Work Programme
2015/16

Statistics
South Africa

Work Programme 2015/16

Contents

Annexures:

Official sign-off

It is hereby certified that this Work Programme for 2015/16:

• Was developed by the Management of Statistics South Africa reporting to the Minister in the Presidency, Mr Jeff Radebe;

• 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 2015/16.

Mr B Mathunjwa
Chief Financial Officer

Ms C de Klerk
Executive Manager: Strategic Planning

Mr P Lehohla
Statistician-General

Mr JT Radebe
Executive Authority

Foreword: Minister
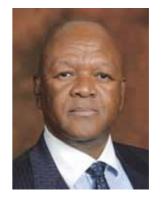
The National Development Plan (NDP), our programme for addressing the triple challenge of poverty, inequality and unemployment, is best served by a credible and robust statistical system. The Work Programme for Statistics South Africa that I submit to Parliament for consideration and approval, holds the promise to deliver the crucial evidential base for our political decisions.

This Work Programme embraces the NDP and takes important note of the historic Post-2015 Agenda, and enables us to be part of this global remit of implementing and delivering on the Sustainable Development Goals as part of the global community.

The Work Programme focuses on four deliverables that ensure a sustained transformative agenda for our information base. A critical leg of this is legislative reform that focuses on revamping the current Statistics Act (Act No. 6 of 1999) by embracing geography as an explicit strategic driver of change amongst five other areas. The Work Programme demonstrates that the transformative agenda for statistics is afoot as the implementation of the National Statistics System gains practical meaning with the three sides of the gross domestic product (GDP) now residing under one roof. Stats SA will finally be producing the expenditure side of the GDP which used to be done by the South African Reserve Bank (SARB), and we thank SARB for having done the needful whilst Stats SA was building the necessary capability to execute its mandate. Stats SA will again be undertaking a major survey that informs the nation on service delivery, the size and composition of our population and a more granular picture of the nation. The Community Survey will be conducted next year February with results expected in June.

Through this Work Programme Parliament, the people of South Africa and I are able to hold Statistics South Africa to account, and deliver they will.

JT Radebe (MP)
Minister in the Presidency: Planning, Monitoring and Evaluation

Foreword: Chairperson of Statistics Council

The Work Programme for 2015/16 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.'

This work programme advances the strengthening of the South African National Statistics System which was launched by the Minister in July 2014. The strengthening of the South African National Statistics System involves legislative changes to the governing act and the concomitant wide stakeholder consultation and advocacy processes as well as the ultimate drawing up of the National Strategy for the Development of Statistics. Council shall, in terms of Section 13(2) of the Act, embark on an advocacy programme and leverage the efforts of the Statistician-General in this regard, in order to optimise outcomes.
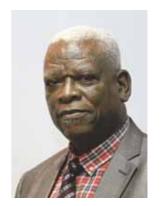
During the period of this work programme, a second Community Survey is planned – the first survey was conducted in 2007. Council had noted the planned employment of innovation practices that will result in efficiency gains as well as improved quality of survey results.

Furthermore, Statistics South Africa shall, during this period, for the first time in the history of this country, take over the management of the expenditure side of the GDP from the South African Reserve Bank. Council has been closely involved in the monitoring of the process of taking over this function and is sanguine that the project is progressing adequately.

Council recommends that the Minster approves the Work Programme 2015/16 of Statistics South Africa.

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

MB Mphahlele
Chairperson of the Statistics Council

Introduction: Statistician-General

The Work Programme 2015/2016 marks the first year of implementation of the Strategic Plan for the period 2015–2019. In this plan our focus is on embedding our values as we prepare for the long haul of facing the challenges ahead and making good our promise of delivering 'the South Africa I know, the home I understand'.

In November 2000, we took a pledge on the agenda for change, and central to this was delivering on the capabilities of staff. We have reviewed our commitment and programme on the agenda for change and have drawn the following conclusions. Whilst we have managed to transform the organisation and succeeded in making it more equitable and diversified through transformative training, we have not consciously embedded the values. In part this is because of the rapid growth in the size and geographic spread of the organisation within a very short space of time. Secondly, as we now embark on a new expansive and deepened value proposition, it is necessary to prepare ourselves for the long haul. Our value proposition of delivering 'the South Africa I know, the home I understand', requires a lot more in bringing the staff together, and therein lie foundational values with which staff would uniquely deploy in Stats SA and make our promise a wholesome mantra that keeps them awake at night.

The Work Programme focuses on four transformative actions.

First, is the legislative change that embraces five crucial areas:
- Implementing statistical geography as a deliberate strategy for transforming the national development information landscape;
- Strengthening coordination mechanisms and compliance in order to optimise informatics efficiency and effectiveness;
- Embrace data revolution in order to ease the methods of doing business by dramatically changing the capabilities of information collection, access; analysis, use, retrieval, storage and archiving, thereby increasing and deepening our knowledge bases;
- Creating a state-wide statistics service through standardisation, training, standards, classifications and deployment; and
- Establishing institutional arrangements and protocols that will lead and deliver a professional and sustainable National Statistics System.

Second, is implementing the Community Survey and driving it through the ethos of data revolution and adapting new technologies which impact directly on management practices, improved quality of information, shortened delivery times and reduced cost as the adoption of technology removes the inefficient physical body mass of supervision.

Third, is bringing the production of the gross domestic product (GDP) under one roof by fully managing the expenditure side of the GDP that used to be done by the South African Reserve Bank (SARB). By agreement on best practice, this function will be performed by Stats SA, and over the last two and half years we have been hard at work preparing for this eventuality.

Fourth, Stats SA finally will be moving to a new home. The promise of a modern facility befitting an organisation with an excellent reputation such as Stats SA, has long been coming and now has finally materialised. Stats SA will be moving into a new building in June 2016.

PJ Lehohla
Statistician-General of South Africa and Head of Stats SA

Chapter 1

Strategic overview

1. Strategic overview

1.1 Introduction

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 Programme (RDP), and Growth, Employment and Redistribution (GEAR) strategy, 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 society at large.

As we move forward within the five-year chapter as encapsulated in the new organisational strategy (2015/16 – 2019/20) it is important to set 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". Critical focus will be placed on statistical coordination working together with other government departments, particularly with schools in relation to capacity building, and with municipalities to facilitate basic services at local level. This enormous task is going to be spearheaded by the South African National Statistics System (SANSS) and implemented within the policy framework on statistical production systems in South Africa.

1.2 A new strategic direction

Stats SA has crafted a new strategic direction for the period 2015/16–2019/20 in response to an ever-changing internal and external environment. We have crafted a strategy that responds to the information demand of the NDP, Medium Term Strategic Framework (MTSF) and other stakeholders. Below is an outline of the strategy.

Vision

To deliver: The South Africa I know, the home I understand

Mission

To lead and partner in statistical systems and products for evidence-based decisions

Values

Stats SA has reviewed its value proposition, and this is encapsulated in the Vision and Mission statement. We take it that this was a profound and coherent vision which is consistent with how data revolution is envisaged to influence the development agenda in the post 2015 period. The question then would be, are our lived and experienced values consistent with delivering 'the South Africa I know, the Home I understand'? We have introspected on what this would mean. The aspired-for values are generally very generic; however, what is always important is how the staff and leadership of Stats SA embrace these and embed them as an ethos. In the main, the value system has been driven by an express desire for change and the adoption of the agenda for change in November 2000. This commitment with the five areas of focus ensured that driving change would be based on shared values that engender trust and link the organisation and its people together. These values have been reviewed. We now need to intensify and speed up their implementation by focusing on deliberate monitoring and evaluation. The core values below form the basis of our decision-making and our interactions with our stakeholders (both internal and external) and will influence the way in which we do our work:

- **Integrity**: We take accountability for the quality of information delivered by striving to deliver products and services in a transparent and ethical way. We ensure that our products are fit for use and aligned to internationally recognised best practice;

- **Empowering partnerships**: We create opportunities for organisational and individual growth. We will treat each other with mutual respect and harness diversity to advance organisational effectiveness. We foster partnerships to achieve better coordination and collaboration; and

- **Service excellence**: We strive to deliver more products and services to satisfy customer needs through operational excellence and value for money, and by continuously increasing our productivity through innovation.

Overall strategic goal and thrust

The overall strategic goal is to increase the supply and use of official and other quality statistics for transparency, accountability, results-based management and transformation through coordination, integration and innovation.

Strategic impact

The impact of the strategy is evidence-based development and transformation that will "improve the quality of life of all citizens".

1.3 Strategic outcomes

Stats SA has defined five strategic outcomes to be achieved over the medium to long term. These outcomes are aligned to the development outcomes in the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF):

1.3.1 Strategic Outcome 1: An informed nation

Goal statement: By 2020, statistical products and services have been expanded to better meet planning, monitoring and evaluation, and policy needs through coordination, integration and innovation. Statistics is used by the nation and other stakeholders at large for knowledge, information and evidence-based decisions. We have increased stakeholder engagement to ensure that the statistical products and services are more responsive and relevant to their needs. Key indicators for success are:

- A statistics production system capable of generating integrated indicators for use
- A geo-statistical platform providing superior geo-statistics outputs for planning, monitoring and evaluation
- An informatics web-enabled environment for a new breed of unified production and use (Pro-Users of statistics)
- Five administrative registers are used as complementary data sources
- Stakeholder satisfaction index (opinion on products, services and use)

Goal statement: By 2030, a statistical information system responds to the information demands of the NDP that informs development and transformation.

1.3.2 Strategic Outcome 2: Trusted statistics

Goal statement: By 2020, the statistics value chain is based on sound statistical quality principles in line with international standards and classifications that engender trust in our products. Key indicators for success are:

- 10% of statistical series are certified as official
- Five independent evaluations have been conducted
- Two international standards adopted and implemented
- Delighted users of statistical products

Goal statement: By 2030, users and the public are delighted and have confidence and trust in official statistics as it is common knowledge and practice that statistics produced in the National Statistical System (NSS) are based on statistical quality principles and international best practices.

1.3.3 Strategic Outcome 3: Partners in statistics

Goal statement: By 2020, Stats SA is leading statistical coordination in the country. Partners in the SANSS actively participate in statistical coordination structures, are establishing statistics units to improve the quality of statistics generated, and increase the use of statistics as evidence to inform policy processes. South Africa continues to guide and influence statistical development in the region, continent and the world. Key indicators for success are:

- 20%of municipalities are updating the spatial information frame through collaborative partnerships
- A geo-statistically enabled institution powered by informatics
- 5% of organs of state actively participate in the SANSS
- A National Strategy for the Development of Statistics has been compiled by 2017

Goal statement: By 2030, Stats SA is the statistical authority at the heart of the NSS. Collaborative partnerships and statistics units are established within organs of state under the statistical leadership of the Statistician-General. The production of statistics has now become part of the annual performance plans of organs of state and is used for decision-making by all to inform policy, planning, monitoring and evaluation.

1.3.4 Strategic Outcome 4: A capable organisation

Goal statement: By 2020, the amended legislative framework enables effective statistical coordination in South Africa. Stats SA will have sustained and improved its good governance practices and systems as evidenced by unqualified audit reports, and complemented by effective accountability practices. Key indicators for success are:

- The amended Statistics Act has been passed by 2017
- Unqualified audit reports (clean audits)
- 100% of household survey collections are technology-driven by 2020
- Turnaround times to delivery of results are within six weeks of survey completion

Goal statement: By 2030, Stats SA is a top performing organ of state and an employer of choice. Technology drives an end-to-end robust statistical production system. Our governance and statistical systems are flexible, efficient and innovative, underpinned by sound governance and statistical methodologies.

1.3.5 Strategic Outcome 5: Statistical leadership

Goal statement: By 2020, we have re-skilled our staff for the new environment. We have invested in our schools and tertiary programmes to increase statistical skills at grass roots level. We have empowered municipalities in the production and use of statistics. Management and staff foster shared values. Key indicators for success are:

- 50 staff are empowered in policy research, integrative and spatial analysis
- 100% of fieldwork staff are re-skilled in the use of new technology
- Black African females at senior management level achieve equity

Goal statement: By 2030, we are a diverse, transformed and united organisation with the statistical capability to lead the national statistical system. The statistical literacy of citizens and statistical capability in the national statistics system have increased. School leavers are better equipped to understand statistical concepts and the application thereof in their daily lives. A new generation of statistical leaders has been grown to head statistical information systems in the NSS.

1.4 Situation analysis

The situation analysis for 2015/16 is captured in the Strategic Plan (2015/16 – 2019/20).

1.5 Key priorities for 2015/16

The following are the key priorities according to strategic outcomes.

1.5.1 Informed nation
- GDP expenditure approach
- Conducting a Community Survey

1.5.2 Trusted statistics
- Increasing use of statistical information (focus on municipalities and schools)

1.5.3 Partners in statistics
- Legislative reform
- Compiling a National Strategy for Development of Statistics

1.5.4 Capable organisation
- Move to the new building
- Driving a business modernisation programme

1.5.5 Statistical leadership
- Building statistical leadership capability
- Driving the agenda for change

1.6 Revisions to legislative and other mandates

Statistics South Africa is a national government department accountable to the Minister in the Presidency: Planning, Monitoring and Evaluation. 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 commenced with developing a policy framework to guide the production and coordination of statistical and spatial information 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. Other amendments will include changing the execution of a population census from a five-yearly to a 10-yearly cycle.

1.7 Overview of 2015/16 budget and MTEF estimates

A prerequisite for implementing the current strategy of Stats SA is of 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 2015/16 – 2019/20. Unfunded activities are outlined in the five-year strategy.

1.7.1 Expenditure trends

Vote expenditure trends by programme and economic classification

Programmes

1. Administration
2. Economic Statistics
3. Population and Social Statistics
4. Methodology, Standards and Research
5. Statistical Support and Informatics
6. Statistical Collection and Outreach
7. Survey Operations

Programme	Annual budget	Adjusted appropriation	Audited outcome	Annual budget	Adjusted appropriation	Audited outcome	Annual budget	Adjusted appropriation	Audited outcome	Annual budget	Adjusted appropriation	Revised estimate	Outcome/Annual budget average (%)	Outcome/Adjusted appropriation average (%)
R million		2011/12			2012/13			2013/14			2014/15		2011/12 - 2014/15	
Programme 1	414,5	413,4	411,6	444,5	452,0	461,4	487,1	530,8	554,2	934,7	914,4	780,6	96,8%	95,5%
Programme 2	196,4	194,1	167,6	213,9	193,7	182,2	199,2	196,7	187,2	210,5	202,8	195,8	89,4%	93,1%
Programme 3	121,8	102,6	94,3	122,0	111,7	102,3	111,8	109,6	102,1	117,9	150,0	168,3	98,6%	98,5%
Programme 4	75,6	72,3	46,1	80,2	52,9	48,5	68,7	62,9	51,2	65,5	60,2	55,4	69,4%	81,0%
Programme 5	195,1	192,6	199,6	200,3	211,2	202,9	223,8	218,7	210,7	245,1	235,6	213,0	95,6%	96,3%
Programme 6	414,7	445,2	470,7	454,6	465,1	466,6	471,3	474,9	473,5	524,5	524,7	517,2	103,4%	100,9%
Programme 7	1 822,9	2 309,9	2 284,5	206,0	275,0	297,9	175,9	148,0	149,6	144,3	154,9	154,9	122,9%	100,0%
Total	**3 240,9**	**3 730,1**	**3 674,4**	**1 721,6**	**1 761,7**	**1 761,7**	**1 737,7**	**1 741,6**	**1 728,4**	**2 242,5**	**2 242,5**	**2 085,2**	**103,4%**	**97,6%**
Current payments	**3 188,8**	**3 596,6**	**3 526,6**	**1 677,5**	**1 707,6**	**1 632,9**	**1 697,1**	**1 692,0**	**1 676,1**	**1 767,7**	**1 763,8**	**1 742,3**	**103,0%**	**97,9%**
Compensation of employees	1 531,0	1 361,6	1 232,8	1 201,2	1 107,1	1 074,9	1 159,5	1 103,3	1 080,1	1 231,7	1 216,8	1 183,8	89,2%	95,5%
Goods and services	1 657,2	2 234,0	2 293,8	475,9	598,9	558,0	536,1	588,7	596,0	536,1	547,0	558,6	125,0%	100,9%
of which:														
Communication	65,1	52,8	53,1	25,7	36,2	32,8	31,3	32,8	35,0	38,4	37,4	35,5	97,4%	98,1%
Computer services	106,0	89,9	89,2	81,0	80,6	62,3	86,4	84,5	86,7	90,9	86,5	73,5	85,6%	91,3%
Fleet services (including government motor transport)	–	–	49,2	–	39,7	21,9	27,7	31,0	20,7	16,0	17,3	17,3	249,6%	124,0%
Operating leases	5,5	11,0	109,1	69,2	108,9	113,5	98,5	156,7	246,5	136,3	155,6	182,4	210,5%	150,8%
Property payments	83,3	104,6	60,3	31,9	59,5	71,4	37,6	61,1	70,7	31,3	31,8	44,8	134,2%	96,1%
Travel and subsistence	297,4	412,9	477,8	111,3	108,9	128,3	128,4	85,2	53,3	85,0	92,4	74,7	118,0%	105,0%
Interest and rent on land	0,6	1,0	–	0,4	1,5	–	1,5	–	–	–	–	–	0,1%	0,1%
Transfers and subsidies	**10,5**	**10,7**	**19,1**	**7,3**	**15,3**	**21,6**	**14,7**	**17,7**	**8,2**	**15,1**	**17,3**	**17,3**	**139,4%**	**108,5%**
Departmental agencies and accounts	–	–	–	–	–	–	0,1	0,1	–	–	–	–	20,0%	20,0%
Higher education institutions	–	0,5	1,0	1,0	8,3	8,0	8,8	8,8	1,5	8,8	8,8	8,8	103,5%	72,9%
Foreign governments and international organisations	–	–	–	–	0,7	0,7	–	–	–	–	–	–	–	100,0%
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–	–	2,2	2,2	–	100,0%
Non-profit institutions	0,1	0,1	–	1,1	1,2	0,1	0,2	0,2	0,2	0,3	0,3	0,3	35,6%	33,9%
Households	10,4	10,1	18,1	5,2	5,1	12,8	5,5	8,6	6,5	6,0	6,0	6,0	160,8%	145,7%
Payments for capital assets	**41,7**	**122,8**	**94,0**	**36,8**	**38,8**	**74,9**	**25,9**	**32,0**	**41,9**	**459,7**	**461,4**	**325,5**	**95,1%**	**81,9%**
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–	421,2	421,2	288,0	68,4%	68,4%
Machinery and equipment	35,1	116,1	91,5	28,8	19,6	57,3	24,4	28,5	41,9	33,9	35,6	32,9	183,0%	111,9%
Software and other intangible assets	6,6	6,7	2,5	8,1	19,2	17,6	1,5	3,5	–	4,6	4,6	4,6	119,2%	72,6%
Payments for financial assets	**–**	**–**	**34,7**	**–**	**–**	**32,3**	**–**	**–**	**2,2**	**–**	**–**	**–**	**–**	**–**
Total	**3 240,9**	**3 730,1**	**3 674,4**	**1 721,6**	**1 761,7**	**1 761,7**	**1 737,7**	**1 741,6**	**1 728,4**	**2 242,5**	**2 242,5**	**2 085,2**	**103,4%**	**97,6%**

1.7.2 Expenditure estimates

Vote expenditure estimates by programme and economic classification

Programmes

1. Administration
2. Economic Statistics
3. Population and Social Statistics
4. Methodology, Standards and Research
5. Statistical Support and Informatics
6. Statistical Collection and Outreach
7. Survey Operations

Programme	Revised estimate	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R million	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme 1	780,6	23,6%	23,9%	791,3	705,2	744,0	-1,6%	33,2%
Programme 2	195,8	0,3%	7,9%	214,4	226,5	240,1	7,0%	9,6%
Programme 3	168,3	17,9%	5,0%	133,7	130,6	138,1	-6,4%	6,3%
Programme 4	55,4	-8,5%	2,2%	66,3	69,9	74,2	10,2%	2,9%
Programme 5	213,0	3,4%	8,9%	250,0	261,6	276,0	9,0%	11,0%
Programme 6	517,2	5,1%	20,8%	553,6	571,3	605,6	5,4%	24,7%
Programme 7	154,9	-59,4%	31,2%	236,0	533,8	199,9	8,9%	12,3%
Total	**2 085,2**	**-17,6%**	**100,0%**	**2 245,2**	**2 498,9**	**2 278,0**	**3,0%**	**100,0%**
Change to 2014 Budget estimate				61,3	349,3	3,2		
Current payments	**1 742,3**	**-21,5%**	**92,7%**	**1 960,4**	**2 234,4**	**1 963,9**	**4,1%**	**86,8%**
Compensation of employees	1 183,8	-4,6%	49,4%	1 286,6	1 461,6	1 465,3	7,4%	59,3%
Goods and services	558,6	-37,0%	43,3%	673,8	772,8	498,6	-3,7%	27,5%
of which:								
Communication	35,5	-12,4%	1,7%	41,0	47,9	49,1	11,5%	1,9%
Computer services	73,5	-6,5%	3,4%	86,1	91,0	96,4	9,4%	3,8%
Fleet services (including government motor transport)	17,3	–	1,2%	30,0	55,2	9,8	-17,3%	1,2%
Operating leases	182,4	155,0%	7,0%	180,1	109,3	72,2	-26,6%	6,0%
Property payments	44,8	-24,6%	2,7%	39,7	48,1	52,8	5,6%	2,0%
Travel and subsistence	74,7	-43,4%	7,9%	99,4	252,7	73,7	-0,5%	5,5%
Transfers and subsidies	**17,3**	**17,4%**	**0,7%**	**15,5**	**19,7**	**18,2**	**1,6%**	**0,8%**
Higher education institutions	8,8	160,5%	0,2%	8,2	8,6	9,0	0,7%	0,4%
Public corporations and private enterprises	2,2	–	–	–	–	–	-100,0%	–
Non-profit institutions	0,3	45,8%	–	0,3	0,3	0,3	3,8%	–
Households	6,0	-15,8%	0,5%	7,0	10,8	8,8	13,5%	0,4%
Payments for capital assets	**325,5**	**38,4%**	**5,8%**	**269,3**	**244,8**	**295,9**	**-3,1%**	**12,5%**
Buildings and other fixed structures	288,0	–	3,1%	234,9	197,3	249,8	-4,6%	10,7%
Machinery and equipment	32,9	-34,3%	2,4%	34,3	47,4	45,9	11,7%	1,8%
Software and other intangible assets	4,6	-11,7%	0,3%	0,1	0,1	0,1	-71,3%	0,1%
Payments for financial assets	**–**	**–**	**0,7%**	**–**	**–**	**–**	**–**	**–**
Total	**2 085,2**	**-17,6%**	**100,0%**	**2 245,2**	**2 498,9**	**2 278,0**	**3,0%**	**100,0%**

1.7.3 Personnel information

Organisational total:
Funded posts and cost per salary level

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	1 512	R285,3	1 512	R304,4	1 512	R320,9
Level 7 - 10	1 294	R469,2	1 294	R497,6	1 294	R497,6
Level 11 - 12	484	R300,4	484	R320,4	484	R338,1
Level 13 - 16	265	R252,2	265	R266,3	265	R287,6
Contract	564	R7,7	8 231	R101,3	220	R21,1
Total	4 119	R1 286,6	11 786	R1 461,6	3 775	R1 465,3

1.7.4 Linking MTEF budget allocation to strategic outcomes

Strategic outcomes	2015/16	2016/17	2017/18
R million			
An informed nation	353,9	363,6	385,0
Trusted statistics	748,7	773,1	819,9
Partners in statistics	126,5	133,1	139,8
Capable organisation	823,5	746,4	788,6
Statistical leadership	105,5	104,1	109,7
Total	2 158,1	2 120,3	2 243,0
Community Survey	87,0	378,7	35,3

1.7.5 Expenditure analysis

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 formulate and implement policies that support that role. The national development plan and government's 2014–2019 Medium Term Strategic Framework are informed by statistical information provided by Statistics South Africa, who publishes more than 200 statistical releases per year. The publications present statistical research that measures the development and transformation of the economy and society in a range of contexts. Changing economic and societal realities have expanded the demand for statistical information; more detailed statistics are needed and more frequently if policies are to be responsive and effective. In addition, statistics in the public domain must be of high quality, whether they are produced by organs of state as official statistics or by private entities. Responding to the increased demand for high quality statistics will require a national effort, and collaboration and partnerships between the producers and the users of statistics. Statistics South Africa's focus over the medium term will be on increasing the supply of statistical data; implementing statistical reform, particularly statistical coordination; and building a capable organisation and work environment.

Increasing the supply of statistical data

Statistics South Africa will conduct a community survey in 2016/17, funded by a Cabinet-approved budget increase of R509,3 million over the medium term. The survey will provide official statistics at municipality level, which will enhance planning, monitoring and evaluation at that level. Spending for this is in the *Census and Community Survey Operations* subprogramme in the *Survey Operations* programme, and is set to grow by 8,9 per cent over the medium term. In 2015/16, the allocation of R89,4 million will be used mainly for preparations for the survey, including procuring stationery, printing questionnaires, consultancy services, and machinery and equipment. In 2016/17, the allocation of R381,4 million will be used mainly for paying fieldworkers, fleet services and communication services for data collection. In 2017/18, R38,5 million is allocated for processing, analysing and disseminating the data.

Due to the labour intensive nature of the department's survey operations in general, spending on compensation of employees accounts for 60,0 per cent of the department's budget over the medium term. The department is expected to employ over 7 667 fieldworkers for the community survey in 2016/17, which will result in a 13,6 per cent increase in compensation of employees in that year.

Cabinet-approved budget reductions of R95,5 million over the medium term follow recent underspending, mainly on compensation of employees due to the difficulty in attracting candidates with specialised skills and organisational restructuring. The reductions will be effected on goods and services items such as operating payments, stationery, printing and office supplies, travel and subsistence, catering, and communication. The department will absorb the bulk of the reductions through efficiency savings, mainly by freezing vacant funded posts to align to the reduced compensation of its employees budget.

Statistical reform

The department's key focus over the medium term is the revision of the statistics legislation to drive statistical reform, particularly statistical coordination. The process will begin with stakeholder consultations in 2015/16. Coordination between statistical agencies is essential for consistency and efficiency in the statistical system. The provisions for statistical coordination between organs of state in the Statistics Act (1999) need to be strengthened to support the regulatory framework for a responsive national statistics system. The national statistics system is a tool to transform the current production of statistics, which is characterised by gaps in information, quality and capacity. Through the system, the department will be able to drive statistical planning, establish statistical production systems in other organs of state, establish governance structures, and promote the use of statistical information in planning and decision-making and in the implementation of consequences for non-compliance. Statistics South Africa will be responsible for developing statistical policy for the production of official statistics and developing standardised, shared frameworks for all producers. Other reform activities will include establishing a governance structure, setting up a statistical clearing house to advise the Statistician-General, as well as setting up a professional body for statisticians. Funding for statistical coordination activities of R93,7 million over the medium term in the *National Statistics System* subprogramme in the *Administration* programme will be spent mainly on compensation of employees and travel and subsistence.

