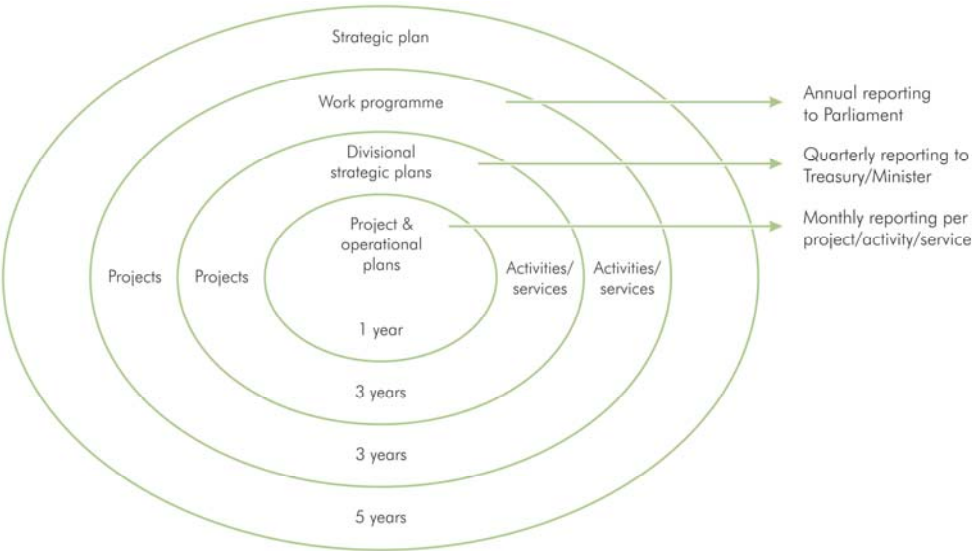
- (a) Strategic planning: A strategic plan and annual work programme that are approved by the Minister in the Presidency responsible for the National Planning Commission and tabled in Parliament.
- (b) Business planning: Divisional strategic plans that outline annual outputs and targets to be achieved 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.

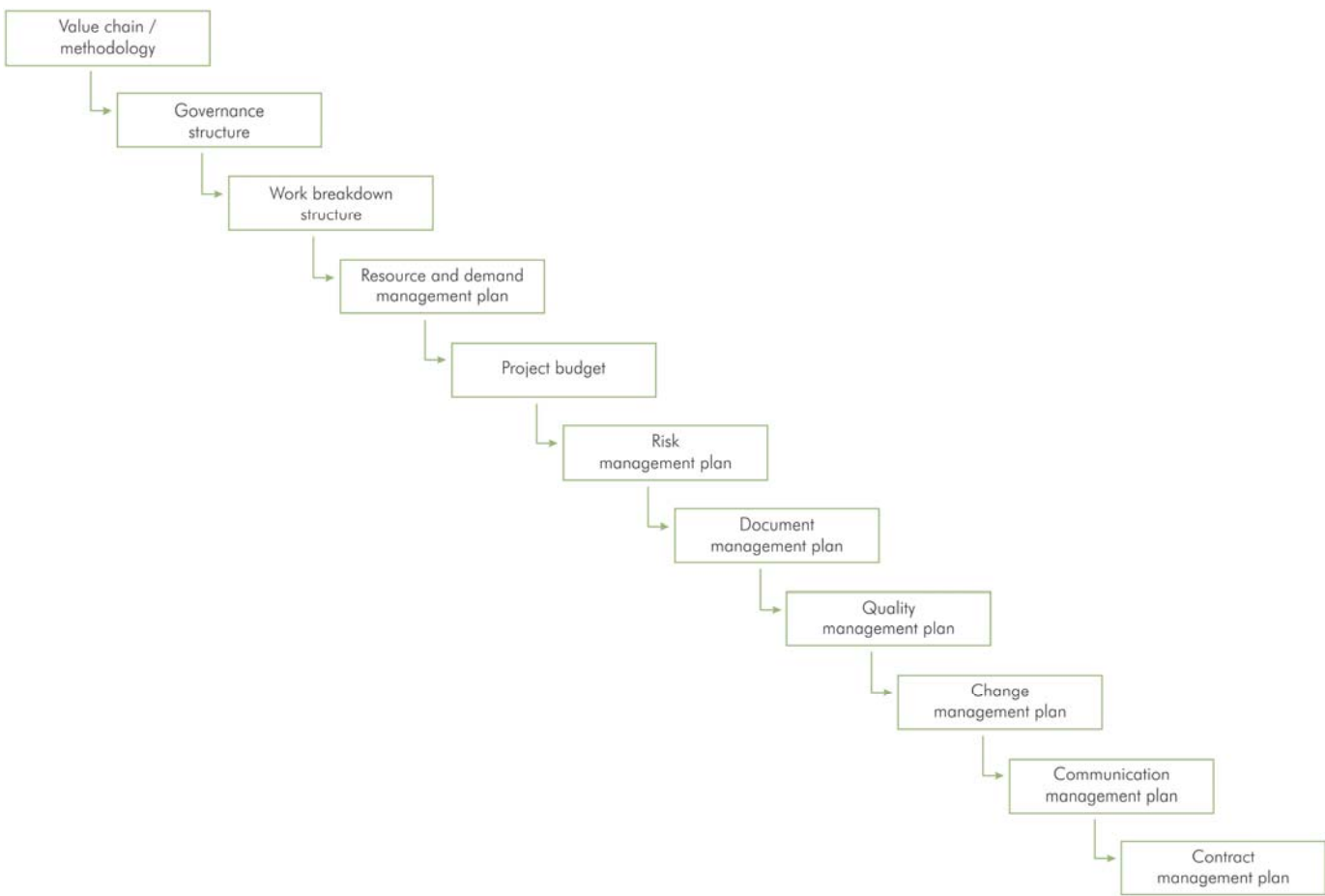
- (a) Annual reporting: An annual report on the overall performance of the organisation in terms of the annual targets outlined in the strategic plan and/or work programme is compiled and tabled in Parliament.
- (b) Quarterly reporting: Quarterly reports outlining progress made against targets as stated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