Building a capable organisation and work environment

The department will invest in business modernisation over the medium term. Activities will entail researching and developing platforms to digitise data collection, and processing and disseminating statistical information that will lead to efficiency gains in the future. Testing and piloting digital data collection will start in 2015/16. Business modernisation will take place across all the department's programmes. Since no funds have been allocated for business modernisation, each programme either requests the *Statistical Support and Informatics* programme to incur limited ICT expenditure on its behalf or uses its own budget. The department is aiming to improve its productivity, speed up some of its processes and reduce the potential for human error. One of the benefits will be faster turnaround times for releasing statistics to the public.

Statistics South Africa is building a new head office through a public-private partnership. The new premises signal the start of the government precinct development at Salvokop, which is part of the Tshwane inner city regeneration project. The department contributes R617 million to the project. The construction of the head office began in 2014/15. At the end of December 2014, R133,4 million had been spent of the 2014/15 budget allocation of R421,2 million, for bulk earthworks, excavation, piling and the construction of the basement. In 2015/16, an additional R195,9 million, allocated to building and other fixed structures, will advance construction, which is expected to be completed in June 2016.

1.7.6 Selected performance indicators

Performance indicators by programme and related outcome

Indicator	Programme	Outcome	Past 2011/12	Past 2012/13	Past 2013/14	Current 2014/15	Projections 2015/16	Projections 2016/17	Projections 2017/18
Number of quarterly and annual releases on GDP estimates per year	Economic Statistics		5	5	4	4	4	4	4
Number of releases on industry and trade statistics per year	Economic Statistics		142	142	150	150	150	150	150
Number of releases on financial statistics per year	Economic Statistics	Outcome 4: Decent employment through inclusive economic growth	17	17	17	17	17	17	17
Number of price index releases per year[1]	Economic Statistics		24	24	24	24	48	48	48
Number of releases on labour market dynamics per year[2]	Population and Social Statistics		8	8	8	8	8	8	8
Number of releases on living circumstances, service delivery and poverty	Population and Social Statistics		2	2	2	7	4	4	4
Number of releases on the changing profile of the population per year	Population and Social Statistics	Outcome 4: Decent employment through inclusive economic growth	17	17	17	17	17	17	17
Number of releases on population dynamics and service delivery at national, provincial and municipal levels	Population and Social Statistics	Outcome 8: Sustainable human settlements and improved quality of household life	_[3]	_[3]	_[3]	_[3]	_[3]	_[3]	10

1. The indicators for the consumer price index and the producer price index have been combined. 2 new monthly releases have been introduced.

2. The employment and earnings indicator has been combined with the labour market dynamics indicator.

3. Historical data are not available, because the indicator will be measured in 2017/18.

Chapter 2
Programme and subprogramme plans

2. Linking programmes to strategic outcomes and objectives

Statistics South Africa has seven budget programmes responsible for the outputs and outcomes of the organisation. The Economic and Social Statistics clusters are mainly responsible for the statistical products and outputs of the organisation. These clusters are mainly supported by (1) the Methodology, Standards and Research cluster, (2) the Statistical Support and Informatics cluster, (3) the Statistical Collection and Outreach cluster, (4) the Survey Operations cluster, and (5) Administration.

2.1 Programme 1: Administration

Programme 1: Administration
Programme 1 consists of three distinct parts, namely the Office of the Statistician-General, the Corporate Services cluster and the recently established South African National Statistics Systems (SANSS) cluster.

a)   Programme purpose and objectives

Purpose: Provide strategic leadership, management and support services to the department, and capacity building. Drive statistical coordination among organs of state.

Objectives
- Lead the development and coordination of the statistical production system among organs of state in line with the purpose of official statistics and statistical principles on an ongoing basis.
- Provide direction and leadership through driving strategic and operational planning and monitoring processes, as well as monthly, quarterly and annually reporting on organisational performance.
- Provide corporate support services on an ongoing basis by:
  o   improving human resource and financial management systems and processes
  o   creating a conducive working environment
  o   enhancing qualifications, skills and capabilities
  o   promoting good governance.

b) Reconciling performance targets and outputs with the budget for each subprogramme

Departmental Management provides strategic direction and leadership to the organisation at a cost of R13,1 million.

o *Programme Office* oversees operational planning and reporting in the organisation, provides coordinated and integrated management information, and builds project management capability. Key activities include the coordination of organisational operational planning and reporting documents and project management training. Key outputs for 2015/16 are monthly progress reports on the operational performance of the organisation to Exco and Senior Management Staff (SMS); project management training and enhancing of the management information repository at a cost of R14,6 million.

o 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 activities include the coordinating of organisational planning and reporting information to compile accountability documents. Key outputs for 2015/16 include the Work Programme, Service Delivery Improvement Plan (SDIP), quarterly reports on organisational performance and the SDIP, annual reports of the organisation and the SDIP, and reports on change management initiatives and communicating the new strategic direction to staff at a cost of R10 million.

Internal Audit provides an independent audit service to the department and promotes good governance through assessing risk management, internal control systems and governance processes. Key activities include the conducting of audits. Key outputs for 2015/16 are audit reports and aligning of internal audit systems and methodologies at a cost of R12,5 million.

National Statistics System coordinates the statistical production system among organs of state. Key activities include coordinating and finalising amendments to the Statistics Act, coordinating and compiling the MDG country report, and technical support to SANSS partners. Key outputs for 2015/16 include conducting independent quality assessments to certify statistics as official, preparing 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 R30,8 million.

Corporate Services provides human resources, facilities management and capacity building services, and promotes good governance.

o *Programme Management* provides strategic direction and leadership to the programme, at a cost of R3,9 million.

o *Human Resource Management* provides an efficient and effective human resource management service to the organisation. Key activities include recruitment of permanent and contract staff, career management including succession planning; job evaluation; performance management; employee assistance programme and labour relations management, HR administration management and labour relations management. Key outputs for 2015/16 include a reduced vacancy rate, an HRM strategy, an employment equity report, reports on redeployment of staff affected by the new building, and support to the Community Survey 2016 at a cost of R52,3 million.

o *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 activities include the management of fleet services and the new building project, and the conducting of OHSA audits and security screening. Key outputs for 2015/16 include reports on OHSA compliance, the new building, support to the CS2016 and preparing the organisation for the new environment at a cost of R58,3 million.

- o *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 activities include the coordination of capacity building initiatives and the bursary and internship programmes, and compilation of training plans. Key outputs include an approved training plan, a workplace skills plan, a skills portfolio of the organisation, reports on the internship programme and bursary allocation, and creating learning opportunities at tertiary level at a cost of R67,8 million.
- o *Corporate Governance* is responsible for the provision of efficient risk management, an efficient process for the development, review and implementation of organisational policies, and a sound legal advisory service to the department. Key activities include the identification and management of key organisational risks, the coordination of policy review and development of new policies, and the provision of legal advice and services. Key outputs for 2015/16 include reports on top organisational risks, a strategic risk register and a fraud prevention plan at a cost of R22,2 million.

Financial Administration provides financial, asset and procurement support services to the department. Key activities 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. Key outputs for 2015/16 include the departmental MTEF, ENE, AENE, Financial Statements for auditing purposes, biannual tax reconciliations to SARS and an asset disposal strategy in support of the new building project at a cost of R85,5 million.

Office Accommodation provides a secure and healthy working environment for employees and stakeholders at a cost of R420 million.

c) Linking programmes with strategic outcomes and objectives

The table below outlines how Programme 1 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Office of the SG	
Statistical leadership	Fostering shared values Equalising opportunities, promoting inclusion and redress
Capable state	Driving legislative reform Enhance corporate governance and administration (integrative planning and reporting)
South African National Statistics System	
Informed nation	Enhance the statistical information base by increasing its depth, breadth and geographic spread
Partners in statistics	Lead the coordination and collaboration of the statistical system in South Africa

Strategic outcome	Strategic objective
Corporate Services	
Capable state	Enhance corporate governance and administration (Financial Administration, Human Resource Management, Risk Management, Compliance, Facilities Management & Security) Become the employer of choice
Statistical leadership	Invest in statistical leadership and management Invest in building statistical capability and competence

d) Programme risks

The following risks have been identified that could impact on the operations of the programme:

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
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

e) Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. Unfunded activities are indicated under the 5-year strategy.

Expenditure trends and estimates

Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Departmental Management	23,0	26,7	27,2	29,9	9,1%	4,6%	37,7	36,7	38,6	8,9%	4,5%
Corporate Services	195,2	201,4	176,0	187,9	-1,3%	32,5%	204,5	209,4	221,1	5,6%	26,1%
Financial Administration	68,8	61,1	62,0	76,2	3,5%	11,4%	85,8	90,6	95,0	7,6%	11,0%
Internal Audit	8,8	8,8	9,7	10,3	5,5%	1,6%	12,5	12,9	13,7	9,8%	1,6%
National Statistics System	19,6	18,6	21,6	30,2	15,5%	3,8%	30,8	30,7	32,3	2,2%	3,9%
Office Accommodation	96,2	144,8	257,8	579,8	82,0%	46,1%	420,0	324,9	343,4	-16,0%	52,9%
Total	**411,6**	**461,4**	**554,2**	**914,4**	**30,5%**	**100,0%**	**791,3**	**705,2**	**744,0**	**-6,6%**	**100,0%**
Change to 2014 Budget estimate				(20,3)			(18,9)	(15,6)	(16,3)		
Economic classification											
Current payments	**398,6**	**437,3**	**543,3**	**470,1**	**5,7%**	**79,0%**	**534,2**	**485,1**	**470,3**	**–**	**62,1%**
Compensation of employees	192,0	196,6	197,8	220,5	4,7%	34,5%	248,4	264,3	279,0	8,2%	32,1%
Goods and services	206,6	240,7	345,6	249,6	6,5%	44,5%	285,8	220,9	191,3	-8,5%	30,0%
of which:											
Audit costs: External	*6,5*	*6,5*	*6,3*	*6,5*	*0,3%*	*1,1%*	*7,9*	*8,4*	*8,8*	*10,3%*	*1,0%*
Communication	*5,8*	*4,3*	*4,8*	*7,1*	*7,3%*	*0,9%*	*8,4*	*8,8*	*9,2*	*9,1%*	*1,1%*
Consultants and professional services: Infrastructure and planning	*–*	*0,4*	*–*	*7,5*	*–*	*0,3%*	*8,8*	*9,2*	*9,7*	*9,0%*	*1,1%*
Operating leases	*81,4*	*113,4*	*203,3*	*122,8*	*14,7%*	*22,2%*	*140,8*	*74,5*	*35,6*	*-33,8%*	*11,8%*
Property payments	*25,7*	*46,7*	*70,3*	*31,7*	*7,1%*	*7,5%*	*39,7*	*48,1*	*52,7*	*18,5%*	*5,5%*
Travel and subsistence	*22,9*	*26,7*	*20,8*	*22,9*	*–*	*4,0%*	*31,1*	*23,1*	*24,2*	*1,9%*	*3,2%*
Transfers and subsidies	**7,7**	**13,8**	**4,5**	**14,8**	**24,2%**	**1,7%**	**14,5**	**15,3**	**16,0**	**2,6%**	**1,9%**
Higher education institutions	1,0	8,0	1,5	8,8	106,8%	0,8%	8,2	8,6	9,0	0,7%	1,1%
Non-profit institutions	–	0,1	0,1	0,1	180,2%	–	0,1	0,1	0,1	4,6%	–
Households	6,7	5,7	2,9	5,9	-4,4%	0,9%	6,2	6,5	6,9	5,2%	0,8%
Payments for capital assets	**5,1**	**9,6**	**6,3**	**429,5**	**338,1%**	**19,2%**	**242,5**	**204,8**	**257,7**	**-15,7%**	**36,0%**
Buildings and other fixed structures	–	–	–	421,2	–	18,0%	234,9	197,3	249,8	-16,0%	35,0%
Machinery and equipment	5,1	9,5	6,3	8,3	17,5%	1,2%	7,6	7,5	7,9	-1,7%	1,0%
Software and other intangible assets	–	0,1	–	–	–	–	–	–	–	–	–
Payments for financial assets	**0,2**	**0,7**	**–**	**–**	**-100,0%**	**–**	**–**	**–**	**–**	**–**	**–**
Total	**411,6**	**461,4**	**554,2**	**914,4**	**30,5%**	**100,0%**	**791,3**	**705,2**	**744,0**	**-6,6%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	**11,2%**	**26,2%**	**32,1%**	**40,8%**			**35,2%**	**28,2%**	**32,7%**		
Details of selected transfers and subsidies											
Households											
Other transfers to households											
Current	6,7	5,6	2,6	5,9	-4,3%	0,9%	6,2	6,5	6,9	5,2%	0,8%
Employee social benefits	0,1	0,4	0,5	–	-100,0%	–	–	–	–	–	–
Bursaries for non-employees	6,7	5,3	2,1	5,9	-4,0%	0,9%	6,2	6,5	6,9	5,2%	0,8%
Higher education institutions											
Current	1,0	8,0	1,5	8,8	106,8%	0,8%	8,2	8,6	9,0	0,7%	1,1%
University of KwaZulu-Natal	–	0,5	0,5	0,5	–	0,1%	–	–	–	-100,0%	–
Stellenbosch University	–	6,0	–	6,8	–	0,5%	6,7	7,1	7,5	3,2%	0,9%
University of the Witwatersrand	1,0	0,5	–	0,5	-20,6%	0,1%	0,5	0,5	0,5	–	0,1%
University of Cape Town	–	1,0	1,0	1,0	–	0,1%	1,0	1,0	1,0	–	0,1%

f) Expenditure analysis

The programme has spent R579,631 million of the allocated budget as at end of January 2015. Of the total expenditure, R175,215 million was spent on compensation of employees, whilst R209,942 million was spent on goods and services; R187,875 million was spent on payments for capital assets and R6,599 million was spent on transfers mainly to the University of Stellenbosch and the payment of bursaries. The main cost drivers within operational costs are property payments (R50,581 million), operating leases (R103,021 million), audit costs (R5,032 million), business and advisory services (R4,925 million) mainly for public-private partnership (PPP) transactions and travel and subsistence amounting to (R18,602 million).

g) Personnel information

The graphic below outlines the number of posts per level and associated cost over the MTEF period:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	228	R33,545	228	R35,322	228	R37,089
Level 7 - 10	311	R102,812	311	R108,277	311	R113,696
Level 11 - 12	83	R51,057	83	R56,419	83	R59,240
Level 13 - 16	63	R61,031	63	R62,265	63	R69,018
Contract	-	-	-	-	-	-
Total	685	R248,445	685	R264,283	685	R279,043

2.2 Programme 2: Economic Statistics

a) Programme purpose and objectives

Purpose: Produce economic statistics to inform evidence-based economic development and transformation in line with internationally recognised practices.

Objectives
Expand the economic statistics information base by increasing the depth, breadth and geographic spread for evidence-based planning, monitoring and decision-making for use by both the public and private sectors through:

- publishing monthly, quarterly, annual and periodic statistical releases on industry, trade and financial statistics in the private and public sectors
- publishing monthly statistical releases on the consumer price and producer price indices
- publishing quarterly and annual GDP estimates providing information on 10 industries of the economy
- developing new and innovative products to respond to user demands over the medium term
- improving the measurement of economic indicators over the medium term through the application of internationally recognised standards and practices.

b) Reconciling performance targets and outputs with the budget for each subprogramme

Programme Management for Economic Statistics provides strategic direction and leadership to the programme, at a cost of R3,5 million.

Short-term Indicators provides information on turnover and volumes in various industries in the economy through the publication of monthly, quarterly and annual statistical releases. Key activities include the conducting of 15 business surveys. The division publishes 2 annual releases on: Selected building plans passed and completed, and buildings completed per annum, 1 quarterly release on Manufacturing: utilisation of production capacity by large enterprises, and 12 monthly releases consisting of 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. Key outputs for 2015/16 include 150 releases on 10 industries at a cost of R31,1 million.

Structural Industry Statistics provides periodic information on the income and expenditure structure of industries by publishing periodic statistical information. Key activities include the conducting of periodic business surveys. The division compiles periodic reports on the structure/composition, and the income and expenditure variables of 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. Key outputs for 2015/16 include 9 releases/reports at a cost of R39,9 million.

Private Sector Finance Statistics tracks the financial performance of private sector organisations. Key activities include conducting an annual and a quarterly survey. Key outputs for 2015/16 include 5 releases on private sector income, expenditure and selected balance sheet indicators at a cost of R28,6 million.

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 2015/16 include quarterly releases on financial statistics of municipalities and 9 annual releases on financial and non-financial statistics of municipalities and other government spending, and 4 reports on improving government financial statistics at a cost of R16,3 million.

National Accounts produces GDP data and other integrative statistical products. Key activities include the compilation of quarterly GDP estimates and the conducting of research. Key outputs for 2015/16 include quarterly GDP estimates, 5 annual releases on national accounts, 2 research reports on improving national accounts statistics and 3 reports on environmental economic accounts at a cost of R12,4 million.

Economic Analysis integrates and analyses information from various internal and external data sources. Key activities include research and analysis of national accounts statistics and economic statistics. Key outputs for 2015/16 include quarterly flash estimates of GDP, 2 research reports on national account statistics and 4 research reports on economic statistics at a cost of R14,6 million.

Price Statistics provides information on the level of inflation by producing the consumer price index and various producer price indices. Key activities include collecting consumer and producer prices from retail stores and manufacturing companies. Key outputs for 2015/16 include monthly CPI and PPI, and 3 technical reports at a cost of R68,1 million.

c) Linking programmes with strategic outcomes and objectives

The table below outlines how Programme 2 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Informed nation	Expand the statistical information base by increasing its depth, breadth and geographic spread in terms of: • Economic growth and transformation • Prices • Life circumstances, service delivery and poverty • Sustainable resource management • Rural development, food security and land reform Develop new and innovative statistical products and services Revolutionise/innovate data systems
Trusted statistics	Innovate the statistics value chain Adopt international statistical standards and classifications

d) Programme risks

Strategic risks	Mitigation strategy
Failure to implement internationally adopted standards (ISIC4)	The organisation to commit resources to the implementation of ISIC
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
Increasing respondent apathy impacting negatively on collection rates and quality of statistics	Conduct research to increase the use of administrative records as potential statistics Enforce the Statistics Act Improve the ease of doing business with Stats SA

e) Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. The unfunded activities are indicated in the 5-year strategy.

Expenditure trends and estimates

Economic Statistics expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme Management for Economic Statistics	2,6	2,6	2,6	3,0	4,4%	1,5%	3,5	3,6	3,8	8,6%	1,6%
Short-term Indicators	27,0	26,8	25,7	28,4	1,7%	14,6%	31,1	32,9	34,9	7,1%	14,4%
Structural Industry Statistics	30,0	32,5	34,3	33,5	3,7%	17,6%	39,9	42,1	44,7	10,1%	18,1%
Price Statistics	56,3	61,0	62,3	66,2	5,6%	33,2%	68,1	72,0	76,4	4,9%	32,0%
Private Sector Finance Statistics	24,1	24,7	24,7	28,1	5,2%	13,7%	28,6	30,3	32,1	4,6%	13,5%
Government Finance Statistics	12,3	13,0	15,8	15,1	7,1%	7,6%	16,3	17,2	18,2	6,5%	7,5%
National Accounts	9,2	8,8	9,7	11,7	8,4%	5,3%	12,4	13,1	13,9	5,9%	5,8%
Economic Analysis	6,1	12,8	12,1	16,9	40,7%	6,5%	14,6	15,3	16,1	-1,7%	7,1%
Total	**167,6**	**182,2**	**187,2**	**202,8**	**6,6%**	**100,0%**	**214,4**	**226,5**	**240,1**	**5,8%**	**100,0%**
Change to 2014 Budget estimate				(7,8)			(7,4)	(2,6)	(3,1)		
Economic classification											
Current payments	**166,4**	**180,8**	**186,1**	**201,6**	**6,6%**	**99,3%**	**213,4**	**225,4**	**239,1**	**5,9%**	**99,5%**
Compensation of employees	147,7	161,0	166,8	181,0	7,0%	88,7%	187,0	198,1	210,6	5,2%	87,9%
Goods and services	18,7	19,8	19,3	20,6	3,3%	10,6%	26,4	27,3	28,5	11,4%	11,6%
of which:											
Communication	4,5	4,2	4,1	4,7	1,1%	2,4%	4,9	5,2	6,0	8,5%	2,4%
Consultants and professional services: Business and advisory services	2,7	7,1	6,6	5,3	25,2%	2,9%	6,9	7,1	7,6	13,3%	3,0%
Consumables: Stationery, printing and office supplies	1,8	1,6	1,8	1,9	2,7%	1,0%	2,4	2,5	2,8	13,3%	1,1%
Travel and subsistence	7,8	5,7	4,9	6,7	-5,1%	3,4%	8,6	8,8	8,2	7,3%	3,6%
Training and development	–	–	–	–	-58,5%	–	1,3	1,4	1,5	799,0%	0,5%
Operating payments	0,6	0,7	1,2	0,7	6,9%	0,4%	0,9	0,9	0,8	6,5%	0,4%
Transfers and subsidies	**0,1**	**0,2**	**0,2**	**0,1**	**6,5%**	**0,1%**	**–**	**–**	**–**	**-75,7%**	**–**
Households	0,1	0,2	0,2	0,1	6,0%	0,1%	–	–	–	-100,0%	–
Payments for capital assets	**1,1**	**1,2**	**0,9**	**1,1**	**1,8%**	**0,6%**	**1,1**	**1,1**	**1,0**	**-3,5%**	**0,5%**
Machinery and equipment	1,1	1,2	0,9	1,1	1,8%	0,6%	1,1	1,1	1,0	-3,5%	0,5%
Total	**167,6**	**182,2**	**187,2**	**202,8**	**6,6%**	**100,0%**	**214,4**	**226,5**	**240,1**	**5,8%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	**4,6%**	**10,3%**	**10,8%**	**9,0%**	**–**	**–**	**9,6%**	**9,1%**	**10,5%**	**–**	**–**

f) Expenditure analysis

The programme has spent R163,196 million of the allocated budget as at 31 January 2015. Of the total expenditure, R147,411 million was spent on compensation of employees, whilst R14,894 million was spent on goods and services. The main cost drivers within operational costs are consultants (R6,757 million), travel and subsistence (R3,653 million) and communication (R2,839 million).

g) Personnel information

The graphic below outlines the personnel profile and related costs in terms of funded posts by level over the medium term:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	283	R57,845	283	R61,361	283	R64,717
Level 7 - 10	220	R68,771	220	R72,581	220	R77,373
Level 11 - 12	55	R30,796	55	R32,923	55	R35,144
Level 13 - 16	32	R29,562	32	R31,216	32	R33,356
Contract	–	–	–	–	–	–
Total	590	R186,974	590	R198,081	590	R210,590

Economic Statistics
Funded posts and cost per salary level

2.3 Programme 3: Population and Social Statistics

a) Programme purpose and objectives

Purpose: Produce population and social statistics to inform evidence-based socio-economic development and transformation in line with internationally recognised practices.

Objectives
Expand the population and social statistics information base by increasing the depth, breadth and geographic spread for evidence-based planning, monitoring and decision-making for use by both the public and private sectors through:
- publishing quarterly and annual statistical information on the labour market, and on employment and earnings in the formal and informal sectors
- publishing monthly and annual statistical information on vital registrations based on administrative sources
- publishing annual and periodic statistical information on poverty levels, living conditions and service delivery, as well as population dynamics and demographic trends
- developing new innovative products to respond to user demands over the medium term
- improving the measurement of social indicators over the medium term through the application of internationally recognised standards and practices.

b) Reconciling performance targets and outputs with the budget for each subprogramme

Programme Management for Population and Social Statistics provides strategic direction and leadership to the programme, at a cost of R4,5 million.

Poverty and Inequality Statistics provides information on poverty levels and income and expenditure trends in South Africa. Key activities include conducting the Living Conditions Survey and the compilation of technical reports on improving and expanding life circumstances, poverty and inequality statistics. Key outputs for 2015/16 include 4 technical reports on improving and expanding life circumstances, poverty and inequality statistics at a cost of R37,9 million.

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 for 2015/16 include the quarterly publication of labour market trends, an annual report on labour market dynamics in South Africa, a research report on the use of administrative data and 2 reports on improving labour market statistics at a cost of R40,5 million.

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 activities include compilation of mid-year population estimates and thematic demographic reports. Key outputs for 2015/16 include an annual report on projected population estimates, a thematic demographic report on emerging demographic issues, and a content and research methodology report at a cost of R15,3 million.

Health and Vital Statistics publishes statistics on births, deaths, marriages, divorces, tourism and migration based on administrative records. Key activities include the compilation of monthly and annual statistical information on vital events. Key outputs for 2015/16 include monthly and an annual publication on tourism and migration, annual publications on mortality and causes of death, recorded live births, documented immigrants, perinatal deaths, and marriages and divorces, datasets on recorded live births, mortality and causes of death, and marriages and divorces and 4 reports on improving health and vital statistics at a cost of R11,7 million.

Population Statistics publishes population estimates collected through population censuses and surveys. Key activities include the compilation of thematic and research reports and support to the Community Survey and Census. Key outputs for 2015/16 include a revised questionnaire, designed products, tabulation plan and analysis report for CS2016 at a cost of R9,3 million.

Social Statistics provides information on living conditions, domestic tourism and crime through household surveys. Key activities include the compilation of reports/releases on gender and vulnerable groups, social and household services, tourism, crime and education. Key outputs for 2015/16 include reports on gender and vulnerable groups, social and household services, tourism, crime and education and 8 research reports to improve statistics in those areas at a cost of R14,4 million.

c)   Linking programmes with strategic outcomes and objectives

The table below outlines how Programme 3 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Informed nation	Expand the statistical information base by increasing its depth, breadth and geographic spread in terms of: • Economic growth and transformation • Prices • Employment, job creation and decent work • Life circumstances, service delivery and poverty • Sustainable resource management • Health • Education • Safety and security • Rural development, food security and land reform • Population dynamics Develop new innovative statistical products and services Revolutionise data systems
Trusted statistics	Innovate the statistics value chain Adopt international statistical standards and classifications

d) 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, poverty 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 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 level. Consultations with stakeholders have shown a high increased 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. A key strategic intervention in response to this huge challenge is the introduction of a Continuous Population Survey (CPS).

Quality gap: 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 have 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 datasets with missing data can create inconsistency as analysts compensate for missing data in different ways. Secondly, in the presence of non-responses that are unlikely to be random, estimates of population parameters may be biased. The population and social statistics produced and released by Stats SA will be subjected to the South African Statistical Quality Assessment Framework (SASQAF) over the medium term.

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 on the data quality. Stats SA is currently looking into new methodologies to maintain the master sample.

The reliance of the vital statistics on administrative records produced by other organs of state poses 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;
- 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.

e) Programme risks

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 organs of state to establish partnership and enhance collaboration; introduce elements of SASQAF

f) Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. Unfunded activities are included in the breakdown of the 5-year strategy.

Expenditure trends and estimates

Population and Social Statistics expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme Management for Population and Social Statistics	4,1	4,5	5,6	4,6	3,4%	4,2%	4,5	4,8	5,0	3,3%	3,4%
Population Statistics	10,4	10,8	8,9	7,2	-11,8%	8,3%	9,3	9,8	10,4	13,2%	6,6%
Health and Vital Statistics	8,6	11,6	9,2	12,1	12,0%	9,3%	11,7	12,4	13,1	2,6%	8,9%
Social Statistics	9,2	12,4	12,9	13,0	12,1%	10,6%	14,4	15,1	16,1	7,4%	10,6%
Demographic Analysis	4,2	4,1	6,0	12,5	43,7%	6,0%	15,3	16,2	17,1	11,0%	11,1%
Labour Statistics	29,9	30,6	33,3	39,6	9,8%	29,7%	40,5	41,9	44,2	3,8%	30,1%
Poverty and Inequality Statistics	27,8	28,2	26,2	61,0	30,0%	31,9%	37,9	30,5	32,3	-19,2%	29,3%
Total	**94,3**	**102,3**	**102,1**	**150,0**	**16,7%**	**100,0%**	**133,7**	**130,6**	**138,1**	**-2,7%**	**100,0%**
Change to 2014 Budget estimate				32,1			3,5	(3,6)	(4,0)		
Economic classification											
Current payments	**90,2**	**93,9**	**99,4**	**148,6**	**18,1%**	**96,3%**	**132,5**	**129,4**	**136,9**	**-2,7%**	**99,1%**
Compensation of employees	60,1	66,8	76,9	112,0	23,1%	70,4%	97,1	102,9	109,4	-0,8%	76,3%
Goods and services	30,1	27,2	22,5	36,6	6,7%	25,9%	35,4	26,5	27,6	-9,0%	22,8%
of which:											
Communication	2,3	1,8	1,3	2,0	-4,3%	1,6%	2,4	2,2	2,6	9,3%	1,7%
Consultants and professional services: Business and advisory services	3,4	2,6	2,8	3,9	4,1%	2,8%	3,6	3,7	3,9	0,1%	2,7%
Agency and support/outsourced services	0,3	0,4	–	0,2	-19,9%	0,2%	1,5	1,6	1,7	116,1%	0,9%
Operating leases	–	–	6,3	–	-100,0%	1,4%	5,7	7,1	7,4	–	3,6%
Travel and subsistence	17,1	14,5	2,7	18,5	2,6%	11,8%	6,5	4,2	4,5	-37,7%	6,1%
Operating payments	2,2	3,9	7,7	6,4	42,0%	4,5%	6,1	4,6	4,1	-13,4%	3,8%
Transfers and subsidies	**0,2**	**0,3**	**0,2**	**0,2**	**7,9%**	**0,2%**	**0,2**	**0,2**	**0,2**	**3,4%**	**0,2%**
Non-profit institutions	–	–	0,1	0,2	–	0,1%	0,2	0,2	0,2	3,4%	0,2%
Households	0,2	0,3	0,1	–	-100,0%	0,1%	–	–	–	–	–
Payments for capital assets	**0,6**	**0,9**	**0,7**	**1,1**	**22,1%**	**0,7%**	**0,9**	**1,0**	**1,0**	**-4,2%**	**0,7%**
Machinery and equipment	0,6	0,9	0,7	1,0	18,7%	0,7%	0,8	0,9	0,9	-5,1%	0,7%
Software and other intangible assets	–	–	–	0,1	–	–	0,1	0,1	0,1	5,4%	0,1%
Payments for financial assets	**3,3**	**7,1**	**1,9**	**–**	**-100,0%**	**2,7%**	**–**	**–**	**–**	**–**	**–**
Total	**94,3**	**102,3**	**102,1**	**150,0**	**16,7%**	**100,0%**	**133,7**	**130,6**	**138,1**	**-2,7%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	**2,6%**	**5,8%**	**5,9%**	**6,7%**	**–**	**–**	**6,0%**	**5,2%**	**6,1%**	**–**	**–**

g) Expenditure trends

The programme has spent R124,477 million of the allocated budget. Of the total expenditure, R86,348 million was spent on compensation of employees, whilst R36,167 million was spent on goods and services. The main cost drivers within operational costs are business advisory services (R1,525 million), operating payments (R5,480 million), travel and subsistence (R14,486 million) and venues and facilities (R10,151 million).

h) Personnel information

The graphic below outlines the personnel profile and related costs in terms of funded posts by level over the medium term:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	62	R13,004	62	R13,692	62	R14,377
Level 7 - 10	70	R23,081	70	R24,553	70	R26,455
Level 11 - 12	42	R24,719	42	R26,341	42	R27,929
Level 13 - 16	38	R36,287	38	R38,273	38	R40,593
Contract	–	–	–	–	–	–
Total	212	R97,091	212	R102,859	212	R109,354

Population and Social Statistics
Funded posts and cost per salary level

2.4 Programme 4: Methodology, Standards and Research

a)   Programme purpose and objectives

Purpose: Provide expertise on quality, methodology, statistical standards and practices for official statistics in line with international best practice. Build and maintain a business sampling frame. Conduct policy research and analysis on emerging policy matters.

Objectives
- 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 policymakers by annually conducting policy research and analysis on emerging policy matters and producing annual research papers on the economy and society.

b)   Reconciling performance targets and outputs with the budget for each subprogramme

Programme Management for Methodology, Standards and Research provides strategic direction and leadership to the programme at a cost of R3,8 million.

Methodology and Evaluation provides technical expertise on methodologies for producing official statistics and conducting reviews of surveys. Key activities include the rendering of methodological and systems development support to the survey areas. Key outputs for 2015/16 include samples for economic and social surveys, a concept note on data revolution, 2 evaluation reports on surveys conducted and 10 research reports on improving methodological support and evaluations and emerging methodologies at a cost of R11,7 million.

Survey Standards develops standards, classifications, and definitions for surveys undertaken by the department. Key activities include the development and review of standards. Key outputs for 2015/16 include developing and reviewing 9 statistical standards and 7 technical reports on the implementation of a quality management system and improving standards development at a cost of R7,9 million.

Business Register maintains and improves the sampling frame for economic statistics. Key activities include surveys of large businesses and providing snapshots and frames for sampling of economic surveys. Key outputs for 2015/16 include updating and maintaining the Business Register for economic statistics, completing surveys of large businesses, providing quarterly snapshots and financial sampling frames based on the Business Register, 3 research reports on improving the functionality of the business sampling frame, 1 report on register-based statistics and 1 technical report on business rules at a cost of R32 million.

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 activities include conducting research on broad cross-cutting issues that have long-term implications for development. Key outputs for 2015/16 include 6 research reports on government socio-economic planning and spatial analysis at a cost of R5,8 million.

c)   Linking programmes with strategic outcomes and objectives

The table below outlines how Programme 4 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Informed nation	Develop new innovative statistical products and services Revolutionise data systems
Trusted statistics	Institutionalise quality management Innovate the statistics value chain Adopt international statistical standards and classifications
Partners in statistics	Strengthen collaboration to build statistical sampling frames

d) Strategic intent of Methodology, Standards and Research

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 tools 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 recently been approved by the United Nations Statistics Division (UNSD) and countries are in the process of implementing it. In support of the 2008 SNA, the International Standard Industrial Classification of all economic activities (ISIC) was updated, to ISIC rev. 4, locally adapted to SIC 7. This provides an updated classification of activities in the economy. Stats SA is currently using a locally developed version of ISIC rev. 3 (SIC 5) and has 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. Phase 3 classifies all businesses according to SIC 7. Phase 4 deals with parallel sampling and other survey methodologies.

This cluster will continue to provide methodological support to both Economic and Social Statistics in terms of sampling, weighting and estimation as well as quality audits of the sampling frames. 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.

e) Programme risks

Strategic risks	Mitigation strategy
Demand for support regarding the development and implementation of standards exceeds supply	Continuous capacity building of standards developers and re-prioritisation of user requests.
Inability of the statistical Business Register to respond to user needs	Collaboration with providers (SARS and the dti) of administrative data in order to implement SIC7

f) Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. Unfunded activities are included in the breakdown of the 5-year strategy.

Expenditure trends and estimates

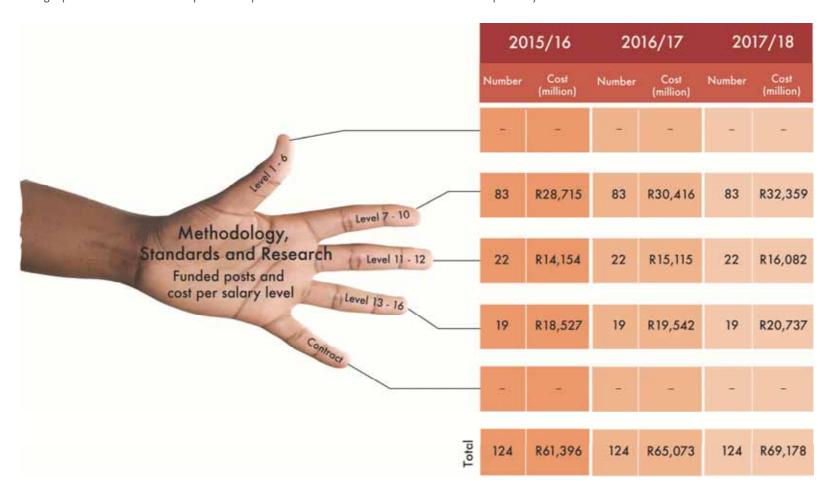**Methodology, Standards and Research expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expen-diture/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expen-diture/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme Management for Methodology, Standards and Research	3,9	4,4	3,1	2,5	-14,6%	6,7%	3,8	3,8	4,1	18,7%	5,2%
Policy Research and Analysis	3,3	3,5	4,6	6,0	21,5%	8,4%	5,8	6,4	6,7	3,9%	9,2%
Methodology and Evaluation	11,6	11,9	12,0	14,2	7,0%	24,1%	17,7	18,5	19,7	11,5%	25,9%
Survey Standards	2,5	2,1	2,8	5,4	30,0%	6,2%	7,1	7,4	7,9	13,3%	10,3%
Business Register	24,8	26,6	28,7	32,1	9,0%	54,5%	32,0	33,9	35,8	3,6%	49,4%
Total	**46,1**	**48,5**	**51,2**	**60,2**	**9,3%**	**100,0%**	**66,3**	**69,9**	**74,2**	**7,2%**	**100,0%**
Change to 2014 Budget estimate				(5,2)			(2,7)	(2,0)	(2,2)		
Economic classification											
Current payments	**45,7**	**47,7**	**50,9**	**59,6**	**9,3%**	**99,0%**	**65,6**	**69,6**	**73,9**	**7,4%**	**99,3%**
Compensation of employees	41,3	45,8	49,1	55,6	10,4%	93,1%	61,4	65,1	69,2	7,5%	92,9%
Goods and services	4,4	1,9	1,8	4,0	-3,3%	5,9%	4,3	4,6	4,7	5,8%	6,5%
of which:											
Assets less than the capitalisation threshold	–	–	0,1	0,2	101,9%	0,1%	0,2	0,2	0,2	-3,7%	0,3%
Communication	0,9	0,1	0,7	1,2	7,6%	1,4%	0,9	0,9	0,7	-16,8%	1,3%
Consultants and professional services: Business and advisory services	0,2	0,2	0,3	0,2	-2,6%	0,5%	0,5	0,6	0,7	49,6%	0,8%
Consumables: Stationery, printing and office supplies	0,4	0,3	0,3	0,5	11,4%	0,7%	0,6	0,7	0,7	9,0%	0,9%
Travel and subsistence	0,9	0,5	0,5	1,5	20,4%	1,6%	1,3	1,5	1,6	1,6%	2,2%
Training and development	0,1	–	–	–	-21,0%	–	0,3	0,3	0,3	106,9%	0,3%
Transfers and subsidies	**0,1**	**0,1**	**0,1**	**–**	**-100,0%**	**0,1%**	**–**	**–**	**–**	**–**	**–**
Households	0,1	0,1	0,1	–	-100,0%	0,1%	–	–	–	–	–
Payments for capital assets	**0,3**	**0,7**	**0,2**	**0,6**	**18,4%**	**0,9%**	**0,6**	**0,3**	**0,3**	**-19,7%**	**0,7%**
Machinery and equipment	0,3	0,7	0,2	0,6	18,4%	0,9%	0,6	0,3	0,3	-19,7%	0,7%
Total	**46,1**	**48,5**	**51,2**	**60,2**	**9,3%**	**100,0%**	**66,3**	**69,9**	**74,2**	**7,2%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	**1,3%**	**2,8%**	**3,0%**	**2,7%**	**–**	**–**	**3,0%**	**2,8%**	**3,3%**	**–**	**–**

g) Expenditure trend analysis

The programme has spent R44,14 million of the allocated budget as at the end of January 2015. Of the total expenditure, R43,141 million was spent on compensation of employees, whilst R1,186 million was spent on goods and services. The main cost drivers within operational costs are communication (R458 thousand), travel and subsistence (R415 thousand) and stationery and printing (R265 thousand).

h) Personnel information

The graphic below outlines the personnel profile and related costs in terms of funded posts by level over the medium term:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	–	–	–	–	–	–
Level 7 - 10	83	R28,715	83	R30,416	83	R32,359
Level 11 - 12	22	R14,154	22	R15,115	22	R16,082
Level 13 - 16	19	R18,527	19	R19,542	19	R20,737
Contract	–	–	–	–	–	–
Total	124	R61,396	124	R65,073	124	R69,178

Methodology, Standards and Research
Funded posts and cost per salary level

2.5 Programme 5: Statistical Support and Informatics

a) Programme purpose and objectives

Purpose: Enable service delivery programmes by using technology in the production and use of official statistics. Inform policy through the use of statistical geography. Build and maintain a spatial information frame.

Objectives
- Collaborate with partners to build and maintain a reliable sampling frame for household surveys by updating the spatial information frame annually.
- Modernise business processes by applying emerging technologies in the data collection, processing and dissemination of statistics.
- 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.

b) Reconciling performance targets and outputs with the budget for each subprogramme

Programme Management for Statistical Support and Informatics provides strategic direction and leadership to the programme at a cost of R2,9 million.

Geography Frame provides a sampling frame for household surveys and censuses. Key activities include updating and maintenance of the sampling frame for population and social statistics. Key outputs for 2015/16 include the establishment of a spatial information frame, maintaining place names and demarcating enumeration areas (EAs) within municipal boundaries at a cost of R24,6 million.

Geography Services provides a mapping and information service to the department and other users. Key activities include the development of geospatial applications, continued development and implementation of web-based solutions, and research and development of an enterprise architecture for spatial data delivery at a cost of R25,7 million.

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. Key outputs for 2015/16 include a broadband infrastructure, stabilised ICT infrastructure in provinces and districts, improved response times for ICT services, and ICT standards and protocols developed with SANSS partners at a cost of R120,7 million.

Publication Services provides editing, publishing and distribution services to survey areas and all areas of the department that produce reports, correspondence, policy documentation and manuals. Key activities include printing, distributing, editing and design services and research to increase access. Key outputs for 2015/16 include the compilation of multidisciplinary publications, the development of electronic datasets for statistical data and research documents on a data repository, data delivery channels and the writing skills course at a cost of R28,2 million.

Business Modernisation improves data and information management across the department, modernising the way business is conducted and supported by technology, and develops systems applications. Key activities include researching and developing solutions to modernise business processes. Key outputs for 2015/16 include research documents on platforms to automate data collection, processing and dissemination, an enterprise architecture programme, and a knowledge management environment at a cost of R47,8 million.

c) Linking programmes strategic outcomes and objectives

Below is an outline of how Programme 5 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Informed nation	Revolutionise data systems Inform policy processes through statistical geography
Trusted statistics	Increase stakeholder focus/*Improve brand positioning*
Partners in statistics	Strengthen collaboration to build statistical sampling frames
A capable organisation	Invest in ICT aligned to organisational growth

d) 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, an upgrade of Stats SA's website infrastructure as well as connectivity, improving 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 in 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 datasets, to consolidate the corporate brand application, and to enhance the centralised printing facility with the intention of increasing efficiency and cost containment.

e) Programme risks

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

f) Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. The unfunded activities are indicated in the 5-year strategy.

Expenditure trends and estimates

Statistical Support and Informatics expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme Management for Statistical Support and Informatics	2,3	2,5	2,6	3,1	10,2%	1,2%	2,9	3,1	3,3	1,2%	1,2%
Geography Services	23,2	32,9	24,6	20,3	-4,3%	11,9%	25,7	28,0	28,8	12,3%	10,1%
Geography Frames	27,1	21,6	16,1	19,7	-10,1%	10,0%	24,6	25,4	26,9	11,0%	9,4%
Publication Services	20,3	20,1	20,7	30,4	14,5%	10,8%	28,2	29,1	30,6	0,2%	11,6%
Data Management and Technology	99,9	99,5	117,5	118,5	5,9%	51,3%	120,7	126,3	132,9	3,9%	48,7%
Business Modernisation	26,8	26,3	29,1	43,6	17,6%	14,8%	47,8	49,7	53,6	7,1%	19,0%
Total	**199,6**	**202,9**	**210,7**	**235,6**	**5,7%**	**100,0%**	**250,0**	**261,6**	**276,0**	**5,4%**	**100,0%**
Change to 2014 Budget estimate				(9,5)			(3,6)	(4,5)	(5,2)		
Economic classification											
Current payments	**170,9**	**161,2**	**200,0**	**216,4**	**8,2%**	**88,2%**	**239,4**	**251,0**	**265,2**	**7,0%**	**95,0%**
Compensation of employees	86,0	93,8	104,4	114,6	10,0%	47,0%	128,2	135,9	144,4	8,0%	51,1%
Goods and services	84,8	67,3	95,6	101,8	6,2%	41,2%	111,2	115,1	120,7	5,9%	43,9%
of which:											
Communication	4,4	4,1	5,0	4,3	-1,5%	2,1%	6,3	6,6	7,3	19,5%	2,4%
Computer services	62,2	50,1	83,9	82,5	9,8%	32,8%	80,6	85,4	88,2	2,3%	32,9%
Consultants and professional services: Business and advisory services	2,5	1,2	0,4	2,9	4,2%	0,8%	3,9	3,2	4,4	15,1%	1,4%
Contractors	1,0	0,6	0,9	3,9	57,4%	0,8%	8,0	8,5	8,9	31,5%	2,9%
Travel and subsistence	5,2	5,5	1,1	2,5	-22,1%	1,7%	4,6	3,8	4,1	18,3%	1,5%
Operating payments	0,8	2,5	3,2	3,9	67,2%	1,2%	3,9	3,7	3,6	-2,6%	1,5%
Transfers and subsidies	**0,1**	**0,1**	**0,8**	**2,2**	**149,8%**	**0,4%**	**–**	**–**	**–**	**-100,0%**	**0,2%**
Public corporations and private enterprises	–	–	–	2,2	–	0,3%	–	–	–	-100,0%	0,2%
Households	0,1	0,1	0,8	–	-100,0%	0,1%	–	–	–	–	–
Payments for capital assets	**27,4**	**26,5**	**9,5**	**17,1**	**-14,6%**	**9,5%**	**10,6**	**10,6**	**10,9**	**-14,0%**	**4,8%**
Machinery and equipment	24,9	9,0	9,4	12,6	-20,3%	6,6%	10,6	10,6	10,9	-4,8%	4,4%
Software and other intangible assets	2,5	17,5	–	4,5	21,3%	2,9%	–	–	–	-100,0%	0,4%
Payments for financial assets	**1,2**	**15,1**	**0,4**	**–**	**-100,0%**	**2,0%**	**–**	**–**	**–**	**–**	**–**
Total	**199,6**	**202,9**	**210,7**	**235,6**	**5,7%**	**100,0%**	**250,0**	**261,6**	**276,0**	**5,4%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	5,4%	11,5%	12,2%	10,5%			11,1%	10,5%	12,1%		
Details of selected transfers and subsidies											
Public corporations and private enterprises											
Private enterprises											
Other transfers to private enterprises											
Current	–	–	–	2,2	–	0,3%	–	–	–	-100,0%	0,2%
Motion Boikanyo	–	–	–	2,2	–	0,3%	–	–	–	-100,0%	0,2%

g) Expenditure trend analysis

The programme has spent R140,928 million of the allocated budget as at the end of January 2015. Of the total expenditure, R86,008 million was spent on compensation of employees, whilst R40,769 million was spent on goods and services, R11,861 million was spent on capital assets payment and R2,150 million was incurred on transfers representing a claim against state. The main cost drivers within operational costs are computer services (R29,043 million) for software licence renewals, communication (R5,493 million) and machinery and equipment (R10,616 million).

h) Personnel information

The graphic below outlines the personnel profile and related costs in terms of funded posts by level over the medium term:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	22	R5,736	22	R6,040	22	R6,342
Level 7 - 10	118	R43,721	118	R46,220	118	R49,594
Level 11 - 12	75	R46,884	75	R49,767	75	R52,581
Level 13 - 16	34	R31,890	34	R33,823	34	R35,913
Contract	-	-	-	-	-	-
Total	265	R128,231	265	R135,850	265	R144,430

Statistical Support and Informatics Funded posts and cost per salary level

2.6 Programme 6: Statistical Collection and Outreach

a) Programme purpose and objectives

Purpose: Provide data collection and dissemination services to inform policy processes and decision-making. Engage stakeholders through platforms and provide effective communication services. Promote statistical development and cooperation in South Africa, Africa and the world.

Objectives
- Increase awareness and the use of official statistics by government and the public by:
  - o 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 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.

b) Reconciling performance targets and outputs with the budget for each subprogramme

Programme Management for Statistical Collection and Outreach provides strategic direction and leadership to the programme at a cost of R8,9 million.

Corporate Communications manages external and internal communications in the department. Key activities include compiling of internal and external publications and coordinating of training and campaigns to position and enhance the public image and credibility of the organisation. Key outputs for 2015/16 include improved relationships with media through training initiatives, new social media platforms for dissemination of statistics and campaigns for CS2016 and the new building projects at a cost of R17,2 million.

Stakeholder Relations and Marketing maintains relations with stakeholders across the country. Key activities include marketing statistical products, educational campaigns on statistical usage and the conducting of an annual stakeholder satisfaction survey. Key outputs for 2015/16 include reports on user enquiries, stakeholder satisfaction, the CRM system, and segmentation of stakeholders and sector strategies at a cost of R19,9 million.

Provincial and District Offices provides integrated data collection and dissemination services, and promotes the use and coordination of official statistics to provincial and local stakeholders. Key activities include data collection for surveys and collaboration and technical support to SANSS partners. Key outputs for 2015/16 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 R497 million.

International Statistical Development and Cooperation 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. Key activities include coordination of international collaboration and partnerships, and leading statistical development efforts in Africa. Key outputs for 2015/16 include frameworks for hosting international events and international engagements, a repository of lessons learnt in the 2010 Round of Population and Housing Censuses in Africa and reports on Stats SA's participation in the African Statistical system, increasing African statistics, international best practice, technical support provided in the implementation of SHaSA, and support for the development of an African Addendum for 2020 RPHC at a cost of R10,5 million.

c) Linking programmes strategic outcomes and objectives

Below is an outline how Programme 6 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Informed nation	Increase the use of official and other statistics
Trusted statistics	Innovate the statistics value chain Increase stakeholder focus/*Improve brand positioning*
Partners in statistics	Strengthen international collaboration and partnerships Lead statistical development in the region and on the continent
A capable organisation	Sustainable and responsive statistical infrastructure

d)   Strategic intent of Statistical Collection 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 available timely 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 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.

e)   Programme risks

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 provincial level Planning for resource requirements

f)   Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. The unfunded activities are indicated in the 5-year strategy.