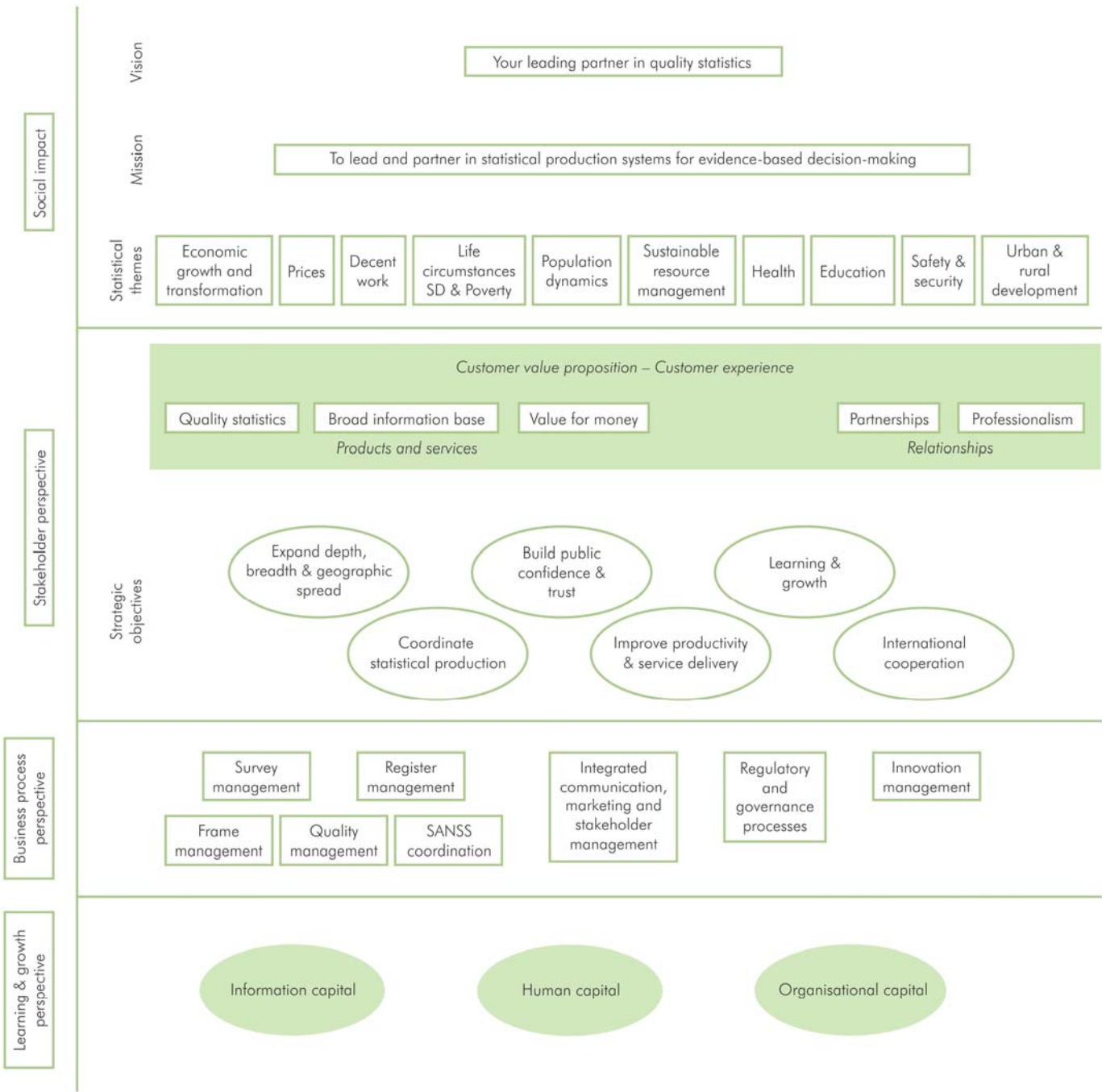
2.9.3 Project Management in Stats SA

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 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.



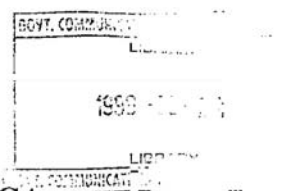
Annexure 3: Key responsibilities of the Statistician-General

Key responsibility	Activities/outputs	Supported by:
Setting the overall strategic direction for statistical production in South Africa and the organisation	<ul style="list-style-type: none"> • Drive the implementation of the Statistics Act, Act No. 6 of 1999 • Define the national strategy for development of statistics • Establish the vision, mission, organisational goals and targets • Define the work programme and priorities of the organisation • Determine the internal organisation of Stats SA and re-allocate resources according to the strategic plan • Oversee the overall operation, management and integration of the organisation • Monitor, report on and evaluate the performance of the organisation • Communicate regularly to staff on strategic initiatives such as the organisation's strategy, goals, priorities, and management decisions • Drive implementation of organisational values • Lead change management initiatives 	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"> • Ensure timely release of high-quality economic statistics • Ensure timely release of high-quality social statistics • Ensure timely release of high-quality population statistics • Produce quality national accounts statistics • Produce quality integrative statistics • Ensure that effective quality controls and measures are in place across the statistical production value chain to manage process quality 	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"> • Ensure methodological soundness of all statistical series • Ensure adherence to recognised national and international standards • Ensure coherence of information through standards, classifications and published metadata • Promote usage of modern methods and technologies • Provide quality frames for usage of survey areas • A statistical data management and compliance frame 	DDGs for: Methodology and Standards, Statistical Support and Informatics

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



Statistics Act



REPUBLIC OF SOUTH AFRICA

GOVERNMENT GAZETTE

STAATSKOERANT

VAN DIE REPUBLIEK VAN SUID-AFRIKA

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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.

BE IT ENACTED by the Parliament of the Republic of South Africa, as follows:

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1. Definitions	
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3. Purpose of official statistics, and statistical principles	
4. Status of Statistics South Africa	
5. Minister's duties and powers	
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7. Statistician-General's duties and powers	10
8. Establishment of Statistics Council	
9. Tenure of members of Council	
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11. Committees of Council	
12. Remuneration of members of Council and its committees	15
13. Duties and powers of Council	
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15. Entry on and inspection of premises	
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18. Offences and penalties	
19. References in other legislation or documents	
20. Repeal of legislation, and savings	
21. Short title	
Schedule	25

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— 5
- (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 10
 - (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. 15
- (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 20 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 25
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 30 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 35 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 40 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 45
 - (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— 50
- (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 55 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, 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 carrying out an entry and inspection in terms of subsection (1)— 20

(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 any questions which the Statistician-General or that authorised officer considers reasonably necessary for the collection of statistics. 30

(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 writing in terms of subsection (1); and 35

(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, as is required by that document. 40

(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 5 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, 15
 before its release is authorised by the Statistician-General; or
- (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 25 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 or 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

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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