Expenditure trends and estimates

Statistical Collection and Outreach expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expen-diture/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expen-diture/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme Management for Statistical Collection and Outreach	6,4	6,8	5,7	7,6	5,9%	1,4%	8,9	8,6	9,1	6,3%	1,5%
International Statistical Development and Cooperation	10,4	11,0	7,8	11,2	2,6%	2,1%	10,5	12,0	12,7	4,2%	2,1%
Provincial and District Offices	430,3	423,6	433,6	473,6	3,3%	91,0%	497,0	512,5	543,4	4,7%	89,9%
Stakeholder Relations and Marketing	15,5	16,5	16,9	18,8	6,7%	3,5%	19,9	20,6	21,9	5,2%	3,6%
Corporate Communications	8,2	8,7	9,5	13,5	18,0%	2,1%	17,2	17,5	18,6	11,3%	3,0%
Total	**470,7**	**466,6**	**473,5**	**524,7**	**3,7%**	**100,0%**	**553,6**	**571,3**	**605,6**	**4,9%**	**100,0%**
Change to 2014 Budget estimate				0,1			3,5	(1,2)	(1,4)		
Economic classification											
Current payments	**465,8**	**427,5**	**450,0**	**513,3**	**3,3%**	**95,9%**	**542,2**	**549,7**	**582,8**	**4,3%**	**97,0%**
Compensation of employees	346,8	329,7	355,7	408,7	5,6%	74,5%	432,7	462,6	491,8	6,4%	79,6%
Goods and services	119,0	97,8	94,3	104,6	-4,2%	21,5%	109,5	87,1	91,0	-4,5%	17,4%
of which:											
Communication	17,4	12,0	14,5	13,8	-7,4%	3,0%	14,0	17,6	18,4	10,1%	2,8%
Fleet services (including government motor transport)	37,2	17,4	18,0	14,3	-27,2%	4,5%	16,3	5,5	5,6	-26,8%	1,9%
Operating leases	0,0	0,0	36,9	32,8	1661,1%	3,6%	33,7	27,8	29,2	-3,8%	5,5%
Travel and subsistence	32,7	32,3	15,8	23,4	-10,6%	5,4%	19,6	20,9	22,4	-1,4%	3,8%
Training and development	0,1	0,2	–	0,1	27,9%	–	3,2	3,1	3,1	185,9%	0,4%
Operating payments	2,1	1,7	2,0	4,0	24,3%	0,5%	4,5	2,0	2,0	-20,3%	0,6%
Transfers and subsidies	**0,7**	**1,9**	**1,0**	**0,1**	**-51,9%**	**0,2%**	**0,1**	**–**	**0,1**	**1,3%**	**–**
Foreign governments and international organisations	–	0,7	–	–	–	–	–	–	–	–	–
Households	0,7	1,2	1,0	0,1	-51,9%	0,2%	0,1	–	0,1	1,3%	–
Payments for capital assets	**3,8**	**27,9**	**22,6**	**11,3**	**43,3%**	**3,4%**	**11,3**	**21,6**	**22,7**	**26,2%**	**3,0%**
Machinery and equipment	3,8	27,9	22,6	11,3	43,3%	3,4%	11,3	21,6	22,7	26,2%	3,0%
Payments for financial assets	**0,4**	**9,3**	**–**	**–**	**-100,0%**	**0,5%**	**–**	**–**	**–**	**–**	**–**
Total	**470,7**	**466,6**	**473,5**	**524,7**	**3,7%**	**100,0%**	**553,6**	**571,3**	**605,6**	**4,9%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	**12,8%**	**26,5%**	**27,4%**	**23,4%**	**–**	**–**	**24,7%**	**22,9%**	**26,6%**	**–**	**–**
Details of selected transfers and subsidies											
Households											
Other transfers to households											
Current	**0,2**	**0,8**	**0,6**	**0,1**	**-31,6%**	**0,1%**	**0,1**	**–**	**0,1**	**5,8%**	**–**
Employee social benefits	0,2	0,8	0,6	–	-100,0%	0,1%	–	–	–	–	–
Employees: Ex-gratia payment	–	–	–	0,1	–	–	0,1	–	0,1	5,8%	–
Foreign governments and international organisations											
Current	**–**	**0,7**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Institut National de la Statistique	–	0,7	–	–	–	–	–	–	–	–	–

g) Expenditure analysis

The programme has spent R431,734 million of the allocated budget. Of the total expenditure, R334,348 million was spent on compensation of employees, whilst R81,286 million was spent on goods and services. The main cost drivers within operational costs are communication (R14,131 million), GG transport finance leases (R33,780 million), fleet services (R1,263 million) and travel and subsistence (R11,161million).

h) Personnel information

The graphic below outlines the personnel profile and related costs in terms of funded posts by level over the medium term:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	727	R137,588	727	R148,143	727	R156,235
Level 7 - 10	389	R140,074	389	R151,273	389	R159,523
Level 11 - 12	168	R109,072	168	R114,853	168	R120,596
Level 13 - 16	48	R45,943	48	R48,376	48	R55,444
Contract	–	–	–	–	–	–
Total	1 332	R432,677	1 332	R462,645	1 332	R491,798

Statistical Collection and Outreach
Funded posts and cost per salary level

2.7 Programme 7: Survey Operations

a) Programme purpose and objectives

Purpose: Coordinate survey operations for household surveys, conduct independent survey monitoring and evaluation; and provide processing services to produce official statistics.

Objectives
- Increase the statistical information base for use by government, the private sector and the general public by conducting a population census every 10 years and large scale population surveys between censuses.
- Ensure the efficiency and effectiveness of survey operations conducted by the department by coordinating household survey operations 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.
- Conduct independent household survey monitoring and evaluation activities.

b) Reconciling performance targets and outputs with the budget for each subprogramme

Programme Management for Survey Operations provides strategic direction and leadership to the programme at a cost of R13,9 million.

Censuses and Community Survey Operations conducts periodic population censuses and large scale population surveys. Key activities include integrated planning across different clusters and coordinating the collection and processing of data. Key outputs for 2015/16 include reports on coordination and testing of plans and data collection for CS2016, and data collection for the DHS at a cost of R114,5 million.

Household Survey Operations coordinates and integrates collection activities across household surveys. Key activities include coordinating and monitoring data collection. Key outputs for 2015/16 include reports on questionnaires collected, master sample maintenance, training in survey operations, data collection systems in Stats SA and international practice on data collection methodologies at a cost of R22,4 million.

Corporate Data Processing manages the editing and processing of data. Key activities include the processing of survey instruments such as questionnaires and diaries. Key outputs for 2015/16 include reports on processing and editing of questionnaires, and reports on strengthening a common data processing platform, pre-testing of digital data collection, and enhancing the data collection platform at a cost of R66,7 million.

Survey Coordination, Monitoring and Evaluation monitors the quality of field operations of household surveys and censuses and conducts independent evaluations. Key activities include monitoring and evaluating household surveys. Key outputs for 2015/16 include reports on monitoring and evaluation of GHS, QLFS, CS2016, and DHS at a cost of R18,4 million.

c) Linking programmes strategic outcomes and objectives

Below is an outline how Programme 7 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
An informed nation	Revolutionise data systems
Trusted statistics	Innovate the statistics value chain

d) 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 are collected and processed through:

- Sustaining continuous data collection of existing surveys
- Planning and driving a large scale population survey
- Driving the implementation of a continuous population survey
- Integrating survey and census data processing
- Increasing processing of administrative data
- Researching and introducing innovative data collection methodologies
- Introducing a new listing methodology
- Implementing common survey standards and framework for data collection and processing
- Sustaining and improving process monitoring and evaluation of censuses and surveys
- Improving the interface between Statistical Collection and Outreach, Population and Social Statistics and Survey Operations clusters.

e) Programme risks

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

f) Resource considerations

A prerequisite for implementing the new strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the sustained agenda as well as a change agenda. The unfunded activities are indicated in the 5-year strategy.

Expenditure trends and estimates

Survey Operations expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R million	2011/12	2012/13	2013/14	2014/15	2011/12 - 2014/15		2015/16	2016/17	2017/18	2014/15 - 2017/18	
Programme Management for Survey Operations	–	–	5,5	10,8	–	0,6%	13,9	14,6	15,5	12,6%	4,9%
Census and Community Survey Operations	2 184,1	196,6	50,0	19,5	-79,3%	84,9%	114,5	407,9	66,2	50,3%	54,1%
Household Survey Operations	31,0	34,3	24,7	48,6	16,1%	4,8%	22,4	22,8	24,3	-20,6%	10,5%
Corporate Data Processing	57,6	51,6	54,2	60,5	1,6%	7,8%	66,7	69,3	73,6	6,8%	24,0%
Survey Coordination, Monitoring and Evaluation	11,8	15,4	15,1	15,5	9,6%	2,0%	18,4	19,2	20,3	9,4%	6,5%
Total	**2 284,5**	**297,9**	**149,6**	**154,9**	**-59,2%**	**100,0%**	**236,0**	**533,8**	**199,9**	**8,9%**	**100,0%**
Change to 2014 Budget estimate				10,6			87,0	378,7	35,3		
Economic classification											
Current payments	**2 189,0**	**284,5**	**146,4**	**154,1**	**-58,7%**	**96,1%**	**233,0**	**524,1**	**195,7**	**8,3%**	**98,4%**
Compensation of employees	358,9	181,3	129,4	124,3	-29,8%	27,5%	131,7	232,8	160,9	9,0%	57,8%
Goods and services	1 830,1	103,2	17,0	29,9	-74,6%	68,6%	101,3	291,3	34,8	5,2%	40,7%
of which:											
Advertising	157,5	9,2	0,5	–	-100,0%	5,8%	21,1	2,4	4,3	–	2,5%
Communication	17,7	6,3	4,6	4,4	-37,2%	1,1%	4,1	6,5	4,9	3,7%	1,8%
Fleet services (including government motor transport)	4,4	–	0,1	0,2	-67,6%	0,2%	5,6	46,4	0,6	54,2%	4,7%
Consumables: Stationery, printing and office supplies	20,8	2,2	0,5	0,8	-66,9%	0,8%	5,3	6,2	3,8	71,4%	1,4%
Travel and subsistence	391,4	43,1	7,6	17,1	-64,8%	15,9%	27,7	190,3	8,8	-19,7%	21,7%
Operating payments	107,3	5,1	1,4	3,3	-68,6%	4,1%	27,3	20,2	1,2	-28,7%	4,6%
Transfers and subsidies	**10,3**	**5,2**	**1,5**	**–**	**-100,0%**	**0,6%**	**0,7**	**4,2**	**1,9**	**–**	**0,6%**
Households	10,3	5,2	1,5	–	-100,0%	0,6%	0,7	4,2	1,9	–	0,6%
Payments for capital assets	**55,6**	**8,0**	**1,7**	**0,8**	**-76,2%**	**2,3%**	**2,2**	**5,4**	**2,3**	**45,9%**	**1,0%**
Machinery and equipment	55,6	8,0	1,7	0,8	-76,2%	2,3%	2,2	5,4	2,3	45,9%	1,0%
Payments for financial assets	**29,7**	**0,1**	**–**	**–**	**-100,0%**	**1,0%**	**–**	**–**	**–**	**–**	**–**
Total	**2 284,5**	**297,9**	**149,6**	**154,9**	**-59,2%**	**100,0%**	**236,0**	**533,8**	**199,9**	**8,9%**	**100,0%**
Proportion of total programme expenditure to vote expenditure	**62,2%**	**16,9%**	**8,7%**	**6,9%**	**–**	**–**	**10,5%**	**21,4%**	**8,8%**	**–**	**–**
Details of selected transfers and subsidies											
Households											
Social benefits											
Current	10,3	4,8	1,5	–	-100,0%	0,6%	0,7	4,2	1,9	–	0,6%
Employee social benefits	10,3	4,8	1,5	–	-100,0%	0,6%	0,7	4,2	1,9	–	0,6%

g) Expenditure trend analysis

The programme has spent R129,446 million of the allocated budget as at the end of January 2015. Of the total expenditure, R109,463 million was spent on compensation of employees, whilst R18,454 million was spent on goods and services. The main cost drivers within operational costs are communication (R3,076 million), travel and subsistence (R8,818 million) and operating payments (R4,120 million).

h) Personnel information

The graphic below outlines the personnel profile and related costs in terms of funded posts by level over the medium term:

	2015/16		2016/17		2017/18	
	Number	Cost (million)	Number	Cost (million)	Number	Cost (million)
Level 1 - 6	183	R37,560	183	R39,801	183	R42,162
Level 7 - 10	103	R33,831	103	R35,897	103	R49,594
Level 11 - 12	39	R46,884	39	R49,767	39	R38,602
Level 13 - 16	31	R28,958	31	R30,764	31	R32,531
Contract	564	R7,653	8 231	R101,328	220	R21,131
Total	920	R131,747	8 587	R323,794	576	R160,908

Survey Operations
Funded posts and cost per salary level

Chapter 3
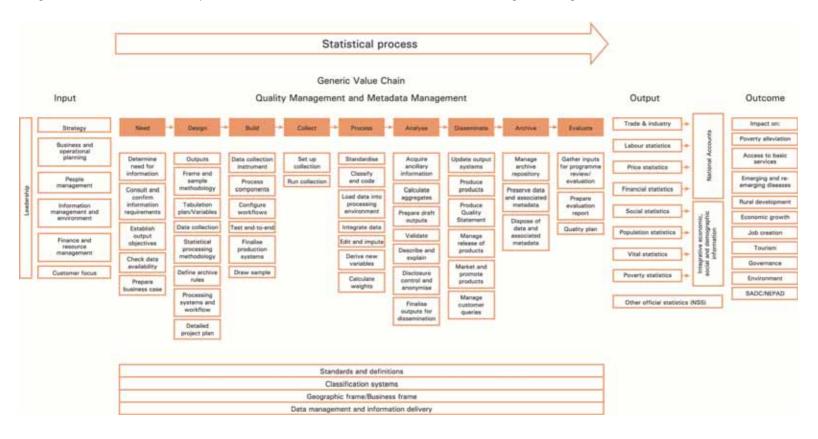
Annual performance plan

Annual Performance Plan

The Annual Performance Plan sets out performance indicators, outputs and targets to achieve its strategic objectives and outcomes in line with the Strategic Plan. The activities of the department are aligned to the strategic outcomes to ensure effective implementation. This chapter outlines the plans for implementing the strategic outcomes. The technical description indicators are available on the Stats SA website.

Implementing the Annual Performance Plan

Stats SA produces statistical products under two broad programmes, namely Economic Statistics, and Population and Social Statistics. These programmes are supported by five programmes, namely Methodology, Standards and Research, Statistical Support and Informatics, Survey Operations, Statistical Collection and Outreach, and Administration. The official statistics produced by Stats SA are based on data collected through censuses, surveys and administrative data sources. All official statistics are characterised by common statistical principles and practices.

The statistical process involves a range of statistical operations, which are enabled by various support functions. In executing its Work Programme, Stats SA has developed a statistical value chain that illustrates the functioning of the organisation.
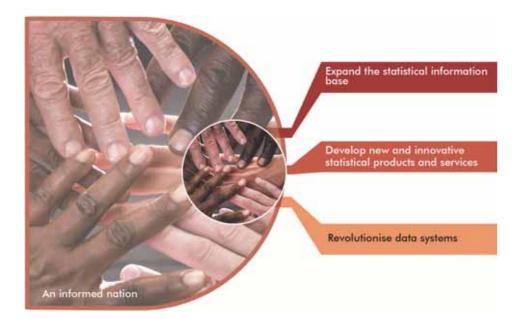
3.1 Strategic Outcome 1: An informed nation

The key purpose of the National Development Plan (NDP) is to accelerate growth, create decent work and promote investment in a competitive economy to address the triple challenges of poverty, unemployment and inequality. It provides a framework for achieving the radical socio-economic agenda. In response to the development goals in the NDP, the Medium Term Strategic Framework (MTSF) 2014–2019 identified 14 key outcomes with two overarching strategic themes – radical economic transformation and improving service delivery.

Stats SA's primary purpose is to publish statistics that inform evidence-based decision-making. As such, it is the nation's primary provider of data on the economy, the population and the social conditions of South Africa.

The following diagram summarises the strategic objectives to achieve *An informed nation*:

Below is a detailed outline of each strategic objective.

3.1.1 Expand the statistical information base

Strategic objective 1.1: Expand the statistical information base by increasing its depth, breadth and geographic spread

Objective statement: Inform socio-economic planning, monitoring and decision-making by providing accurate, relevant and timely economic, population and social statistics through the application of internationally recognised practices by publishing monthly, quarterly, annual and periodic statistical information

Baseline: Number of statistical releases on a monthly, quarterly and annual basis: 159 releases

Justification: This objective will contribute to measuring the progress, development and transformation of the economy, society and environment

Links: This objective links to the NDP, MTSF and SDGs

Expanding the statistical information base to measure the development and transformation of the economy and society is not the responsibility of Stats SA alone. It requires a national effort by organs of state in collaboration with Stats SA. In response to the demand for statistical information by users at national, continental and international levels, Stats SA defined the following statistical themes to coordinate the statistical landscape in the country.

Measurable development outcomes	Statistical themes	
Decent employment through inclusive economic growth	Economic dynamics Price stability	Population Dynamics
An efficient, competitive and responsive economic infrastructure network	Employment, job creation and decent work	
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Rural development and food security	
Protect and enhance environmental assets and natural resources	Sustainable resource management	
A long and healthy life for South Africans	Health	
All people in South Africa are and feel safe	Safety and security	
Quality basic education	Education	
Skilled and capable workforce to support an inclusive growth path		
Sustainable human settlements and improved quality of household life	Living conditions, service delivery and poverty	
A comprehensive, responsive and sustainable social protection system (new)		
Responsive, accountable, effective and efficient local government system		
Create a better South Africa, a better Africa and a better world	Peace and stability	
An efficient, effective and development-oriented public service	Governance	
A diverse, socially cohesive society with a common national identity	Active citizenship/social cohesion	

Statistical information is collected through either surveys/censuses conducted mostly by Stats SA, or administrative records maintained by line ministries. Stats SA is mandated through the Statistics Act to coordinate these statistics in the country.

Key deliverables to expand the statistical information base under each statistical theme are outlined below:

i) Economic dynamics

Policy context: An inclusive and dynamic economy requires that the country should urgently launch the virtuous cycle that allows it to move to a new growth trajectory. Critically, economic policy must reduce unnecessary hindrances to growth and increase growth-enhancing investment, while fundamentally changing the structure of our economy. Growth requires new kinds of production and more equitable ownership in order to enhance employment creation and broaden access to the benefits of the economic development (MTSF: 2014–2019).

Investment and initiative by both the private and the public sectors are required for our economic growth and fiscal sustainability. The National Development Plan calls for private and public sector investment to reach 30 per cent of GDP. Progress has been made and public sector spending on infrastructure has doubled over the past five years. However, there is still a long way to go if we are to achieve investment-led growth, which is the centrepiece of our development strategy (MTBPS: 2014).

There is an absolute need to focus on restoring balance to the nation's finances, bolstering investment, and achieving better value for money in public expenditure. We want to improve our export performance and shift away from consumption-led, debt-reliant expansion. These changes are fundamental to our economic transformation, because they are the foundations on which our social progress and human development goals will be achieved (MTBPS: 2014).

The following tables outline the strategic, annual and quarterly performance targets to measure the dynamics of the economy:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
National accounts statistics									
Subprogramme: National Accounts (Programme 2: Economic Statistics)									
1.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	GDP estimates	Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled

Included additional questions in surveys as a first phase to collect the necessary data required to introduce the System of National Accounts for 2008

Published supply and use tables as scheduled

Released research document on input-output tables as scheduled

Released TSA for SA, provisional for 2009 as scheduled
Released ICT discussion documents as scheduled | Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled

Monitored progress through regular meetings with survey areas to discuss the feedback on data received from industries on the additional questions in the surveys

Published supply and use tables as scheduled

Released research document on input-output tables as scheduled

Released report on TSA,
ICT discussion document and non-profit institutions as scheduled | Published quarterly and annual GDP as scheduled

The changes to the GDP were published in the third quarterly release (P0411)

Published supply and use tables as scheduled

Commenced work on the Income and Expenditure survey

Compiled report on Input-output tables as scheduled

Released report on TSA for South Africa as scheduled

Compiled report on ICT and a discussion document on NPOs as scheduled | Publish quarterly and annual GDP

Re-weighted and rebased GDP

Publish supply and use tables for reference year 2013

Integrated Economic Accounts research paper

Report on input-output tables for 2013 reference year

Report on TSA for South Africa

Discussion documents on Information Communication Technology, Non-profit Organisations, and Research and Development | Publish quarterly, annual and regional national accounts statistics

Expand and improve by:
• Conducting research on 'Research and Development' satellite account
• Researching 'Integrated Economic Accounts' | Publish quarterly, annual and regional national accounts statistics

Expand and improve by:
• Compiling discussion document on 'Research and Development' satellite account
• Compiling discussion document on 'Integrated Economic Accounts' | Publish quarterly, annual and regional national accounts statistics

Expand and improve by:
• Compiling report on 'Research and Development' satellite account
• Compiling report on 'Integrated Economic Accounts' |

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
National accounts statistics									
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)									
2.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	GDP estimates from the expenditure approach	Completed research reports on the independent calculation of all GDP estimates	A capacity building programme was initiated in 2012 to publish the complete quarterly national accounts of South Africa	Produced four GDP expenditure simulated estimates for all quarters of 2013	Shadow expenditure approach estimates annually	Expand national accounts statistics by: • Introducing a set of shadow GDP expenditure estimates • Compiling detailed Supply-and-Use Tables	Expand national accounts statistics by: • Continuing production of shadow accounts and initiating review process • Reviewing and improving data sources (based on research matrix)	Expand national accounts statistics by: • Developing and implementing certification process for shadow estimates • Reviewing and improving data sources
3.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Research reports on economic activity	Completed research reports on calculation of GDP estimates on income approach Completed 5 integrative research reports Assessed quality of data sources	Completed research reports on calculation of GDP estimates on income approach as scheduled Completed as part of integrative research report on regional estimates Completed 5 research reports Assessed quality of data sources	Compiled 3 research papers covering the government sector, estimates of owner-occupied dwellings, and domestic workers Compiled report on the state of South Africa's economy Compiled 3 research reports on integrated economic indicators Compiled quarterly flash estimates on GDP	Develop methodology and plans to compile independent expenditure approach quarterly Develop strategy for expanding the regional statistics information base based on enterprises in the business sampling frame Integrative research report	Expand economic statistics by: • Researching the development of regional economic indicators • Publishing thematic reports on the dynamics of the economy	Expand economic statistics by: • Compiling a discussion document on regional economic indicators • Publishing thematic reports on the dynamics of the economy	Expand economic statistics by: • Implementing research outcomes on regional economic indicators • Publishing thematic reports on the dynamics of the economy

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants									
Subprogramme: Short-term Indicator Statistics (Programme 2: Economic Statistics)									
4.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on turnover and volumes	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled Introduced quality improvements: • Seasonal adjustments • Deflators	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled Compiled research reports on Transport, Communication and Real Estate	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled Finalised the report on the fisheries sector feasibility study in March 2014	Publish monthly, quarterly and annual statistical releases on 8 economic sectors Enhance surveys on: • Real estate, community, social and personal service	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • Seasonal adjustment using X-12 (Manufacturing production and sales; Utilisation of manufacturing capacity; Building statistics) • Introducing deflation (Tourist accommodation (2012); Food and beverages (2012)) • Weights for manufacturing utilisation of production capacity (2012)	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • *Piloting the research on retail product* • Seasonal adjustment using X-12: (Tourist accommodation; Food and beverages) • Weights for deflators (Retail 2012) • Weights for indices (Manufacturing (2013); Mining (2013); Manufacturing production capacity (2013))	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • *Publishing the results of the retail products* • *Introducing new survey(s) to measure services sector (selected in SIC 7, 8 or 9)* • Seasonal adjustment using X-12 (Land transport) • SASQAF self-assessment (Mining) • Review M&E research findings on imputing size group 4 cases

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants									
Subprogramme: Short-term Indicator Statistics (Programme 2: Economic Statistics)									
4.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on turnover and volumes	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled Introduced quality improvements: • Seasonal adjustments • Deflators	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled Compiled research reports on Transport, Communication and Real Estate	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled Finalised the report on the fisheries sector feasibility study in March 2014	Publish monthly, quarterly and annual statistical releases on 8 economic sectors Enhance surveys on: • Real estate, community, social and personal service		Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • Base year changes (Electricity index (2015); Building statistics deflation (2015))	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • Weights for indices (Manufacturing (2014); Mining (2014); Manufacturing production capacity (2014)) • Base year changes: (Mining index (2015); Manufacturing index (2015)
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)									
5.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on turnover and volumes	Published annual statistical releases on 8 economic sectors as scheduled Researched incremental process of introducing a series of new surveys to address the information gap	Published annual statistical releases on 8 economic sectors as scheduled The introduction of financial and product details in the LSS on 5-digit level was not done due to financial constraints	Published annual statistical releases on 8 economic sectors as scheduled A new structure for LSS, now Structural Industry Surveys (SIS) is to be implemented from April 2014	Publish annual statistical releases on 8 economic sectors Maintain and improve SIS programme	Publish periodic structural industry statistics • Manufacturing survey Construction survey	Publish periodic structural industry statistics • Trade survey • Mining survey	Publish periodic structural industry statistics • Electricity, gas and water survey Transport, post and tele-communications survey

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Tourism statistics									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
6.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on tourism	Published annual statistical release on domestic tourism as scheduled	Published annual statistical release on domestic tourism as scheduled	Published annual statistical release on domestic tourism as scheduled	Publish annual statistical release on domestic tourism as scheduled	Publish biannual and annual domestic tourism statistics Expand and improve by: • Testing sample allocation and weighting methodologies	Publish biannual and annual domestic tourism statistics Expand and improve by: • Conducting a comparative analysis of Stats SA and South African Tourism's estimates	Publish biannual and annual domestic tourism statistics Expand and improve by: • Assessing and evaluating the future of the DTS
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)									
7.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on tourism	Published monthly and annual statistical release on international tourism as scheduled	Published monthly and annual statistical release on international tourism as scheduled	Published monthly and annual statistical release on international tourism as scheduled	Publish monthly and annual statistical release on international tourism as scheduled	Publish monthly and annual international tourism statistics Expand and improve by: • Strengthening collaboration with Home Affairs on acquisition of data	Publish monthly and annual international tourism statistics Expand and improve by: • Conducting a quality self-assessment	Publish monthly and annual international tourism statistics Expand and improve by: • Researching the availability of other data sources on tourism

Table 1: Strategic Plan targets (continued)

| No. | Strategic objective | Target | Audited/actual performance | | | Estimated performance | | Medium-term targets | |
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Transport statistics									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
8.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the transport sector					Publish 5-yearly transport statistics (no publication) Expand and improve by: • Publishing a thematic report on transport • Developing and reviewing editing, analysis and reporting systems and processes for Road Traffic Management Corporation (RTMC)	Publish 5-yearly transport statistics (no publication) Expand and improve by: • Driving the NHTS pilot for digital data collection • Providing technical support to improve RTMC data systems	*Publish 5-yearly transport statistics (no publication)* Expand and improve by: • Providing technical support to improve RTMC data systems
Financial statistics									
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)									
9.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Financial statistics of private sector enterprises	Published quarterly and annual statistical releases as scheduled Commenced with the review of the Annual Financial Statistics (AFS) and Large Sample Survey (LSS) programme	Published quarterly and annual statistical releases as scheduled Introduced collection of all sectors in the AFS on 4-digit level	Published quarterly and annual statistical releases as schedule The introduction of business demographics was not done	Publish quarterly and annual statistics of private sector enterprises	Publish quarterly and annual private sector financial statistics Expand and improve by • Reviewing QFS at lower SIC level • Engaging stakeholders on research initiatives	Publish quarterly and annual private sector financial statistics Expand and improve by • Reviewing sample specifications and estimates at lower SIC level • Engaging stakeholders on research initiatives	Publish quarterly and annual private sector financial statistics Expand and improve by • Reviewing sample specifications and estimates at lower SIC level • Engaging stakeholders and promoting surveys

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)									
10.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Financial statistics of: • National government • Extra budgetary accounts and funds • Provincial government • Higher education institutions • Consolidated general government • Capital expenditure of public sector • Municipalities	Published quarterly and annual statistical releases as scheduled Researched expansion of existing datasets particularly for the national accounts	Published quarterly and annual statistical releases as scheduled The Public Sector Classification Committee has commenced its technical mandate during 2012 and has begun classifying the various institutions	Published quarterly and annual statistical releases as scheduled Research was not conducted Research was conducted in 2013/14	Publish quarterly and annual statistics of government Introduce quarterly estimate of general government expenditure	Publish quarterly and annual government financial statistics Expand and improve by: • Researching the feasibility of QFSM data at lower level • Coordinating and participating in Government financial statistics user specific groups • Improving response rates for QFSM and reducing the time frame for annual surveys	Publish quarterly and annual government financial statistics Expand and improve by • Piloting QFSM data at lower level • *Researching quarterly estimates of general government expenditure* • Collaborating and partnering with National Treasury and DCoG on data coordination from municipalities	Publish quarterly and annual government financial statistics Expand and improve by • Publishing QFSM data at lower level • Publishing time series data for GFS surveys • *Designing methodology of quarterly estimates of general government expenditure* • Developing and hosting selected databases for municipal data

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
National accounts statistics								
Subprogramme: National Accounts Statistics (Programme 2: Economic Statistics)								
1.1	Number and timeliness of quarterly and annual releases/ reports	12	12	10	10	9	9	9
1.2	Number and timeliness of technical documents/reports on improving national accounts statistics					2	2	2
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
2.1	Number and timeliness of research reports on national accounts statistics	4	3	1	1	3	2	2
2.2	Number and timeliness of quarterly flash estimates on GDP	4	4	4	4	4	4	4
3.1	Number and timeliness of research reports on economic statistics	5	4	4	4	4	4	4
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants								
Subprogramme: Short-term Indicators Statistics (Programme 2: Economic Statistics)								
4.1	Number and timeliness of monthly, quarterly and annual releases/reports	161	150	150	150	150	150	150
4.2	Number and timeliness of technical documents/reports on improving industry statistics					3	5	7
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
5.1	Number and timeliness of annual and periodic releases/reports	10	7	9	9	3	5	5
5.2	Number and timeliness of technical documents/reports on improving industry statistics					2	2	2
Tourism statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
6.1	Number and timeliness of annual releases on domestic tourism	1	1	1	3	2	2	2
6.2	Number and timeliness of technical documents/reports on improving domestic tourism statistics					1	1	1

Table 2: Annual Performance Plan targets: 2015/16 (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Tourism statistics								
Subprogramme: Health and Vital Statistics (Programme 2: Population and Social Statistics)								
7.1	Number and timeliness of monthly, and annual releases on international tourism	13	13	13	13	13	13	13
7.2	Number and timeliness of technical documents/reports on improving international tourism statistics					1	1	1
Transport statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
8.1	Number and timeliness of technical documents/reports on improving transport statistics (5 years)					2	2	1
Financial statistics								
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)								
9.1	Number and timeliness of annual and quarterly releases on financial statistics of private sector enterprises	5	5	5	5	5	5	5
9.2	Number and timeliness of technical documents/reports on improving private sector financial statistics					2	2	2
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
10.1	Number and timeliness of quarterly and annual releases	11	11	11	11	11	11	11
10.2	Number and timeliness of technical documents/reports on improving government financial statistics					3	3	3

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
National accounts statistics							
Subprogramme: National Accounts (Programme 2: Economic Statistics)							
1.1.1	Number and timeliness of quarterly releases	Quarterly	4	1	1	1	1
1.1.2	Number and timeliness of annual reports	Annually	5				Report on supply and use of tables by February 2016
							Report on input-output tables by March 2016
							Report on satellite accounts (ICT) by March 2016
							Report on satellite accounts (non-profit institutions) by March 2016
							Report on Tourism Satellite Accounts (TSA) for SA by March 2016
1.2.1	Number and timeliness of technical documents/reports on improving national accounts statistics	Annually	2				Report on 'Research and Development' of satellite accounts by February 2016
							Research report on economic accounts by March 2016
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)							
2.1.1	Number and timeliness of research reports on national accounts statistics	Annually	2				Research/ simulation report on GDP through the expenditure approach by March 2016
							Report on the compilation of a detailed SUT by March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
National accounts statistics							
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)							
2.1.1	Number and timeliness of research reports on national accounts statistics (continued)	Annually	1				Report on improving data sources for all GDP approaches by March 2016
2.2.1	Number of quarterly flash estimates on GDP	Quarterly	4	1	1	1	1
3.1.1	Number and timeliness of research report on economic statistics	Annually	4		2 integrative reports on factors affecting economic activities by September 2015		2 integrative reports on factors affecting economic activities by March 2016
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants							
Subprogramme: Short-term Indicators and Structural Industry Statistics (Programme 2: Economic Statistics)							
Mining and quarrying							
4.1.1	Number and timeliness of monthly releases on mining: production and sales, 6 weeks after the reference month based on administrative sources	Quarterly	12	3	3	3	3
Manufacturing							
4.1.2	Number and timeliness of monthly releases on manufacturing: production and sales with collection rate of at least 80% (75% in special months), 6 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.3	Number and timeliness of quarterly releases on manufacturing: utilisation of production capacity by large enterprises with a collection rate of at least 80% (75% in special months), 10 weeks after the reference month	Quarterly	4	1	1	1	1
5.2.1	Number and timeliness of releases/reports (SIS)	Periodic	1			Report on the 2014 manufacturing survey by November 2015	

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Electricity, gas and water supply							
4.1.4	Number and timeliness of monthly releases on generation and consumption of electricity with a collection rate of at least 95%, 5 weeks after the reference month	Quarterly	12	3	3	3	3
5.1.1	Number and timeliness of report (SIS)	Periodic	1		Report on the 2013 electricity, gas and water supply survey by September 2015		
Construction							
4.1.5	Number and timeliness of monthly releases on building plans passed and completed with a collection rate of at least 80%, 7 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.6	Number and timeliness of annual releases/Reports	Annually	2	Annual release on selected building plans passed and completed, including municipal information, with a collection rate of at least 90%, 6 months after year end by June 2015	Annual report on buildings completed, with a collection rate of at least 95%, 20 months after year end by August 2015		
5.2.2	Number and timeliness of release (SIS)	Periodic	1			Statistical release on construction (2014 Survey) by November 2015	
Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods							
4.1.7	Number and timeliness of monthly releases on retail trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.8	Number and timeliness of monthly releases on motor trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month motor trade sales	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods							
4.1.9	Number and timeliness of monthly releases on wholesale trade sales with a collection rate of at least 80% (75% in special months), 7 weeks after the reference month	Quarterly	12	3	3	3	3
Transport, storage and communication							
4.1.10	Number and timeliness of monthly releases on land transport with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	Quarterly	12	3	3	3	3
5.1.2	Number and timeliness of reports (SIS)	Periodic	2		Report on 2013 transport and storage survey by September 2015		
					Report on 2013 post and telecommunication survey by September 2015		
Financial intermediation, insurance, real estate and business services							
4.1.11	Number and timeliness of monthly releases on liquidations and insolvencies, 8 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.12	Number and timeliness of monthly releases on civil cases for debt with a collection rate of at least 80%, 7 weeks after the reference month	Quarterly	12	3	3	3	3
Hotels and restaurants							
4.1.13	Number and timeliness of monthly releases on food and beverages with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.14	Number and timeliness of monthly releases on tourist accommodation with a collection rate of at least 80% (75% in special months), 8 weeks after the reference month	Quarterly	12	3	3	3	3

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Improving industry statistics							
4.2.1	Number of technical documents/ reports on improving industry statistics	Periodic	3				Report on Seasonal adjustment using X-12 (Manufacturing production and sales; Utilisation of manufacturing capacity; Building statistics) by March 2016
							Report on deflation (Tourist accommodation [2012]; Food and beverages [2012])
							Report on Weights for manufacturing utilisation of production capacity (2012)
Tourism statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
6.1.1	Number and timeliness of reports and releases	Annually	2	Annual report on domestic tourism survey by June 2015		Biannual report on domestic tourism by December 2015	
6.2.1	Number and timeliness of technical documents/reports on improving domestic tourism statistics	Periodic	1				Report on testing sample allocation and weighting methodologies
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)							
7.1.1	Number and timeliness of monthly releases 3 months after the reference period	Monthly	12	3	3	3	3
7.1.2	Number and timeliness of reports	Annually	1	Annual report on international tourism by June 2015			
7.2.1	Number and timeliness of technical documents/reports on improving international tourism statistics	Periodic	1				Report on strengthening collaborations with Home Affairs on acquisition of data by March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Transport statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
8.1.1	Number and timeliness of technical documents/reports on improving transport statistics	Periodic	2	Technical document on RTMC editing, analysis and reporting systems by June 2015			Thematic report on transport by March 2016
Financial statistics							
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)							
9.1.1	Number and timeliness of annual releases	Annually	1			Annual release on financial statistics of private sector enterprises 2014 by November 2015 (AFS)	
9.1.2	Number and timeliness of quarterly releases on financial statistics of private sector enterprises published with a quarterly lag	Quarterly	4	1	1	1	1
9.2.1	Number and timeliness of technical documents/reports on improving private sector financial statistics	Periodic	2				Report on reviewing QFS at lower SIC level by March 2016
							Report on engaging stakeholders on research initiatives by March 2016
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)							
10.1.1	Number and timeliness of releases	Annually	2	Annual release on the financial statistics of national government with audited data by June 2015			
					Annual release on financial statistics of extra-budgetary accounts and funds with audited data by August 2015		

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Financial statistics							
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)							
10.1.1	Number and timeliness of releases (continued)	Annually	5		Annual release on financial statistics of provincial government for 2013/14 with audited data by August 2015		
						Annual release on financial statistics of higher education institutions for 2014 with audited data by October 2015	
						Annual release on financial statistics of consolidated general government for 2013/14 with audited data by November 2015	
					Annual release on the capital expenditure of the public sector for 2013/14 with a response rate of 95% by July 2015		
				Annual release on the financial census of municipalities for 2013/14 with a response rate of 95% by June 2015			
10.1.2	Number and timeliness of quarterly releases on financial statistics of municipalities published with a response rate of at least 80% with a quarterly lag	Quarterly	4	1	1	1	1

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Financial statistics							
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)							
10.2.1	Number and timeliness of technical documents/reports on improving government financial statistics	Periodic	3				Report on QFSM data at provincial level by March 2016
							Report on user-specific groups by March 2016
							Report on response rates for QFSM and reduction time frame by March 2016

ii) Price stability

Policy context: Government remains committed to macroeconomic stability, supported by prudent fiscal management and sound monetary policy. As a long-term strategy, government will continue to pursue a counter-cyclical fiscal and monetary policy (MTSF: 2014–2019).

In many countries, growth has slowed and the economic outlook is uncertain. Across the world, tough questions are being asked about how to generate growth, and how to reduce inequality. Governments everywhere face difficult choices because the gap between what is required and what can be afforded is very wide and so we have to be steadfast in our resolve to do more, together, with less. In 2014 it was expected that the economy will grow by 2,7 per cent, but was later revised to an estimated 1,4 per cent. The Treasury projects that growth will reach 3 per cent in 2017 (MTBPS: 2014).

This downward revision is partly because of a weak global environment, including the slowdown in Europe, China and other emerging economies, but it also reflects obstacles to our own development which include energy constraints, labour market disruptions, skills shortages, administrative shortcomings and difficulties in our industrial transformation (MTBPS:2014).

The following tables outline the strategic, annual and quarterly performance targets to measure price stability:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Consumer and producer price statistics									
Subprogramme: Price Statistics (Programme 2: Economic Statistics)									
11.	Price stability: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on consumer price changes	Published 12 statistical releases as scheduled with an average imputation rate of 0,9% Published rebased CPI as scheduled Researched measurement of domestic worker wages Implemented improvements on collection methodology	Published 12 statistical releases as scheduled with an average imputation rate of 0,8% Published rebased CPI as scheduled	Published 12 statistical releases as scheduled with an average imputation rate of 0,16% Rebased and reweighted the CPI in 2012/13	Publish monthly CPI with imputation rate of less than 1% Biennial updating of weights	Publish monthly CPI Expand and improve by: • Reviewing CPI systems	Publish monthly CPI Expand and improve by: • Researching reweighting of CPI	Publish monthly CPI Expand and improve by: • Reweighting the CPI

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Consumer and producer price statistics									
Subprogramme: Price Statistics (Programme 2: Economic Statistics)									
12.	Price stability: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on producer price changes	Published 12 statistical releases as scheduled with an average response rate of 87,8% Completed product analysis and questionnaire design, data collection is on-going and system development is underway	Published 11 statistical releases as scheduled with an average response rate of 94,4%	Published 12 statistical releases as scheduled	Publish monthly PPI with an average response rate of at least 90%	Publish monthly PPI Expand and improve by: • Researching Residential property price index	Publish monthly PPI Expand and improve by: • Continuing research on Residential property price index	Publish monthly PPI Expand and improve by: • *Piloting Residential property price index (depending on results of research work)*
13.	Price stability: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on producer price changes	Re-engineered PPI	Published revamped PPI	Published Export and import indices in March 2014, Machinery and equipment indices were incorporated in the PPI published in February 2013	Develop a large set of industry-based PPI • Construction services • Selected services (business services)	*Publish services PPI* Expand and improve by: • Researching construction services • Researching business services	*Publish services PPI* Expand and improve by: • *Publishing construction services* • Researching business services	*Publish services PPI* Expand and improve by: • *Publishing construction* • *Pilot Business services* • Researching transport, storage and communication services

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Consumer and producer price statistics								
Subprogramme: Price Statistics (Programme 2: Economic Statistics)								
11.1	Number and timeliness of CPI releases published on the second last Wednesday of every month with an imputation rate of less than 0,8%	12	12	12	12	12	12	12
11.2	Number and timeliness of technical documents/reports on improving CPI					1	1	1
12.1	Number and timeliness of PPI releases published on the last Thursday of every month with an item collection rate of at least 90%	12	12	12	12	36	36	36
12.2	Number and timeliness of technical documents/reports on improving PPI					1	1	1
13.1	Number and timeliness of technical documents/reports on services PPI					1	1	1

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Consumer and producer price statistics							
Subprogramme: Price Statistics (Programme 2: Economic Statistics)							
11.1.1	Number and timeliness of CPI releases published on the second last Wednesday of every month with an imputation rate of less than 1%	Quarterly	12	3	3	3	3
11.2.1	Number and timeliness of technical documents/reports on improving CPI	Periodic	1				Report on the review of CPI systems by March 2016
12.1.1	Number and timeliness of PPI releases published on the last Thursday of every month with an item collection rate of at least 85%	Quarterly	36	9	9	9	9
12.2.1	Number and timeliness of technical documents/reports on improving PPI	Periodic	1				Research report on residential property price index by March 2016
13.1.1	Number and timeliness of technical documents/reports on services PPI	Periodic	1				Research report on construction services by March 2016

iii) Employment, job creation and decent work

Policy context: Employment and job creation continue to remain the government's priority as articulated in the NDP. Muted economic growth has translated into limited gains in job creation, but note must be taken that many economic factors lie outside the control of government, and in some instances originate outside the country altogether. Nonetheless, it is important to develop consistent, efficient and effective strategies to support growth in job creation and equity (MTSF: 2014–2019).

Our National Development Plan is about both growth and redistribution – expanding output and incomes and building a more inclusive and more equal society. In order to achieve that, we need economic growth of around 5 per cent a year to decisively reduce unemployment and poverty, and to transform our social and economic order (MTBPS: 2014).

Over the next five years, government has highlighted the need for a compact between a capable developmental state, a thriving business sector and strong civil society. It identifies employment, education and enhancing the capacity of the state as central policy objectives. This would be realised by implementing various government projects and programmes mainly to support job creation through sector-based interventions, employment incentives, the expanded public works programme and the Jobs Fund (MTBPS: 2014).

The following tables outline the strategic, annual and quarterly performance targets to measure labour market statistics:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Labour market statistics									
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)									
14.	Employment, job creation and decent work: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on employment and earning, and average monthly earnings	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 86,5% More detailed 3-digit SIC level was not published) A number of factors contribute negatively to improve timeliness of QES	Published 4 statistical releases, as scheduled on a quarterly basis with a response rate of 86,9% Research on independent survey for average monthly earnings (AME) was not done Improvement on labour market statistics was not done	Published quarterly statistical releases on employment and earnings, and average monthly earnings with an average response rate of 85,9% The new AME Survey was not introduced Drew parallel samples to improve industry detail in QES	Publish quarterly statistical releases on employment and earning, and average monthly earnings Improve quality and coherence	Publish quarterly employment and earnings statistics Expand and improve by: ● Researching and supporting the use of administrative data to create an employment frame	Publish quarterly employment and earnings statistics Expand and improve by: ● Publishing statistics based on the new sample	Publish quarterly employment and earnings statistics Expand and improve by: ● Researching industry data (at a 2/3-digit level)

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

Labour market statistics

Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)

| 15. | Employment, job creation and decent work: To expand the statistical information base by increasing its depth, breadth and geographic spread | Statistical information on the labour market | Published 4 statistical releases and an annual report on labour market statistics as scheduled with a response rate of 93,2%

Implemented supplementary modules on activities of young people and migrant work. The Time use module was delayed. Developed questions on gender responsiveness

Developed decent work indicators

Harmonising labour market indicators in the SANSS was not achieved | Published 4 statistical releases and annual report on labour market statistics as scheduled with a response rate of 92,6%

Implemented the Expanded Public Works Programme module and reviewed the questionnaire for the SESE

Completed longitudinal analysis of QLFS data.

Harmonising labour market indicators in the SANSS was not achieved | Published 4 statistical releases and annual report on labour market statistics as scheduled with a response rate of 93%

Published Time Use Report, EPWP and Decent work chapters

The introduction of seasonal adjustment of QLFS estimates was not done

Improved harmonisation of labour market information | Publish quarterly statistical releases on the labour market

Implement supplementary modules on Expanded Public Works Programme, publish SESE and decent work report | Publish quarterly and annual labour market statistics

Expand and improve by:
• Publishing Volunteer Activities Survey report
• Developing Time Use Survey questionnaire | Publish quarterly and annual labour market statistics

Expand and improve by:
• Publishing the Survey of Activities of Young People (SAYP)
• Developing the Survey of Employers and Self-employed (SESE) module
• Publishing the School to Work Transition Survey (SWTS) report | Publish quarterly and annual labour market statistics

Expand and improve by:
• Publishing the Time Use Survey report
• Developing the Volunteer Activities Survey module |

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Labour market statistics								
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)								
14.1	Number and timeliness of quarterly releases on employment and earnings and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	4	4	4	4	4	4	4
14.2	Number and timeliness of technical documents/reports on improving employment and earnings statistics					1	1	1
15.1	Number and timeliness of quarterly, annual and periodic releases and reports on the labour market	7	8	8	8	5	5	5
15.2	Number and timeliness of technical documents/reports on improving labour market statistics					2	3	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Labour market statistics							
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)							
14.1.1	Number and timeliness of quarterly releases on employment and earnings and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month	Quarterly	4	1	1	1	1
14.2.1	Number and timeliness of technical documents/reports on improving employment and earnings statistics	Periodic	1				Research report on use of administrative data for the employment frame by March 2016
15.1.1	Number and timeliness of quarterly releases on labour market information 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)	Quarterly	4	1	1	1	1
15.1.2	Number and timeliness of reports on labour market statistics	Annually	1		Annual report on labour market dynamics in South Africa by September 2015		
15.2.1	Number and timeliness of reports/documents on improving labour market statistics	Periodic	2				Report on Volunteer Activity Survey by March 2016
							Questionnaire on Time-Use Survey by March 2016

iv) Rural development, food security and land reform

Policy context: Since 1994, the main challenge for rural development has been marginalisation of the poor, with many rural areas and households trapped in a vicious cycle of poverty. Rural areas and communities require greater social, economic and political opportunities to overcome the legacy of marginalisation and poverty. Government stakeholders impacting on rural development will have to work in tandem to create and integrated and inclusive rural economy (MTSF: 2014–2019).

The following tables outline the strategic, annual and quarterly performance targets to measure rural development, food security and land reform:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Agricultural statistics									
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)									
16.	Rural development, food security and land reform: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on agriculture	Published annual statistical release on agriculture as scheduled	Published annual statistical release on agriculture as scheduled	Published annual statistical release on agriculture as scheduled	Publish annual statistical releases on agriculture	Publish annual commercial agriculture statistics Expand and improve by: • Including forestry and fisheries industries (financial information) • Including questions on household agriculture production in the 2016 Community Survey	Publish annual commercial agriculture statistics Expand and improve by: • Including forestry and fisheries industries (financial information)	Publish annual commercial agriculture statistics Expand and improve by: • Including forestry and fisheries industries • Conducting periodic large sample survey of commercial agriculture

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Agriculture statistics								
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
16.1.	Number and timeliness of releases/reports	1	1	1	1	1	1	1
16.2	Number and timeliness of technical documents/reports on improving agriculture statistics					2	1	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Agriculture statistics							
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)							
16.1.1	Number and timeliness of releases/reports	Annually	1			Report on the 2014 agriculture survey by November 2015	
16.2.1	Number and timeliness of technical documents/reports on improving agriculture statistics	Periodic	2			*CS2016 questionnaire includes questions on household agriculture production November 2015*	Agriculture survey questionnaire includes forestry and fisheries industries (financial information)

v) Sustainable resource management

Policy context: South Africa has made a pledge to reduce carbon intensity by reducing emissions by 35% in 2020 and 43% in 2025. Actions will include interventions that will mitigate against the effects of climate change. There is also recognition that actions related to adoption will depend on strong policies supported by a sound technical understanding and operational capacity to deal with developmental challenges. Moreover, developmental planning should ensure the management of natural resources and environmental risks in order to pursue developmental planning goals. The desired outcome is a built environment that is low carbon, energy efficient and that minimises waste and equity (MTSF: 2014–2019).

The following tables outline the strategic, annual and quarterly performance targets to measure sustainable resource management:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Environmental economic accounts									
Subprogramme: National Accounts (Programme 2: Economic Statistics)									
17.	Sustainable resource management: To expand the statistical information base by increasing its depth, breadth and geographic spread	Research reports on economic activity	Published discussion documents on the availability of water, minerals, energy and fisheries as scheduled	Published discussion documents on Mineral, Fisheries and Environmental Economic Accounts (EEA)	Released EEA compendium (and Excel sheets) as scheduled	Produce EEA compendium and EEA indicators	Publish EEA statistics Expand and improve on: • Ecosystems services • Emissions	Publish EEA statistics Expand and improve on: • Ecosystems services • Emissions	Publish EEA statistics Expand and improve by: • Researching complementary data sources

Table 2: Annual Performance Plan targets: 2015/16

| No. | Performance indicator | Audited/actual performance | | | Estimated performance | Medium-term targets | | |
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Environmental economic accounts								
Subprogramme: National Accounts (Programme 2: Economic Statistics)								
17.1	Number and timeliness of research reports on EEA	4	3	1	1	1	1	1
17.2	Number and timeliness of technical documents/reports improving EEA					2	2	1

Table 3: Quarterly performance targets: 2015/16

| No. | Performance indicator | Reporting period | Annual target | Quarterly targets | | | |
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Environmental economic accounts							
Subprogramme: National Accounts (Programme 2: Economic Statistics)							
17.1.1	Number and timeliness of research reports on EEA	Annually	1				Report on EEA indicators by March 2016
17.2.1	Number and timeliness of technical documents/reports improving EEA	Periodic	2				Research report on 'Eco Systems Services' by March 2016
							Research report on 'Emissions' by March 2016

vi) Living circumstances, service delivery and poverty

Policy context: Despite the size of the fiscal stimulus, reinforced by accommodative monetary policy, South Africa's economic recovery has been tepid. Investment, trade and employment growth have remained hesitant. Part of the explanation is the weakness of the global recovery. Over the past decade, government has made substantial inroads in the provision of general public services.

Expanded access to services has improved living conditions in poor communities across the country. Yet, the broadening of access has not always been accompanied by commensurate improvements in quality, and a focus over the medium term is to improve the quality and pace of service delivery. Statistical information as the basis for evidence-based policy-making, is required to measure progress or lack thereof.

The quality of our education system and our health services needs to be improved. These remain the top priorities of government spending. R800 billion is proposed over the MTEF period for education and skills development. Post-school education and training has received the fastest-growing share of the budget over the past three years, and will continue to expand. Alongside these priorities, there will be real growth in spending on local development and social infrastructure. Support will also be provided to the municipalities to improve revenue collection and management of infrastructure financed from both revenue and grants. The local government equitable share continues to finance the provision of free basic services to the poor households but municipalities must work harder to broaden access (MTBPS: 2014).

The following tables outline the strategic, annual and quarterly performance targets to measure living circumstances, service delivery and poverty:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Life circumstances, service delivery and poverty									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
18.	Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the life circumstances of South Africans	Annual report and development indicators on GHS were not published as scheduled

Published GHS Series Volume III: as scheduled

Introduced enhanced collection methodology for GHS

Improved processing and analysis turnaround times of GHS | Published thematic reports on food, security and agriculture and the social profile of South Africans | Researched and tested a continuous household survey methodology as part of an integrated household survey programme that included the GHS | Test GHS as part of the integrated household survey programme | Publish annual social and household service delivery statistics

Expand and improve by:
• Publishing a thematic report on housing
• Assessing impact of digital data collection on estimates | Publish annual social and household service delivery statistics

Expand and improve by:
• Publishing a thematic report on water and sanitation
• Publishing a statistical report on service delivery based on CS2016 data
• *Commence with GHS at municipal level* | Publish annual social and household service delivery statistics

Expand and improve by:
• Collecting expanded energy service delivery module
• Publishing report on the environment |

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance 2011/12	2012/13	2013/14	Estimated performance 2014/15	Medium-term targets 2015/16	2016/17	2017/18

Life circumstances, service delivery and poverty

Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)

| 19. | Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread | Statistical information on the poverty levels in SA | Conducted research to introduce a continuous survey with a core module that collects detailed expenditure information that provides information to both the LCS and IES

Finalised collection phase

Processed and analysed data collected from households | Development and testing of new content and methodologies was conducted. New sections on health and subjective poverty, as well as improvements to the coding of expenditure items in the diary were tested

Published IES statistical release | The Living Conditions Survey (LCS) was not conducted in 2013/14

Tested proposed methodology for the CPS, conducted national debriefing and reviewed the CPS instruments | Process and analyse data collected in the field

Conduct stakeholder consultations for the IES

Development of survey materials, i.e. data collection instruments and manuals

Testing and consultation for the CPS | Publish periodic statistics on life circumstances, poverty and inequality

Expand and improve by:
• Editing and imputing LCS
• Assessing poverty indicators included in the GHS 2014
• Testing small area estimation techniques
• Publishing a thematic report urban nodes | Publish periodic statistics on life circumstances, poverty and inequality

Expand and improve by:
• Producing poverty indicators at lower levels of geography (depending on research outcomes) | Publish periodic statistics on life circumstances, poverty and inequality statistics

Expand and improve by:
• Developing and testing modules for CPS
• Producing poverty indicators using CS2016 data
• Publishing a thematic report on subjective poverty
• Publishing a thematic report on men, women and children
• *Commence with CPS at provincial level* |

Subprogramme: Government Financial Statistics (Programme 2: Economics Statistics)

| 20. | Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread | Statistical information on service delivery of municipalities | Published municipal survey on non-financial statistics as scheduled | Published municipal survey on non-financial statistics as scheduled | Published municipal survey on non-financial statistics as scheduled | Publish municipal survey on non-financial statistics | Publish annual non-financial statistics

Expand and improve by:
• Researching spatial analysis relating to basic and free basic services provided by the municipality | Publish annual non-financial statistics

Expand and improve by:
• Piloting spatial analysis relating to basic and free basic services provided by the municipality | Publish annual non-financial statistics

Expand and improve by:
• Publishing spatial analysis relating to basic and free basic services provided by the municipality |

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance		Medium-term targets	
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Life circumstances, service delivery and poverty								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
18.1	Number and timeliness of reports on social and household service delivery statistics	2	2	3	4	2	2	2
18.2	Number and timeliness of technical documents/reports on improving social and household service delivery statistics					2	2	1
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)								
19.1	Number and timeliness of technical documents/reports on improving and expanding life circumstances, poverty and inequality statistics		4	3	4	4	2	5
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
20.1	Number and timeliness of statistical releases /reports on non-financial statistics	1	1	1	1	1	1	1
20.2	Number and timeliness of technical documents /reports on improving non-financial statistics					1	1	1

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Life circumstances, service delivery and poverty							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
18.1.1	Number and timeliness of releases/reports on social and household service delivery statistics	Annually	2	Annual statistical release on General Household 2014 (based on the life circumstances of South Africans) by May 2015			
				Report on development indicators by May 2015			
18.2.1	Number and timeliness of technical documents/reports on improving social and household service delivery statistics	Periodic	2				Thematic report on housing by March 2016
							Assessment report on impact of digital data collection on estimates by March 2016
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)							
19.1.1	Number and timeliness of technical documents/reports on improving and expanding life circumstances, poverty and inequality statistics	Periodic	4		Thematic report on urban nodes by June 2016		Document on editing and imputation of LCS by March 2016
							Assessment report on poverty indicators included in the GHS 2014 by March 2016
							Document on testing small area estimation techniques by March 2016
Subprogramme: Government Financial Statistics (Programme 2:Economic Statistics)							
20.1.1	Number and timeliness of annual releases on the non-financial census of municipalities with a response rate of at least 95%	Annually	1		Annual release on the non-financial census of municipalities for 2013/14 by August 2015		
20.2.1	Number and timeliness of technical documents/reports on improving non-financial statistics	Periodic	1				Research report on spatial analysis relating to basic and free basic services provided by the municipality by March 2016

vii) Population dynamics

Policy context: National, provincial and local governments are working together to improve the quality of service delivery. The main beneficiaries of such initiatives include orphans and vulnerable children, older persons, people with disabilities and other vulnerable groups. Notable outputs benefiting the poorest members of society include increased enrolment ratios for both primary and secondary schooling, and greater access to health care. The changing patterns of migration, mortality and fertility are key datasets where policy responses would seek understanding for informed and appropriate interventions.

Quality health care has mostly been accessible to those who can afford and access it, and not those who need it. Until recently, South Africa's performance against key health indicators has consistently compared poorly with other countries with similar or lower levels of investment and expenditure MTSF. The trajectory for the 2030 vision therefore commences with strengthening of the health system to ensure that all is efficient and responsive and offers financial risk protection. The critical focus areas proposed by the NDP 2030 are consistent with the WHO perspective (MTSF: 2014–2019).

We have achieved much over the past twenty years by expanding education and health care, broadened economic participation and extended income support to the most vulnerable. We also acknowledge the importance of our social grant programmes and welfare services in combating poverty, and the role of public health services and child-focused programmes in reducing vulnerability. The main concern, however, is that despite various government initiatives we are still not making enough progress in raising incomes or reducing poverty. Far too many people are unemployed, which deepens inequality and heightens vulnerability (MTBPS: 2014).

The following tables outline the strategic, annual and quarterly performance targets to measure population dynamics:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Population statistics									
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)									
21.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the population and households		Processed and analysed data collected from households	Released and published Census 2011 results at all levels	Identify emerging issues emanating from thematic analysis for in-depth investigation	Compile population statistics documents • Finalise CS2016 questionnaire and conduct behind the glass testing of new questions • Design CS2016 products plan • Compile a tabulation plan for CS2016 • Conduct analysis of CS 2016 test data • Conduct questionnaire validation and product prototypes development	Publish periodic population statistics • Publish results of CS2016 including metadata and data quality statement Expand and improve by: • Assessing data quality of CS2016 data • Compiling a discussion document on data quality of CS2016 data • Conducting research on emerging population and spatial development issues	Publish periodic population statistics • Conduct thematic in-depth analysis on CS2016 data • Compile thematic reports on CS 2016 data Expand and improve by: • Identifying emerging population and socio economic issues • Conducting research on emerging population and socio-economic issues including selected SADC countries

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Population statistics									
Subprogramme: Demography (Programme 3: Population and Social Statistics)									
22.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the size, nature and geographic location of the SA population	Compiled annual report on projected population estimates	Mid-year population estimates were not compiled as scheduled	Released the report in May 2013 The 4 thematic reports were not completed	Compile mid-year population estimates Identify emerging issues emanating from thematic analysis for in-depth investigation	Publish annual mid-year population estimates Expand and improve by: • Conducting content and methodology research for CS2016 • Thematic report on emerging demographic issues based on Census 2011 and other data	Publish annual mid-year population estimates Expand and improve by: • Conducting content and methodology research for CPS • Thematic analysis on demography using DHS data	Publish annual mid-year population estimates Expand and improve by: • Conducting content and methodology research for CPS • Compiling Thematic reports on demography based on CS 2016 data • Publishing municipal level estimates • Publishing household estimates

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

Vital statistics

Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
23.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on mortality and causes of death, recorded live births, marriages and divorces, tourism, documented immigrants and health Statistical information on mortality and causes of death, recorded live births, marriages and divorces, tourism and documented immigrants	Published statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism, documented immigrants and health as scheduled Introduced process improvements in relation to automated coding for demographic variable and timeliness of statistical releases	Published statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism, documented immigrants and health as scheduled Increasing variables of Mortality and causes of death series was not completed. The 2010 release was based on the old death notification form. Only 14% of forms used the new form with additional variables. Published 2 new reports (documented immigration and thematic health reports). A new way of evaluating causes of death data was introduced on the mortality and causes of death release	Published statistical releases on mortality and causes of death. Published the annual release on recorded live births The annual release on marriages and divorces was not published as scheduled Published 10 releases on tourism and migration as scheduled Published in March 2014 as scheduled	Publish statistical releases on mortality and causes of death, recorded live births, marriages and divorces, tourism, documented immigrants and health Provide demographic research/consulting services	Publish annual vital statistics and statistics on international migration Expand and improve by: • Including information on asylum seekers in documented immigrants statistical release • Conducting in-depth analysis of the National Population Register (NPR) • Improving acquisition of divorce forms • Compiling the CRVS strategic plan	Publish annual vital statistics and statistics on international migration Expand and improve by: • Researching alternative data source for mortality • Publishing report on research outcomes on NPR • Implementing CRVS strategic plan • Conducting a quality self-assessment on mortality and causes of death • Statistical release on adoptions • Discussion document of legitimations and recognitions	Publish annual vital statistics and statistics on international migration Expand and improve by: • Publishing a report on road traffic accidents • Acquisition of additional variables for immigrants • Piloting quarterly releases of birth statistics • Conducting a quality self-assessment on marriages and recorded live births or mortality and causes of death statistics

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Gender and vulnerable groups statistics									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
24.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on vulnerable groups					Publish statistics on vulnerable groups • Series 1: Report on youth • Publish report on key vulnerable groups indicators	Publish statistics on vulnerable groups • Series 2: Report on the elderly	Publish statistics on vulnerable groups • Series 3: Report on children
25.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on gender					Publish statistics on gender • Series 2: Report on education	Publish statistics on gender • Series 3: Report on violence against women	Publish statistics on gender • Series 4: Report on gender disparities

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance		Medium-term targets	
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Population statistics								
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)								
21.1	Number and timeliness of reports and/or technical documents on population statistics	2	1	0	4	5	3	2
Subprogramme: Demography (Programme 3: Population and Social Statistics)								
22.1	Number and timeliness of thematic reports on the demographic profile and annual reports on projected population estimates (national and sub-provincial level)	2	0	0	1	1	1	2
22.2	Number and timeliness of technical documents/research reports on improving demographic statistics					2	2	4
Vital statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
23.1	Number and timeliness of monthly and annual releases and thematic reports	3	4	2	9	8	8	8
23.2	Number and timeliness of technical documents/reports on improving vital statistics					3	6	4
Gender and vulnerable groups statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
24.1	Number and timeliness of statistical releases/reports on vulnerable groups					2	1	1
25.1	Number and timeliness of statistical releases/reports on gender					1	1	1

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Population statistics							
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)							
21.1.1	Number and timeliness of reports and/or technical documents on population statistics	Periodic	5				Revised CS2016 questionnaire based on behind-the-glass-test by March 2016
							Designed CS2016 products plan by March 2016
							Tabulation plan for CS2016 by March 2016
							Analysis report on conducting of CS2016 data by March 2016
							Questionnaire validation and product prototypes development by March 2016
Subprogramme: Demography (Programme 3: Population and Social Statistics)							
22.1.1	Number and timeliness of annual reports estimating the population (national, provincial and sub-provincial level)	Annually	1		Annual population estimates by July 2015		
22.2.1	Number and timeliness of technical documents/research reports on improving demographic statistics	Periodic	2				Thematic report on emerging demographic issues based on Census 2011 and other data by March 2016
							Content and methodology research report for CS2016 by March 2016
Vital statistics							
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)							
23.1.1	Number and timeliness of statistical releases	Annually	2		Annual release on Recorded live births (2014) by August 2015	Annual release on Mortality and Causes of death (2014) by November 2015	

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Vital statistics							
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)							
23.1.1	Number and timeliness of statistical releases (continued)	Annually	1			Annual release on 2014 Marriages and divorces by December 2015	
23.1.2	Number and timeliness of reports	Annually	2		Annual report on documented immigrants including asylum seekers (2014), by July 2015		Report on perinatal deaths (2014) by March 2016
23.1.3	Number and timeliness of datasets published	Annually	3			Dataset published on Recorded live births (2014) by October 2015	Dataset published on Mortality and Causes of death (2014) by February 2016
							Dataset published on Marriages and divorces (2014) by March 2016
23.2.1	Number and timeliness of technical documents/reports on improving vital statistics	Periodic	3		Research report on data from the National Population Register (NPR) September 2015		CRVS strategic plan by January 2016
							Assessment report on improving acquisition of divorce forms by March 2016
Gender and vulnerable groups statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
24.1.1	Number and timeliness of statistical releases/reports on vulnerable groups	Annually	2				Report on vulnerable group series 1: Youth by March 2016
							Report on vulnerable group indicators by March 2016
25.1.1	Number and timeliness of statistical releases/reports on gender	Annually	1			Series 2: Report on education by December 2015	

viii) Safety and security

Policy context: According to the NDP, in 2030 people living in South Africa will feel safe at home, at school and at work, and will enjoy a community life free of fear. Women will walk freely in the streets and children will play safely outside. As a result of substantially reduced levels of serious and violent crime, businesses will thrive and local and foreign investors will establish new businesses. This in turn will lead to the creation of new job opportunities and the reduction of poverty and inequality. The Criminal Justice System will be well resourced, professional and staffed with highly skilled officials who value their work, serve the communities, safeguard lives and property without discrimination, protect communities and citizens against violent crime, and respect people's rights to equality and justice (MTSF: 2014–2019).

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

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

The following tables outline the strategic, annual and quarterly performance targets to measure safety and security:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Crime and safety statistics									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
26.	Safety and security: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the crime situation in South Africa	Published annual report on the crime situation in South Africa Recommended data improvements Provided technical support and advice to various stakeholders	Published annual report on the crime situation in South Africa as scheduled Published a report combining and comparing victimisation statistics Technical support was provided to SAPS by NSSD team and Social Statistics	Conceptualised survey as scheduled Compiled thematic report on crime and victimisation Developed systems as scheduled Recommendations on administrative data were not implemented	Thematic report on public perceptions on the performance of the Criminal Justice System Publish and disseminate results on Victims of Crime Survey Improve administrative records as a sustainable source of statistics	Publish annual crime statistics Improve and expand by: • Publishing a thematic report on house breaking/ home robbery • *Implementing Crime Against Business survey (CABS) (user paid survey)* • Providing technical support and advice to stakeholders	Publish annual crime statistics Improve and expand by: • Including module on crime against women • Publishing a thematic report on CABS • Providing technical support and advice to stakeholders	Publish annual crime statistics Improve and expand by: • Publishing a thematic report on crime against women • Including a module on perceptions of justice and human rights • Providing technical support and advice to stakeholders

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Crime and safety statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
26.1	Number and timeliness of statistical releases/reports on crime	2	3	3	2	1	1	1
26.2	Number and timeliness of technical documents/reports on improving crime statistics					2	2	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Crime and safety statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
26.1.1	Number and timeliness of statistical releases/reports on crime	Annually	1			Annual statistical release on Victims of Crime by December 2015	
26.2.1	Number and timeliness of technical documents/reports on improving crime statistics	Periodic	2				Report on Crime series 3: Housebreaking and home robbery by March 2016
							Report on technical support provided to stakeholders by March 2016

ix) Health

Policy context: Since the advent of the democratic dispensation in 1994, progressive policies were introduced to transform the health system into an integrated, comprehensive national health system. Despite this, and significant investment and expenditure, the South African health sector has largely been beset with various challenges that include burden of diseases, poor quality of public health care, inefficient health systems and spiralling private health care costs (MTSF: 2014–2019).

The quality of health services needs to be improved and remains one of the top priorities of government spending. Building capacity and strengthening accountability of the public sector is critical, particularly at local government level and in state-owned companies (MTBPS: 2014).

The following tables outline the strategic, annual and quarterly performance targets to measure health services:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Health statistics									
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)									
27.	Health: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on health					Publish annual reports on health statistics Improve and expand by: • Collaborating with DoH and MRC on conducting the Demographic and Health Survey (DHS)	Publish annual reports on health statistics Improve and expand by: • Publishing DHS report	Publish annual reports on health statistics Improve and expand by: • Publishing a thematic report on the population, health and nutrition

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator		Audited/actual performance		Estimated performance	Medium-term targets	
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Health statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
27.1	Number and timeliness of documents/reports on health statistics					1	1	1

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Health statistics							
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)							
27.1.1	Number and timeliness of documents/reports on health statistics	Annually	1				Report on collaboration with DoH and MRC on conducting the Demographic and Health Survey (DHS) by March 2016

x) Education

Policy context: Education is seen as an important instrument in equalising individuals' life chances, preparing next generations to be economically mobile and successful and critical to poverty reduction. To achieve this, South Africans will have access to education and training of the highest quality, leading to significantly improved learning outcomes. The performance of South African learners in international standardised tests will be comparable to the performance of learners from other countries at similar level of development and with similar level of access. The education system will play a greater role in building an inclusive society, providing equal opportunities and helping all South Africans to realise their full potential, in particular those previously disadvantaged (MTSF: 2014–2019).

The following tables outline the strategic, annual and quarterly performance targets to measure education:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Education Statistics									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
28.	Education: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on education					Publish education statistics (annual education statistics are published as part of the GHS release) • Thematic report on schooling in the Eastern Cape	Publish education statistics (annual education statistics are published through the GHS release) • Thematic report on education	Publish education statistics (annual education statistics are published through the GHS release) • Thematic report on early childhood development

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Education Statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
28.1	Number and timeliness of technical documents/reports on improving education statistics					1	1	1

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Education Statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
28.1.1	Number and timeliness of technical documents/reports on improving education statistics	Periodic	1				Thematic report on schooling in the Eastern Cape by March 2016

3.1.2 Develop new and innovative statistical products and services

Strategic objective 1.2:   Develop new and innovative statistical products and services to respond to increased user demand

Objective statement: Inform socio-economic planning, monitoring and decision-making by developing ten new and innovative statistical products and services annually through integrative research and analysis in order to respond to increased user demand

Baseline: Number of research/integrative analytical reports: 4

Justification: This objective will contribute to measuring the progress, development and transformation of the economy, society and the environment

Links: This objective links to the NDP, MTSF and SDGs

A policy research and analysis unit was established to enhance public confidence and trust in statistics by providing an integrative technical support and advisory service for policy planners and development practitioners. This is guided by national, provincial and local government priority programs such as the National Development Plan and Integrated Development Plans. This unit is expected to participate in knowledge research and innovation on key development themes. The policy research and analysis unit is to provide well-researched, evidence-based inputs into policy processes on broad cross-cutting issues that have long-term implications for development.

Stats SA will continue to invest in research and analytical capabilities in order to research new and innovative products responding to emerging stakeholder needs in addition to the normal statistical publications.

The following tables outline the strategic, annual and quarterly performance targets for integrative research and analysis activities:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Integrative research and analysis									
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)									
30.	To develop new and innovative statistical products and services	Research report on government financial statistics					Conduct research on emerging issues regarding service delivery and financial profile of municipalities	Conduct research on specific aspects of selected municipalities (area/population/ financial) e.g. ZIPF	In-depth research on selected municipalities (risks of municipalities)

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

Integrative research and analysis

Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Standards and Research)

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
31.	To develop new and innovative statistical products and services	Integrative economic, socio-economic trends and spatial dynamics reports	Repository for integrated development-themed knowledge products was not developed Integration and transformation on primary data outputs to generate integrative information on cross-cutting issues were not done Research reports and related visual products were not done	Compiled 12 research papers but the products were not developed Support was not provided	Participated in various spatial statistics forums across the country Established an integrative research and analysis forum to drive the research agenda within the organisation	Participate in knowledge research and innovation on key development themes through partnerships with key stakeholders Review operational model for integrative research and analysis	Conduct research and analysis on emerging socio-economic issues (lower level estimates)	Conduct research and analysis on emerging socio-economic issues (lower level estimates)	Conduct research and analysis on emerging socio-economic issues

Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
32.	To develop new and innovative statistical products and services	Research report on poverty and inequality statistics				Conduct research on availability of data sources linked to the poverty and inequality statistics agenda	Assess the use of external data sources for the poverty and inequality statistics agenda	Compile a discussion document on household expenditure patterns, poverty and inequality using external data sources	

Table 2: Annual Performance Plan targets: 2015/16

| No. | Performance indicator | Audited/actual performance | | | Estimated performance | | Medium-term targets | |
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Integrative research and analysis								
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
30.1	Number of research documents/reports on government financial statistics					1	1	1
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Evaluation and Research)								
31.1	Number of research reports on policy research and analysis	12	12	5	6	6	6	6
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)								
32.1	Number of research documents/reports on poverty and inequality statistics					1	1	1

Table 3: Quarterly performance targets: 2015/16

| No. | Performance indicator | Reporting period | Annual target | Quarterly targets | | | |
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrative research and analysis							
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)							
30.1.1	Number of research reports on government financial statistics	Periodic	1				Research report on emerging issues regarding service delivery and financial profile of municipalities by March 2016
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Evaluation and Research)							
31.1.1	Number of research reports on government's socio-economic planning: applications of estimation models/the development of estimates	Quarterly	4	1	1	1	1
31.1.2	Number of research reports on spatial analysis	Annually	2		Research report on spatial analysis by September 2015		Research report on spatial analysis by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrative research and analysis							
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)							
32.1.1	Number of research reports on poverty and inequality statistics	Periodic	1				Research report on availability of data sources linked to the poverty and inequality statistics agenda by March 2016

3.1.3 Revolutionise data system

Strategic objective 1.3: Revolutionise data systems to better respond to user demands through making use of emerging technologies and data sources

Objective statement: Inform socio-economic planning, monitoring and decision-making by revolutionising and innovating data systems through exploring supplementary data sources, mining existing data sources and researching the use of big data for improving the timeliness and relevance of statistics

Baseline: Number of supplementary data sources: 0

Justification: This objective will contribute in measuring the progress, development and transformation of the economy, society and environment

Links: Links to the NDP, MTSF and SDGs

The data revolution is an explosion in the volume of data, the speed with which data are produced, the number of producers of data, the dissemination of data, and the range of things on which there is data, coming from new technologies such as mobile phones and the 'internet of things', and from other sources, such as qualitative data, citizen-generated data and perceptions data. In addition, it is about the growing demand for data from all parts of society.

The strategic intent of Stats SA is to close the data gaps and strengthen the capability of the national statistic system to be responsive to the growing demand. We will assess new opportunities linked to innovation, technical progress and the surge of new public and private data providers. We aim to utilise the data revolution for informing sustainable development.

Below are the strategic, annual and quarterly performance plan targets for revolutionising data systems:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Data revolution									
Subprogramme: Office of the SG (Programme 1: Administration)									
33.	To revolutionise data systems	Upgraded and revolutionised data systems					Conduct research on the data revolution concept and the impact on the operations of the organisation	Develop a data revolution framework and strategy	Implement the data revolution framework and strategy

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Data revolution								
Subprogramme: Office of the SG (Programme 1: Administration)								
33.1	Number and timeliness of technical documents/reports on data revolution					1	1	1

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Data revolution							
Subprogramme: Office of the SG (Programme 1: Administration)							
33.1.1	Number and timeliness of technical documents/reports on data revolution	Periodic	1				Concept note on data revolution by March 2016

3.2 Strategic Outcome 2: Trusted statistics

Statistics are essential for sustainable economic, environmental and social development. Public trust in official statistics is anchored in professional independence and impartiality of statisticians, their use of scientific and transparent methods and equal access to official statistical information for all.

The United Nations Fundamental Principles of Official Statistics and the African Charter of Statistics adopted by the African Union are the basic frameworks which all statistical activities developed by national statistics organisations must follow in recognising official statistics as a public good.

Strategic objectives

3.2.1 Institutionalise quality management

Strategic objective 2.1:   Institutionalise quality management

Objective statement: Improve comparability and accuracy of statistical information by institutionalising an end-to-end quality management system in line with the Fundamental Principles of Official Statistics, the African Charter on Statistics and the South African Statistical Quality Assessment Framework

Baseline: Number of series applying sound statistical methodology: 100%

Justification: This objective will contribute to the credibility of official statistics by providing assurance for methodological compliance and alignment with international frameworks

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

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

The following tables outline the strategic, annual and quarterly performance targets for Outcome 2: Trusted statistics:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Quality management									
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)									
34.	To institutionalise quality management	A quality management system implemented	A quality management policy and strategy were not compiled	Compiled a concept paper on quality management	Compiled an evaluation framework	Roll out phase 2 of quality management system – introduce quality improvement cycle	• Review the concept note on quality management • Report on quality management practices in other statistical organisations	• *Pilot the using of series that have been assessed through SASQAF*	• *Pilot the using of series that have been assessed through SASQAF* • *Develop an integrated quality management strategy and plan*

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Quality management									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
35.	To institutionalise quality management	Independent evaluations conducted	Provided methodological support, standards development and systems solutions to clusters and SANSS Compiled research reports Compiled PES (pilot) report	Provided methodology, standards development and systems solutions support to Economic and Social Statistics, and SANSS partners Published results of PES as scheduled	Provided methodology support as per user requests and standards development and systems solutions support to clusters and SANSS	Provide and sustain systems solution support, methodological support and standards development support Sustain methodological support to the SANS	Evaluate adherence to statistical methods, standards and practices Improve by: • Building evaluation capacity for economic statistics • Conducting CS 2016 evaluation	Evaluate adherence to statistical methods, standards and practices Improve by: • Developing evaluation schedule • Conducting CS2016 evaluation and compiling report	Evaluate adherence to statistical methods, standards and practices Improve by: • Reviewing evaluation framework • Assessing the impact of evaluations conducted
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)									
36.	To institutionalise quality management	Independent survey monitoring and evaluation reports on surveys	Compiled 4 quality assurance reports for household surveys, namely the GHS, QLFS, DTS and VOCS Conducted Census 2011, PES and IES monitoring and evaluation	Compiled 6 quality assurance reports for household surveys, namely LCS Pilot, GHS, QLFS, (3) and DTS	Published 8 quality assurance reports on QLFS (4), DTS, GHS, VOCS and NHTS	Publish quality assurance reports on survey operations	Conduct independent process monitoring and evaluation of household-based surveys and censuses Improve by: • Conducting tests on monitoring and evaluation methodologies for CS2016 • *Monitoring CS 2016 and DHS* • *Monitoring DHS (user paid survey)*	Conduct independent process monitoring and evaluation of household-based surveys and censuses Improve by: • Pronouncing on the quality of household surveys • Conducting the CS2016 monitoring • Conducting verification of out-of-scope cases • ConductingCS2016 evaluation study	Conduct independent process monitoring and evaluation of household-based surveys and censuses Improve by: • Strengthening and expanding survey quality control/assurance and audit • Pronouncing on the quality of household surveys • *Monitoring and evaluation of GHS (municipal level)*

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Quality management								
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)								
34.1	Number and timeliness of technical documents/reports on implementing a quality management system	0	1	1	0	2	1	2
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
35.1	Number and timeliness of evaluation reports				2	2	2	2
35.2	Number and timeliness of technical documents/ reports on improving evaluations					1	2	2
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)								
36.1	Number and timeliness of survey monitoring and evaluation reports	6	6	8	4	4	4	4
36.2	Number and timeliness of technical documents/reports on survey monitoring and evaluation					3	6	4

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quality management							
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)							
34.1.1	Number of technical documents/reports on implementing a quality management	Periodic	2				Concept note on quality management by March 2016
							Report on quality management practices in other statistical organisations by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quality management							
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)							
35.1.1	Number and timeliness of evaluation reports	Annual	2				Report on domestic tourism survey by March 2016
							CS2016 evaluation report by March 2016
35.2.1	Number and timeliness of technical documents/ reports on improving evaluation	Periodic	1				Report on building evaluation capacity for economic statistics by March 2016
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)							
36.1.1	Number and timeliness of survey monitoring and evaluation reports	Annually	4	Report on monitoring and evaluation of CDC by June 2016		Report on monitoring and evaluation of LCS by September 2016	Report on monitoring and evaluation of GHS by March 2016
							Report on monitoring and evaluation of QLFS by March 2016
36.2.1	Number and timeliness of technical documents/reports on survey monitoring and evaluation	Periodic	3				Report on tests conducted on monitoring and evaluation methodologies on CS2016 *and DHS* by March 2016
							Progress report on monitoring CS2016 by March 2016
							Report on monitoring DHS by March 2016

3.2.2 Innovate the statistics value chain for better efficiency

Strategic objective 2.2:   Innovate the statistics value chain for better efficiency

Objective statement: Innovate the statistics value chain by enhancing the efficiency of survey operations in terms of cost, quality and time through new methodologies, integration of operations and modernisation

Baseline: Response rate of questionnaires collected: 85%

Justification: This objective will create better value for money by ensuring lean and efficient operations across the value chain

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

Stats SA's current survey operations systems are inefficient and dated. To improve efficiency, Stats SA is investing in a programme to modernise production systems by leveraging on opportunities that new technologies offer. This strategic change will enable a more agile and lower-cost response to emerging needs.

The following tables outline the strategic, annual and quarterly performance targets to measure improved efficiency in survey operations:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Plan, design, build, collect, process and disseminate									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
37.	To innovate the statistics value chain	Provided methodology support as per user requests	Provided methodology support as per user requests	Provided methodology support as per user requests	Provided methodology support as per user requests	Provide methodology support as per user requests	Provide methodological expertise and support Improve support by: • Implementing small area estimation for other household-based surveys • Exploring model-based small area estimation	Provide methodological expertise and support Improve support by: • Implementing small area estimation • Conducting comparative studies for validating SAE • Researching impact of SIC7 on time series data • Assessing the quality of master sample frame • Designing methodologist capacity building programme	Provide methodological expertise and support Improve support by: • Implementing seasonal adjustment for QLFS • Validating the impact of SIC7 on time series data • Conducting comparative studies of SAE • Researching expansion of economic statistics scope of sampling frame

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

Plan, design, build, collect, process and disseminate

Subprogramme: Census and Community Survey (Programme 7: Survey Operations)

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
38.	To innovate the statistics value chain	Statistical information on the size, nature and geographic location of the South African population	Appointed approximately 150 000 fieldworkers for Census 2011, and listed approximately 120 000 EAs Conducted Population Census 2011 and completed reverse logistics Compiled proposal on cycle of population censuses	Processed and analysed census data collected from households	Released and published Census 2011 results at all levels	Finalise planning documents for a large sample survey or Community Survey Train users on statistical analysis and use of Census data for evidence-based decisions	Drive CS2016 through planning, organising, leading and coordination • Coordinating and testing plans for CS2016 • *Driving data collection for CS2016* • Driving data collection for DHS	Drive CS2016 through planning, organising, leading and coordination • Driving data collection for CS2016 • Collaborating and partnering in design of innovative data collection methodolo-gies for Censuses/ surveys	Drive municipal collections (GHS) through planning, organising, leading and coordination • *Review and improve data collection methodologies*

Subprogramme: Household Survey Operations (Programme 7: Survey Operations)

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
39.	To innovate the statistics value chain	Quality-checked QLFS, GHS, DTS, IES, LCS, and VOCS questionnaires	Strengthened internal capacity to manage a national survey operations programme Completed 256 000 questionnaires Implemented integrated fieldwork strategy. Established a periodic household survey programme	Established 54 districts offices that are operational to provide an infrastructure across the country for data collection The economic survey programme was not established	Developed a Survey Operations Strategy that outlines the national surveys programme Implemented a permanent fieldwork force to conduct household surveys	National surveys programme established Integrated fieldwork force as part of national footprint	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Assessing data collection systems in Stats SA • Researching international practice on data collection methodologies • Developing quality assurance tools	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Developing a data collection strategy • Collaborating and partnering in design of digital data collection system • Driving the implementation of the quality assurance tool	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Driving the implementation of the digital data collection system (QLFS, VOCS and DTS) • *Driving GHS collection at municipal level* • *Commence with CPS at provincial level*

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Plan, design, build, collect, process and disseminate									
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)									
39.	To innovate the statistics value chain (continued)	Quality-checked QLFS, GHS, DTS, IES, LCS, and VOCS questionnaires						• *Commence with GHS at municipal level*	
Subprogramme: Provincial Offices (Programme 6: Statistical Collection and Outreach)									
40.	This target is under provinces								
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)									
41.	To innovate the statistical value chain	Processed and edited data-sets: QLFS, SESE, GHS, DTS, IES, LCS, VOCS, NHTS and COD	Standardised data processing instruments, systems and methodolo-gies. All data processing systems are generic Processed and edited datasets for household-based surveys and administrative data	Standardised data processing instruments, systems and methodolo-gies. All data processing systems are generic Processed 801 516 questionnaires and edited datasets for household-based surveys and administrative data	Introduced new QA and ICD-10 coding systems Processed data for the GHS, DTS, VOCS, NHTS and Causes of death surveys. 812 961 questionnaires	Integrated and standardised corporate data processing Process and edit datasets for household-based surveys and administrative data	Coordinate data processing of censuses, household-based surveys, civil registration and ad hoc surveys Improve by: • Strengthening a common data processing platform • Pre-testing digital data collection • Enhancing the data processing platform to cater for administrative records	Coordinate data processing of censuses, household-based surveys, civil registration and ad hoc surveys Improve by: • Piloting digital data collection for household surveys • Processing Community Survey data using new technology	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys Improve by: • Implementing digital data collection for household surveys (phase 1)

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Plan, design, build, collect, process and disseminate									
Subprogramme: Publication Services (Programme 4: Statistical Support and Informatics)									
42.	To innovate the statistical value chain	Stats SA, a well-known brand	Branding project for Stats SA was not completed due to Census 2011 activities	The roll-out of the new brand was not completed	Brand maintenance was not done	Maintain brand of Stats SA	Compile multidisciplinary publications Develop electronic datasets for statistical data Increase access by: • Researching a data repository • Reviewing data delivery channels • Reviewing the curriculum for the writing skills course	Compile multidisciplinary publications Develop electronic datasets for statistical data Increase access by: • Researching a data repository • Researching alternative data delivery channels	Compile multidisciplinary publications Develop electronic datasets for statistical data Increase access by: • Developing a proposal on: Establishment of a data repository • Consolidating and implementing data delivery channels
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
43.	To innovate the statistical value chain	Official statistics accessible by all stakeholders	A total number of 5 403 577 visits on StatsOnline Increased use and accessibility of statistical information StatsOnline was not revamped to reflect new brand	Conducted user consultation workshops in all 9 provinces with media houses and journalists on how to use census data, community meetings where people were shown data relating to their communities, and advertisements informing users on how to access data	Dissemination of census products was done through the ISIbalo workshops and lecture series and visits to embassies where SuperCross training was conducted	Provide support to users in the use of statistics in evidence-based decisions	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Integrating census data and geography for special needs of users • Drafting a micro-data dissemination framework	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Disseminating CS2016 products • Integrating survey data and geography for special needs of users • Improving access to public data files	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Integrating CS2016 data and geography for special needs of users • Improving access to anonymised microdata

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Plan, design, build, collect, process and disseminate								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
37.1	Percentage methodological support provided on time	90%	100%	100%	90%	90%	90%	90%
37.2	Number and timeliness of research reports to improve methodological practice and systems	3	7	5	9	4	4	4
37.3	Number and timeliness of technical documents/reports on emerging methodologies					2	5	4
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)								
38.1	Number and timeliness of technical documents/reports on census/survey operations (including DHS)	11	1	6	4	3	2	2
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)								
39.1	Number and timeliness of questionnaires checked for quality	257 432	224 500	235 798	256 000	39 200	39 200	39 200
39.2	Number and timeliness of reports on maintenance of the master sample	3 080 PSUs	3 080 PSUs	3 080 PSUs	3 080 PSUs	2	2	2
39.3	Number of staff trained in survey operations					320	320	320
39.4	Number and timeliness of technical documents/reports on improving household survey operations					3	4	3
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)								
41.1	Number of questionnaires processed and edited	257 432	224 500	288 561	248 000	315 704	248 000	248 000
41.2	Number and timeliness of PSUs processed	3 080	3 080 (1 786 captured)	3 080	3 080	3324	3324	3324
41.3	Number of death notification forms processed and edited for mortality and causes of death	600 000	600 000	524 000	560 000	500000	500000	500 000
41.4	Number and timeliness of technical documents/reports on improving data processing					3	2	1

Table 2: Annual Performance Plan targets: 2015/16 (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Plan, design, build, collect, process and disseminate								
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)								
42.1	Number and timeliness of publications compiled		17	16	16	16	16	16
42.2	Number of time series updated on system (economic and social surveys and administrative records)			196	196	200	200	200
42.3	Number of technical documents/reports on improving publication services					3	2	2
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)								
43.1	Number of visitor sessions to Website	5 403 577	4 013 532	1 131 185	1 000 000	1 000 000	1 000 000	1 000 000
43.2	Number of publications downloaded from Website	323 404	1 280 739	839 447	200 000	150 000	150 000	150 000
43.3	Number of technical documents/reports on improving dissemination and usage					2	3	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate							
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)							
37.1.1	Percentage methodological support provided on time	Annually	90%				90% methodological support provided to stakeholders by March 2016
37.2.1	Number and timeliness of research reports to improve methodological practice and systems	Annually	4				Seasonal adjustment methodological note for monthly food and beverages survey by March 2016
							Seasonal adjustment methodological note for monthly accommodation survey by March 2016
							Seasonal adjustment methodological note for quarterly manufacturing capacity utilisation survey by March 2016
							Model based SAE by March 2016
37.3.1	Number and timeliness of technical documents/reports on emerging methodologies	Periodic	2				Report on implementing small area estimations for household surveys by March 2016
							Report on exploring model-based small area estimation March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate							
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)							
38.1.1	Number and timeliness of technical documents/reports on census/survey operations	Periodic	3				Report on coordination and testing of plans for CS2016 by March 2016
							Report on data collection for CS2016 by March 2016
							Report on data collection for DHS by March 2016
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)							
39.1.1	Number and timeliness of questionnaires checked for quality (QLFS, GHS, DTS, VOCs, LCS, EPWP)	Annually	39 200 (20% of total question-naires collected)				Approximately 39 200 questionnaires checked by March 2016
39.2.1	Number and timeliness of reports on maintenance of the master sample	Annually	2				2 reports on maintenance of the master sample of by March 2016
39.3.1	Number of staff trained in survey operations	Quarterly	320	120 staff (SAYP) by June 2015	120 staff (master sample maintenance) by September 2015	40 staff (CDC-GHS & DTS) by December 2015	40 staff (CDC-VOCs) by March 2016
39.4.1	Number and timeliness of technical documents/reports on improving household survey operations	Periodic	3				Assessment report on data collection systems in Stats SA by March 2016
							Report on international practice on data collection methodologies by March 2016
							Document on quality assurance tools by March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate							
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)							
41.1.1	Number and timeliness of completed questionnaires processed and edited for QLFS 2015/16, the first week after the quarter	Quarterly	112 400	Approximately 28 100	Approximately 28 100	Approximately 28 100	Approximately 28 100
41.1.2	Number and timeliness of completed questionnaires processed and edited for EPWP2015	Periodically	28 100		Approximately 28 100 by June 2015 (100% complete)		
41.1.3	Number and timeliness of completed questionnaires processed and edited for GHS 2015	Annually	28 100	Approximately 7 025 by May 2015 (25% complete)	Approximately 7 025 by by August 2015 (50% complete)	Approximately 7 025 by November 2015 (75% complete)	Approximately 7 025 by February 2016 (100% complete)
41.1.4	Number and timeliness of completed questionnaires processed and edited for DTS 2015	Annually	28 100		Approximately 14 500 by August 2015 (50%)		Approximately 14 500 by February 2016 (100%)
41.1.5	Number and timeliness of completed questionnaires processed and edited for VOCS2014/15	Annually	7 025	Approximately 7 025 by June 2015 (100% complete)			
41.1.6	Number and timeliness of completed questionnaires processed and edited for VOCS2015/16	Annually	1 405				Approximately 1 405 by March 2016 (5% complete)
41.1.7	Number and timeliness of completed questionnaires for LCS 2014/15	Periodic	107 250	Approximately 35 750 by end June 2015 (50% complete)	Approximately 35 750 by end September 2015 (75% complete)	Approximately 35 750 by December 2015 (100% complete)	
41.2.1	Number and timeliness of PSUs processed	Annually	3 324				Approximately 3324 PSUs by March 2016
41.3.1	Number of death notification forms processed and edited for mortality and causes of death	Annually	500 000		Approximately 500 000 by September 2015		

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate							
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)							
41.4.1	Number and timeliness of technical documents/reports on improving data processing	Periodic	3				Report on strengthening a common data processing platform by March 2016
							Report on pre-testing digital data collection by March 2016
							Report on enhancing data processing platform to cater for administrative records by March 2016
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)							
42.1.1	Number and timeliness of publications compiled	Quarterly	16	4	4	5	3
42.2.1	Number and timeliness of series updated on system (economic surveys, social surveys and administrative records)	Annually	200	49	49	49	53
42.3.1	Number of technical documents/reports on improving publication services	Periodic	3				Report on data repository by March 2016
							Report on review of data delivery channels by March 2016
							Updated writing skills course by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate							
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)							
43.1.1	Number of visitor sessions to Website	Quarterly	1 000 000	250 000	250 000	250 000	250 000
43.2.1	Number of publications downloaded from Website	Quarterly	150 000	38 000	38 000	37 000	37 000
43.3.1	Number of technical documents/reports on improving dissemination and usage	Periodic	2				Report on integrating census data and geography for special needs of users by March 2016
							Draft framework on micro-data dissemination by March 2016

3.2.3 Adopt international statistical standards and classifications

Strategic objective 2.3: Adopt international statistical standards and classifications

Objective statement: Adopt and adapt international statistical standards and classification by aligning and implementing statistical frameworks, policies, standards and practices in order to improve comparability, methodological soundness and accuracy of statistical information

Baseline: Number of statistical standards developed and adopted: 6 standards

Justification: This objective will contribute to the credibility of official statistics by demonstrating the application of international recognised statistical standards and practices

Links: International statistical standards and frameworks

The use of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at national, continental and international levels. Clear, well-defined standards provide a framework to ensure data comparability in national and international statistics and lay the foundation for cross-national data of high quality.

The following tables outline the strategic, annual and quarterly performance targets for the adoption of international statistical standards and classifications:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical standards development									
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)									
44.	To adopt and adapt international standards	Standards developed	Developed 4 standards for surveys , compiled a report on SASQAF and United Nations and adopted 8 international standards	Established 4 working groups for editing, sampling methodology, sample maintenance and SASCO	Developed standards according to user needs	Developed standards according to user needs Review the good practice strategy	Drive development and review of statistical standards Improve by: • Creating awareness around standards • Compiling standards registry • Enrolling standard developers in SABS training programmes	Drive development and review of statistical standards Improve by: • Creating awareness about standards for provinces • Formalising standards registry with core areas • Identifying priority standards in SANSS	Drive development and review of statistical standards Improve by: • Coordinating the development and review of standards according to the standards registry • *Coordinating the development and review of priority statistical standards in the SANSS*

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical standards development								
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)								
44.1	Number of standards developed and reviewed	9	10	8	7	9	10	10
44.2	Number of technical documents/reports on improving standards development					3	3	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical Standards development							
Subprogramme: Methodology and Standards (Programme 4: Methodology, Standards and Research)							
44.1.1	Number and timeliness of standards developed and reviewed	Annually	9				Report on population statistics variables, questions and classifications by March 2016
							Report on standardising economic statistics questions by March 2016
							Standard for advance notice of at least 6 months for all major changes in methodology and source data by March 2016
							Standard on the frequency updating the database of users by March 2016
							Standard on documenting and reporting quality measures of the sampling frame (under-coverage duplicates, out of scope, misclassification/listing errors) by March 2016
							Standard on calculating non sampling errors from processing by March 2016
							Standard on calculating frame related non-sampling errors by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical Standards development							
Subprogramme: Methodology and Standards (Programme 4: Methodology, Standards and Research)							
44.1.1	Number and timeliness of standards developed and reviewed	Annually	9				Standard on calculating non-sampling errors from data collection by March 2016
							Standard on the average size of revised estimates by March 2016
44.2.1	Number of technical documents/reports on improving standards development	Periodic	3				Report on standards awareness campaign by March 2016
							Standards registry by March 2016
							Report on SABS training programmes by March 2016

3.2.4 Increase stakeholder focus, communication and marketing

Strategic objective 2.4:   To increase stakeholder focus, communication and marketing

Objective statement: Increase stakeholder engagement and use of statistics to better know and understand the needs of stakeholder groups and creating public awareness to raise the profile of statistics through integrated stakeholder consultations, marketing and communication of statistical products

Baseline: Number of stakeholder engagements: 9 stakeholder symposia

Justification: This objective will contribute to the credibility of official statistics by engaging stakeholders, the media and the public at large

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

It is important for citizens to know the country they live in and understand the dynamics so that their decisions are informed. An informed citizenry is the foundation of a true democracy. 'The South Africa I know, the home I understand' speaks directly to what we aim to achieve through the dissemination of statistical information as it provides an opportunity for the use of statistics for evidence-based decisions by stakeholders, whatever their role in society.

The following tables outline the strategic, annual and quarterly performance targets for increasing stakeholder focus, communication and marketing:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Integrated communications and stakeholder management									
Subprogramme: Corporate Communication (Programme 6: Statistical Collection and Outreach)									
45.	Increase stakeholder focus, marketing and communication	Official statistics trusted by all stakeholders	Rolled out communication and marketing campaign for Census 2011	Conducted communication and marketing campaign for Census 2011	Through the press conferences, the revamped website, Stats SA's iPad applications and the *Fieldworker* magazine, Stats SA ensured that South Africans are aware of the work of the organisation. There has been an increase in requests for data from both the media and communities	Maintain posture in the public domain	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • Building relationships and training of community media • Investigating new social media platforms for dissemination of statistics • Introducing innovative communication products and services to Economic Statistics • Investigating new dissemination channels for CS2016 • *Rolling out CS2016 communication campaign* • Rolling out new building change management and communication plan	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • Developing communication products for municipalities • Developing user friendly electronic products that can be used across multiple channels • Rolling out CS2016 communication campaign • Roll out new building relocation communication plan • Developing new communication channels and tools to improve employee engagement	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • Building relationships and training of community media • Developing communication products for municipalities and schools • Implementing new channels for dissemination of other series • Develop communication training programme to increase the use of data visuals by employees

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Integrated communications and stakeholder management									
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
46.	Increase stakeholder focus, marketing and communication	Stakeholder enquires responded to	100% (6 231) requests onto the CRM system	86% normal requests handled within 24 hours 80,5% special requests handled within 5 days	92% simple requests handled within 15 minutes 91% normal requests handled within 24 hours 90% special requests handled within 5 days	Provide support to users in the use of statistics in evidence-based decisions	Provide stakeholder management support services Improve by: • Administer the CRM system to update stakeholder information • Developing an integrated stakeholder management framework in line with Batho Pele • Segmentation of stakeholders and developing engagement strategies for the various sectors	Provide stakeholder management support services Improve by: • Monitoring usage of the CRM system • Institutionalising integrated stakeholder management	Provide stakeholder management support services Improve by: • Assessing the effectiveness of the CRM system

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Integrated communications and stakeholder management								
Subprogramme: Corporate Communication (Programme 6: Statistical Collection and Outreach)								
45.1	Number and timeliness of communication products developed:	26	288	300	388	388	388	388
45.2	Number of technical documents/reports on improving internal and external communications					6	5	4

Table 2: Annual Performance Plan targets: 2015/16 (concluded)

| No. | Performance indicator | Audited/actual performance | | | Estimated performance | | Medium-term targets | |
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Integrated communications and stakeholder management								
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)								
46.1	Percentage of telephonic queries handled within 15 minutes (Simple and accessible information that can be given to the user on request – e.g. employment rate)	85%	85%	92%	85%	85%	85%	85%
46.2	Percentage enquiries on normal requests handled within 24 hours (Information from a publication or creation of a simple table, e.g. what is the population breakdown by gender)	85%	86%	91%	85%	85%	85%	85%
46.3	Percentage enquiries on special requests handled within 5 days (Information requiring creation of several tables (different variables for a number of areas)	75%	81%	90%	75%	75%	75%	75%
46.4	Number of user satisfaction reports	0	1	1	1	1	1	1
46.5	Number and timeliness of technical documents/reports on improving stakeholder management services					3	2	1

Table 3: Quarterly performance targets: 2015/16

| No. | Performance indicator | Reporting period | Annual target | Quarterly targets | | | |
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated communications and stakeholder management							
Subprogramme: Corporate Communication (Programme 6: Statistical Collection and Outreach)							
45.1.1	Number and timeliness of communication products developed:	Quarterly					
	Number and timeliness of Stats Today		230	60	60	50	60
	Number and timeliness of weekly Pulse		48	12	12	12	12
	Number and timeliness of Stats Update Bulletin		20	8	4	4	4
	Number and timeliness of external newsletters (Fieldworker and Economic Stats)		12	3	3	3	3

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated communications and stakeholder management							
Subprogramme: Corporate Communication (Programme 6: Statistical Collection and Outreach)							
45.1.1	Number and timeliness of articles submitted for publication in other government newsletters		6	2	2	1	1
	Number and timeliness of publicity and advocacy products		6	2	1	2	1
45.2.1	Number of technical documents/reports on improving internal and external communications	Periodic	6				Report on building relationships and training of community media by March 2016
							Report on investigating new social media platforms for dissemination of statistics by March 2016
							Innovative communication products and services to Economic Statistics by March 2016
							Report on investigating new dissemination channels for CS by March 2016
							Communication campaign for CS2016 by March 2016
							Report on roll-out of change management and communication plan by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated communications and stakeholder management							
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)							
46.1.1	Percentage of telephonic queries handled within 15 minutes	Quarterly	85%	85%	85%	85%	85%
46.1.2	Percentage enquiries on normal requests handled within 24 hours	Quarterly	85%	85%	85%	85%	85%
46.1.3	Percentage enquiries on special requests handled within 5 days	Quarterly	75%	75%	75%	75%	75%
46.1.4	Number of user satisfaction reports	Annually	1		Stakeholder satisfaction report by July 2015		
46.1.5	Number of technical documents/reports on improving stakeholder management services	Periodic	3				Report on administering CRM system to update stakeholder information by March 2016
							Stakeholder management framework in line with Batho Pele by March 2016
							Report on segmentation of stakeholders and sector strategies by March 2016

3.2.5 Designate statistics as official

Strategic objective 2.5:   To designate statistics as official

Objective statement: To designate statistics as official by conducting ten independent assessment of statistical series in the national statistics system against the South African Quality Assessment Framework (SAQAF)

Baseline: Number of series declared official: 2

Justification: This objective will contribute to the credibility of official statistics by giving confidence to users that official statistics are meeting quality criteria and principles

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

In order to ensure that Stats SA as well as other organs of state produces statistical information in line with professional standards as defined in the South African Statistical Quality Assessment Framework (SASQAF), the organisation introduced an independent assessment process to certify statistics as official. A key strategic focus area to enhance trust and public confidence in statistics is to designate all statistics in the national statistics system as official to inform evidence-based decisions.

The following tables outline the strategic, annual and quarterly performance targets for designating statistics as official:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Designate statistics as official									
Subprogramme: SANSS: Independent Assessment Unit (Programme 1: Administration)									
47.	Designate statistics as official	Statistics declared as official	Built assessment capability Completed CPI independent quality assessment (SASQAF)	Conducted 9 SASQAF train-the trainer sessions in provincial and district offices The assessment of 6 statistical series was not completed	4 independent quality assessments were conducted and 2 quality statements were produced	Build assessment capacity Assess 6 statistical series against SASQAF and designate as official	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: • Developing practice guidelines and protocols for assessment • Developing a handbook for independent assessments • Developing a SASQAF roll-out strategy and plan for SA • Developing a SASQAF for administrative records	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: • Publishing the practice guidelines and handbook for independent assessments • Implementing a SASQAF roll-out strategy and plan for SA	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: • Reviewing SASQAF • Developing SASQAF for spatial data

Table 2: Annual Performance Plan targets: 2015/16 (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Designate statistics as official								
Subprogramme: SANSS: Independent Assessment Unit (Programme 1: Administration)								
47.1	Number and timeliness of SASQAF quality statements produced	1	4	5	6	2	2	2
47.2	Number of technical documents/reports on improving independent quality assessments					4	2	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Designate statistics as official							
Subprogramme: SANSS: Independent Assessment Unit (Programme 1: Administration)							
47.1.1	Number and timeliness of SASQAF quality statements produced	Annually	2				2 quality statements produced by March 2016
47.2.1	Number of technical documents/reports on improving independent quality assessments	Periodic	4				Practice guidelines and protocols for assessment by March 2016
							Handbook on independent assessments by March 2016
							SASQAF roll-out strategy and plan by March 2016
							SASQAF for administrative records by March 2016

3.3 Strategic Outcome 3: Partners in statistics

Coordination in statistical development and strengthening partnerships in statistical systems cannot be overemphasised. The United Nation's Fundamental Principles of Official Statistics provides, inter alia, that coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system. In South Africa, statistical coordination among organs of state is provided for in section 14 of the Statistics Act (Act No. 6 of 1999).

Partners in statistics does not only refer to the national statistics system, it also includes collaboration and partnerships in Africa and the world.

Strategic objectives

Strengthen collaboration to build statistical sampling frames

Lead the development and coordination of the national statistical system in SA

Strengthen international collaboration and partnerships

Partners in statistics

3.3.1 Strengthen collaboration to build statistical sampling frames

Strategic objective 3.1:   To strengthen collaboration to build statistical sampling frames

Objective statement: Ensure accurate and reliable statistical information by drawing annual samples for all economic and social statistics surveys based on sound sampling frames by strengthening collaboration with strategic partners

Baseline: Annual sampling frame for Economic Statistics based on the business register. Annual sampling frame for Social and Population Statistics based on the spatial information frame

Justification: This objective will contribute in maintaining updated sampling frames for the collection of economic, population and social statistics

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

Geographic frames and geographical services: The spatial information frame contextualises the collection, classification, analysis, and interpretation of data. The dwelling frame is a spatial entity within the frame and is a database of geographically referenced structures with physical addresses.

This spatial frame is provided through the geographic infrastructure and geographic knowledge across the statistical value chain which is the geographic systems, geographic frames, geographic methods and standards, geographic support and geographic analysis. The spatial frame is the base for the sampling frame for household surveys and the population census.

The strategic intent is to adopt a collaborative mapping approach with partners in the geospatial community, especially municipalities, with the intention to have up-to-date geospatial information available to all stakeholders in South Africa. The key deliverable under this initiative will be an integrated national dataset of dwelling structures in South Africa.

Business sampling frame and maintenance: Statistics South Africa conducts various economic surveys on a monthly, quarterly, annual and periodic basis. In order to conduct these sample surveys, a target population of businesses is required. The target population is drawn from the Business Sampling Frame (BSF), internationally known as the 'Statistical Business Register (SBR)'. In addition to the primary use of the BSF, it is also a rich source of information that could be used to generate business register-based statistics.

A quality management framework has been introduced and quarterly reports are made available to internal users on agreed performance measures and indicators. The preparation to review the quality management framework will commence in 2015/16.

The maintenance of the current business sampling frame system has become challenging and a new system was developed. Testing of the new system will commence in 2015/16. In general, it will bring added functionality for effective continuous quality improvement of information as well as support the desired statistical unit's model. Research has been undertaken to improve the coverage and content of the business sampling frame. Profiling and delineation is adopted as a maintenance process of large and complex businesses on the BSF. These units

contribute a high percentage of the country's financial turnover. Due to this economic dominance, statistical offices worldwide pay special attention to them through the above-mentioned process. The profiling turnaround time has improved from three to two years. To note is that the BSF covers all size groups businesses, i.e. micro/very small, small, medium and large businesses that are formally registered with SARS.

The following tables outline the strategic, annual and quarterly performance targets for strengthening collaboration to build statistical sampling frames:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Geospatial frame									
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)									
48.	To strengthen collaboration to build statistical sampling frames	Spatial information frame	Completed 10,8 million points Developed maintenance of methodologies Assigned geo-referenced addresses to dwellings (300 000 per annum – 900 000 cumulative) Functional digital data capturing system was not provided Finalised map production and EA summary books	Completed 11,3 million points created Maintained 1 000 000 points for the year Assigned geo-referenced addresses to dwellings (358 000 per annum – 1 258 000 cumulative) Published a Digital Atlas during the census release Improved on support and produced/created 32 000 maps and supported 220 users. Achieved user-satisfaction rate of 95%	Completed 15,4 million points Maintained the dwelling frame Assigned 86 000 addresses to dwellings Improved functionality of Digital Atlas by expanding data comparisons for 1996, 2001, 2007 and 2011	11,9 million points created(cumulative) Maintain a standard geographical frame Assign geo-referenced addresses to dwellings (300 000 per annum – 1 800 000 cumulative) Develop a user-friendly data dictionary interface Maintain place name and EA frames for all municipalities	Provide an updated spatial information frame for the collection of household statistics Improve the SIF by: • Publishing a complete dwelling frame at cities and metro level • Introducing a continuous demarcation methodology (1 province) • Preparing the SIF for CS2016 • Compiling geo-spatial research reports to inform the NDP • Developing research and development applications	Provide an updated spatial information frame for the collection of household statistics Improve the SIF by: • Publishing a complete dwelling frame at metro, cities and regional service centres levels • Updating and maintaining the EA layer (2 provinces) • Compiling geo-spatial research reports to inform the NDP	Provide an updated spatial information frame for the collection of household statistics Improve the SIF by: • Publishing a complete dwelling frame at metro, cities, regional service centres, local and niche towns and clustered and dispersed settlements levels • Updating and maintaining the EA layer (4 provinces) • Compiling geo-spatial research reports to inform the NDP
Sub-programme: Provinces (Programme 6: Statistical Collection and Outreach)									
49.	This target is under provinces								

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Business register									
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)									
50.	To strengthen collaboration to build statistical sampling frames	Updated business sampling frame	Developed integrated business sampling frame (Module 1) as scheduled Improved utilisation of the business sampling frame by geo-referencing businesses in the business sampling frame Completed 93% of large business surveys Completed preliminary and final common sampling frame Improved the functionality of the business sampling frame of quarterly snapshots for research purposes Development of the single business registration system is on hold until approval from Cabinet	Designed and developed the integrated business sampling frame system (Module 2 and 3) (ADAPT) Geo-referenced 125 250 units on the business sampling frame Completed 93% of large business surveys Completed preliminary and final common sampling frame Completed quarterly reports on snapshots Wrapped up the project at the end of September 2012. Discussions regarding the scoped project are in progress	Developed Module 3 in 2012/13 Developed a proposal and plan to compile register-based statistics Completed 96% of large business surveys Completed preliminary and final common sampling frame Production of quarterly snapshots to Economic Statistics No progress during 2013/14	Design and develop the integrated business sampling frame system (Module 4) (ADAPT Produce register-based statistics at lower level Complete 90% of large business surveys Complete preliminary and final common sampling frame Improve functionality of business sampling frame Full operational business registration system	Provide an updated sampling frame for the collection of economic statistics Improve the business register by: • Analysing business rules	Provide an updated sampling frame for the collection of economic statistics Improve the business register by: • Drafting and testing of revised business rules • *Conducting a quality assessment of a sample of SARS SIC7 classified unit* • Reviewing the current BSF quality management framework • Developing a business case for units model	Provide an updated sampling frame for the collection of economic statistics Improve the business register by: • Finalising the revised business rules • *Conducting a quality assessment of a sample of SARS SIC7 classified unit* • Commencing with implementation of reviewed BSF quality management framework • Commencing with implementation of units model

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Geospatial frame								
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)								
48.1	Number of points created and maintained	10,8 million (cumulative)	11,3 million (cumulative)	13,4 million (cumulative)	14,7 million (cumulative) 2,8 annual target	100% of 9 Metros and 22 Regional Service Centres (RSC)	100% of Metros, RSCs, local and niche towns and clustered and dispersed settlements	100% of Metros, RSCs, local and niche towns and clustered and dispersed settlements
48.2	Number of EAs demarcated					11 536	11 536	11 536
48.3	Number of technical documents/reports/applications to improve the SIF					5	3	3
Business register								
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)								
50.1	Percentage large business surveys completed	97%	93%	96%	90%	90%	90%	90%
50.2	Number and timeliness of reports on performance and quality indicators for the business register completed 5 weeks after the quarterly snapshot	4	4	4	4	4	4	4
50.3	Number and timeliness of snapshots and financial sampling frames	2	6	6	6	6	6	6
50.4	Number of technical/research papers/reports to improve the functionality of the Business Sampling Frame				3	3	3	3
50.5	Number of documents/reports on register-based statistics				1	1	2	2
50.6	Number of technical documents/reports on business rules					1	3	3

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Geospatial frame							
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)							
48.1.1	Number of points created and maintained (9 Metros & 22 RSCs	Annually	9 (100%)	2 Metros	2 Metros	2 Metros	3 Metros
			22 (100%)	5 RSCs	5 RSCs	6 RSCs	6 RSCs
48.2.1	Number of EAs demarcated	Annually	11 536				11 536 EAs demarcated by March 2016
48.3.1	Number of technical documents/reports/ applications to improve the SIF	Periodic	5				Published dwelling frame at metro level and cities by March 2016
							Report on continuous demarcation methodology implemented for 1 province by March 2016
							Spatial information frame for CS2016 (Assistant District Survey coordinator units, fieldworker units & digital listing application tool) by January 2016
							Geospatial research report to inform the NDP by March 2016
							Research and development application on geospatial information gathering, analysis and dissemination by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Business register							
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)							
50.1.1	Percentage large business surveys completed	Quarterly	90%	20%	50%	70%	90%
50.2.1	Number and timeliness of reports on performance and quality indicators for the business register completed 5 weeks after the quarterly snapshot	Quarterly	4	1	1	1	1
50.3.1	Number and timeliness of financial sampling frames	Annually	2			Preliminary financial sampling frame by November 2015	Final financial sampling frame by March 2016
50.3.2	Number and timeliness of snapshots	Quarterly	4	1	1	1	1
50.4.1	Number of research papers/reports	Annually	3				3 research papers on improving the functionality of the Business Sampling Frame by March 2016
50.5.1	Number of documents/reports on register-based statistics	Annually	1		Report on the register-based statistics by September 2015		
50.6.1	Number of technical documents/reports on improving the business register	Periodic	1				Report on analysis of business rules by March 2016

3.3.2 Lead the coordination of the statistical system in South Africa

Strategic objective 3.2: To lead the development and coordination of the statistical system in South Africa

Objective statement: To lead the development, coordination and collaboration of the statistical system in South Africa by providing strategic direction to statistical development; providing technical support and statistical advice to organs of state; coordinating statistical reporting; as well as establishing governance structures for effective coordination of statistical production

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

Justification: This objective will contribute to ensure relevance, alignment and avoid duplication of statistical production

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

South Africa has a system of national statistics with an array of role players. Key policy issues are wider than the remit of any single government department and must be tackled on a government-wide basis. These cross-cutting issues clearly indicate a need for a set of national statistics within a coordination framework where statistical units, data items, classifications and standards are harmonised across government. The United Nation's Fundamental Principles of Official Statistics provides, inter alia, that coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system. In South Africa, statistical coordination among organs of state is provided for in section 14 of the Statistics Act (Act No. 6 of 1999). A national strategy for the development of statistics (NSDS) is necessary in order to fully implement the Act, which is a prerequisite if the demand for statistics in the country is to be met. The NSDS will be compiled in collaboration with partners in the SANSS.

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

Over the medium term, some of the initiatives will include:
- Developing a bill to amend the Statistics Act (Act No. 6 of 1999);
- Establishing a portal linking other statistical information systems to Stats SA;
- Expanding statistical subsystems within social and economic statistics systems; and
- Increasing certification of other statistics as official.

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

The following tables outline the strategic, annual and quarterly performance targets for leading the coordination of the statistical system in South Africa:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

Economic and social statistics subsystems

Subprogramme: SANSS (Programme 1: Administration)

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
51.	Lead the coordination of the statistical system in SA	National Statistics System	The economic and social subsystems were not defined due to human resource constraints Provided technical support to Basic Education in self-assessment against SASQAF Supported the development of a quality improvement plan Mapped health statistics subsystem Recommended data improvement plans Established protocols for accessibility of data holdings Creation of links on website with data-originating departments was not completed Facilitated coordination of statistical frames Strengthened relationship with SARS and the DTI to improve integrated Business Register Developed conceptual framework for coordinating statistical frames	Implemented data sharing tool with Stats SA IT using Connect-Direct software The forums were not established The independent quality assessment against SASQAF was not conducted Compiled the draft plan for the DBE and will be finalised in May 2013 Technical support to health in self-assessment against SASQAF was not provided The quality improvement plan was not developed Accessibility was not increased Data management was not provided to partners The master sample was made available to partners The study was not conducted	The establishment of statistics units in other government departments was not done Conducted an independent quality assessment for the SNAP survey and compiled an improvement plan An independent quality assessment against SASQAF was not done The quality improvement plan was not done Compiled quality improvement plan to be implemented by partner Obtained data from DHA for vital statistics, SARS Developed indicators on welfare of children with DWCPD A report was not published in 2013/14	Establish statistics units in other government departments Sustain statistical support and advice Publish results of the independent quality assessment Maintain and update MSSI Link Ulwazi portal to Umkhanyakude website Provide support to Home Affairs to implement recommendations	Coordinate the production of statistics in the economic and social subsystems Improve coordination by: • Developing a National Strategy for Development of Statistics (NSDS) • Developing a 'clearance' protocol • Applying SASQAF Lite on relevant data	Coordinate the production of statistics in the economic statistics system Improve coordination by: • Developing a National Strategy for Development of Statistics (NSDS) • Implement a 'clearance' protocol • Applying SASQAF Lite on relevant data • Developing an economic subsystem strategy • Developing a social subsystem strategy	Coordinate the production of statistics in the economic statistics system Improve coordination by: • Implementing the National Strategy for Development of Statistics (NSDS) • Apply the 'clearance' protocol • Applying SASQAF Lite on relevant data • Implementing an economic subsystem strategy • Implementing a social subsystem strategy

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

Information management in the SANSS

| 52. | Lead the coordination of the statistical system in SA | National Statistics System | Statistical programme for education sector was not approved.

The District Health Information System (DHIS) subsystem was mapped and SASQAF diagnostic tool was applied to DHIS facilities. A report was submitted to DOH

Statistical programme for crime statistics was not achieved due to human resource constraints

Statistical programme for Department of Science and Technology was not approved because the plan was not received from DST | Developed a Statistical Planning Tool which will be workshopped and completed by the DBE

Developed a Statistical Planning Tool which will be workshopped and completed by the National Department of Health

Developed Statistical Planning Tool which will be workshopped and completed by SAPS

Developed a Statistical Planning Tool which will be workshopped and completed by DST | Statistical Planning documents (tools) were developed, shared and reviewed with the DBE. The statistical programme for the education sector was not published

The statistical programme for health statistics was not published

The inclusion of a statistical programme for crime statistics in performance plans of relevant Ministries was not done

The statistical programme for science and technology surveys was not done | Draft sector strategy for education

Draft crime statistics strategy | Facilitate information sharing amongst SANSS partners

Improve information sharing by:
• Developing a blue print for a SANSS wide data repository
• Expanding the use of the E-data transfer tool amongst SANSS members
• Expanding the use of a dissemination tool amongst SANSS members | Facilitate information sharing amongst SANSS partners

Improve information sharing by:
• Developing a data repository
• Expanding the use of the E-data transfer tool amongst SANSS members
• Expanding the use of a dissemination tool amongst SANSS members | Facilitate information sharing amongst SANSS partners

Improve information sharing by:
• Piloting a data repository
• Expanding the use of the E-data transfer tool amongst SANSS members
• Expanding the use of a dissemination tool amongst SANSS members |

Statistical reporting

| 53. | Lead the coordination of the statistical system in SA | International statistical reporting | Updated MDG indicators and identified data gaps

Compiled an indicator database that meets South Africa's statistical reporting obligations | The MDG report was not compiled

The MDG process was developed in 2010

MDG 2010 database was created and will be updated with 2013 data | Updated and compiled MDG 2013 report

Compiled an MDG process flow for 2014

Updated the indicator database with 2013 MDG data | Publish 3rd MDG country report for 2014

Institutionalise MDG process

Maintain and update an indicator database that meets South Africa's statistical reporting obligations | Facilitate production of statistics according to national, regional and international requirements

Improve by:
• Developing protocols for the development, compliance and reporting of indicators | Facilitate production of statistics according to national, regional and international requirements

Improve by:
• Piloting protocols for the development, compliance and reporting of indicators | Facilitate production of statistics according to national, regional and international requirements

Improve by:
• Implementing and maintain protocols for the development, compliance and reporting of indicators |

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical support and advice									
54.	Lead the coordination of the statistical system in SA	Policy framework on use of statistics	Integrated statistics in policy formulation processes to support development outcomes was not done as the framework has not been improved by Cabinet	The use of statistical information in policy development has been addressed in the policy document	The promotion of the use of statistical information in policy formulation is addressed in the policy document	Integrate statistics in policy formation processes to support development outcomes	Provide technical support and conduct diagnostic assessments of data within the SANSS Improve technical support to SANSS partners by: • Developing a handbook on diagnostic assessments	Provide technical support and conduct diagnostic assessments of data within the SANSS Improve technical support to SANSS partners by: • Publishing a handbook on diagnostic assessments	Provide technical support and conduct diagnostic assessments of data within the SANSS Improve technical support to SANSS partners by: • Developing specifications for readiness assessment process
Statistical coordination									
Sub-programme: Provinces (Programme 6: Statistical Collection and Outreach)									
55.	This target is under provinces								

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Economic and social statistics subsystems								
Subprogramme: SANSS (Programme 1: Administration)								
51.1	Number of reports on coordination of economic and social statistics subsystems	3	2	2	2	2	2	2
51.2	Number and timeliness of technical documents/reports on improving coordination of economic and social statistics subsystems					3	5	5

Table 2: Annual Performance Plan targets: 2015/16 (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Information management in the SANSS								
52.1	Number and timeliness of reports on coordination of Information management in the SANSS	1	3	4	3	2	2	2
52.2	Number of indicator databases created/updated on the Ulwazi portal					1	1	1
52.3	Number and timeliness of technical documents/reports on improving information management in the SANSS					2	2	2
Statistical reporting								
53.1	Number and timeliness of national and international statistical reports/data sets	10	7	10	10	9	0	0
53.2	Number and timeliness of technical documents/reports on improving statistical reporting					1	1	1
Statistical support and advice								
54.1	Number of organs of state received technical support in statistical production	10	7	10	10	4	6	8
54.2	Number of diagnostic reports					3	3	3
54.3	Number and timeliness of technical documents/reports on improving technical support					1	1	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Economic and social statistics subsystems							
Subprogramme: SANSS (Programme 1: Administration)							
51.1.1	Number and timeliness of reports on coordination of economic and social statistics subsystems	Annually	2				Report on economic statistics sub- system by March 2016
							Report on social statistics subsystem by March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Economic and social statistics subsystems							
Subprogramme: SANSS (Programme 1: Administration)							
51.2.1	Number of technical documents/reports on improving coordination of economic and social subsystems	Periodic	3				National Strategy for Development of Statistics (1st draft) by March 2016
							Clearance protocol by March 2016
							Report on applying SASQAF Lite on relevant data by March 2016
Information management in the SANSS							
52.1.1	Number of reports on coordination of Information management in the SANSS	Annually	2		Report on coordination of Information management in the SANSS by September 2015		Report on coordination of Information management in the SANSS by March 2016
52.2.1	Number of indicator databases created/updated on the Ulwazi portal	Periodic	1				Blueprint for a SANSS-wide data repository by March 2016
52.3.1	Number and timeliness of technical documents/reports on improving information management in the SANSS	Periodic	2				Report on expanding E-data transfer tool amongst SANSS members by March 2016
							Report on expanding the dissemination tool amongst SANSS members by March 2016
Statistical reporting							
53.1.1	Number and timeliness of national and international statistical reports/data sets	Annually	9		1 country report by September 2015		8 Millennium Development Goal reports by March 2016
53.2.1	Number and timeliness of technical documents/reports on improving statistical reporting	Periodic	1				Protocol for the development, compliance and reporting of indicators by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical support and advice							
54.1.1	Number of organs of state received technical support in statistical production	Annually	4				4 reports on technical support provided by March 2016
54,2.1	Number of diagnostic reports	Annually	3				3 reports on diagnostic assessments by March 2016
54.3.1	Number of technical documents/reports on improving technical support	Periodic	1				Handbook on diagnostic assessments by March 2016

3.3.3 Promoting international cooperation and participation in statistics

Strategic objective 3.3:   To strengthen international collaboration and partnerships and lead statistical development in Africa

Objective statement: Strengthen international collaboration and partnerships to learn, share and contribute to international discourse and practices for statistical development; and lead statistical development in Africa by serving as a centre of excellence in statistical systems and practices

Baseline: Participation in international statistical initiatives: 10 statistical fora

Justification: This objective will contribute to Stats SA's implementation of internationally recognised statistical systems, standards and practices

Links: This objective links to the international statistics agenda, the Sustainable Development Goals Agenda, and the African Integration Agenda 2063

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

South Africa is part of the global statistical community participating in the development of statistical practices and influencing statistical discourse. Stats SA is part of the continental and regional statistics community and plays a leading role in statistical development. We have established strong partnerships with Pan African institutions such as the African Union Commission, the Southern African Development Community, the United Nations Economic Commission for Africa and the African Development Bank.

With the advent of the post-2015 sustainable development agenda and the Africa Agenda 2063, the importance of knowing and understanding the impact of the political, economic and social policies and programmes on the people of Africa, the importance of national statistics systems and the harmonisation of the African Statistics System have been emphasised. Stats SA is at the forefront of these developments and including leading the improvement of CRVS systems on the Continent through the ASSD.

The following tables outline the strategic, annual and quarterly performance targets for strengthening international collaboration and partnerships in Africa and globally:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
International collaboration and partnerships									
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)									
56.	Strengthen international collaboration and partnerships and lead statistical development in Africa	International statistical partnerships	The international calendar was not compiled Contributed and participated in statistical development and international conferences Hosted 8 international statistics agencies Aligned Stats SA's work programme to the UNSC programme Implemented resolutions of the UNSC to align to international best practice	Compiled and continuously updated the international events calendar Participated and contributed in statistical development and international conferences Implemented resolutions of the UNSC to align with international best practice	Compiled events calendar updated with events as they became known Participated and contributed in statistical development and international conferences No UNSC resolutions were received for implementation for the year	Update international events calendar in line with the multi-year work programme of the United Nations Statistics Commission Statistical practice in Stats SA aligned to international best practice Implement resolutions of the UNSC to align with international best practice	Coordinate international collaboration and partnerships Improve by: • Developing a framework for hosting international events • Developing an international engagement framework	Coordinate international collaboration and partnerships Improve by: • Implementing frameworks for the international programme • Developing guidelines for bilateral and multilateral collaboration • Developing an international statistical best practice benchmarking framework	Coordinate international collaboration and partnerships Improve by: • Implementing guidelines for bilateral and multilateral relations • Develop an international programmes communication strategy • Implementing international statistical best practice benchmarking framework

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical development in Africa									
57.	Strengthen international collaboration and partnerships and lead statistical development in Africa	African statistical partnerships	SHaSA activities included: completion of a strategy document on Harmonisation of Statistics in Africa The Statistics Charter was not ratified Young African Statisticians did not participate in the biannual conference Held 7th ASSD and 3rd Statistics Commission for Africa meeting in South Africa The framework was not implemented	Provided strategy and technical support to AUC, UNECA, AfDB and RECs Chaired and lead various African committees Hosted Ministerial Conference on Civil Registration and Vital Statistics The Statistics Charter was not ratified Participated in PASA and launched an ISIbalo chapter officially in Rwanda for the ISIbalo Young African Statisticians programme Conducted research on progress for 2010 RPHC Participated in the 8th ASSD hosted by Côte d'Ivoire	Provided strategy and technical support to the AUC, UNECA, AfDB and RECs Lead and chaired various African Committees (AGSHA, SHaSA, ASSD, NA technical committee) Hosted seminars on government peace and security Trained African experts in developing strategic plans for CRVS Coordinated participation of Young African Statisticians in statistical initiatives on the continent	Establish African statistics system Increase usage of statistical information in evidence-based decisions	Lead statistical development efforts in Africa Improve by: • Providing technical support in the implementation of the SHaSA • Creating a repository of lessons learnt in the 2010 Round of Population and Housing Censuses in Africa • Developing a conceptual framework for African Centres of Operational Excellence • Supporting the development of an African Addendum to the Principles and Recommendations of the 2020 Round of Population and Housing Censuses	Lead statistical development efforts in Africa Improve by: • Driving a process of establishing African Centres of Operational Excellence • Developing an African peer support framework • Supporting the evaluation of the APAI-CRVS Programme	Lead statistical development efforts in Africa Improve by: • Implementing the African peer support framework • Developing a framework for monitoring and evaluating impact of African Centres of Operational Excellence

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
International collaboration and partnerships								
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)								
56.1	Number and timeliness of technical reports/papers on participation in international programmes	1	3	4	4	3	3	3
56.2	Number and timeliness of technical documents/reports on improving international collaboration					2	3	3
Statistical development in Africa								
57.1	Number of reports/documents on Stats SA`s participation in the African Statistical system	3	2	3	3	2	2	2
57.2	Number and timeliness of technical documents/reports for improving statistical development in Africa					4	3	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
International collaboration and partnerships							
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)							
56.1.1	Number and timeliness of technical reports/papers on participation in international programmes	Annually	3	Report on international programmes by June 2015		Report on international programmes by December 2015	Report on international programmes by January 2016
56.2.1	Number and timeliness of technical documents/reports on improving international collaboration	Periodic	2				A framework for hosting international events by March 2016
							An international engagement framework by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical development in Africa							
57.1.1	Number and timeliness of reports/documents on Stats SA's participation in the African Statistical system	Annually	2		Report on Stats SA's participation in the African Statistical system by September 2015		Report on Stats SA's participation in the African Statistical system by March 2016
57.2.1	Number and timeliness of documents improving statistical development in Africa	Periodic	4				Report on technical support provided in the implementation of SHaSA by March 2016
							A repository on lessons learnt in the RPHC 2010 by March 2016
							Conceptual framework for African Centres of Excellence by March 2016
							Report on support provided for the development of an African Addendum for 2020 RPHC by March 2016

3.4 Strategic Outcome 4: A capable organisation

A capable organisation encourages better decision-making and the efficient use of resources, and strengthens accountability for the stewardship of those resources. It is characterised by robust scrutiny, which provides important pressures for improving organisational performance and tackling corruption. A capable organisation improves management, which in turn leads to more effective implementation of the chosen interventions, better service delivery, and, ultimately, better outcomes.

Stats SA has undergone substantial transformation in its governance and administration environment over the last 20 years to become a more effective and efficient organisation. However, more needs to be done to improve capacity, accountability and service delivery.

The following diagram summarises the strategic objectives to become *A capable organisation*:

Strategic objectives

3.4.1 Legislative reform

Strategic objective 4.1:   To drive legislative reform of the statistical production and coordination environment

Objective statement: Drive statistical reform that strengthens statistical production and coordination among organs of state through facilitating the amendment of the Statistics Legislation by 2017 and the implementation thereof

Baseline: Number of legislative documents: Draft policy document

Justification: This objective will contribute to Stats SA driving a strategic change agenda for improving statistical coordination in South Africa

Links: This objective links to the Fundamental Principles of Official Statistics and the African Charter for Statistics (Act No. 6 of 1999)

Official statistics in South Africa has national, continental and international audiences and must, therefore, meet international norms and standards. The Statistics Act as it stands now has gone a long way in advancing South African official statistics in the country and globally. However, there are areas in the Act that fall short in the provisions for the effective coordination of official statistics, and amendments to the Act aim to remedy such identified weaknesses.

Creating strategic and sustainable change in the statistics environment will require a change in statistics legislation. Amendment of the Statistics Act is a strategic enabler to drive the statistical reform that is required to transform the coordination of the national statistics system in South Africa.

The following tables outline the strategic, annual and quarterly performance plan targets for the driving of legislative reform of the statistical production and coordination environment:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Legislative reform									
Subprogramme: SANSS (Programme 1: Administration)									
58.	Drive legislative reform of the statistical production and coordination environment	Amended Statistics Act (Act No. 6 of 1999)	Feasibility study on introducing statistical regulation and policy was not completed	Compiled policy framework and submitted to the Minister Drafted a bill to amend the Statistics Act (Act No. 6 of 1999)	Reviewed the Statistics Act and Amendment Bill	Amendments to Statistics Act (Act No. 6 of 1999)	Conduct stakeholder consultations Review policy document	Finalise amendments to statistics legislation Compile statistics regulations to roll out Statistics Act Compile a strategy to roll out new legislation	Roll out amendments to statistics legislation

Table 2: Annual Performance Plan targets 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Legislative reform								
Subprogramme: SANSS (Programme 1: Administration)								
58.1	Number and timeliness of documents developed for legislative reform	1	1	1	1	2	3	1

Table 3: Quarterly performance targets 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Legislative reform							
Subprogramme: SANSS (Programme 1: Administration)							
58.1.1	Number and timeliness of documents developed for legislative reform	Periodic	2			Report on stakeholder consultations conducted by December 2015	Policy document reviewed and updated by March 2016

3.4.2 Corporate governance and administration

Strategic objective 4.2:   To enhance corporate governance and administration

Objective statement: Enhance corporate governance and administration through increasing the effectiveness of management and operations systems, strengthening accountability and creating a conducive working environment

Baseline: Unqualified audit (financial and performance information)

Justification: This objective will contribute to Stats SA becoming a capable organisation with the relevant systems, policies and management practices in place to support achieving the mandate of the organisation

Links: This objective links to the NDP and MTSF

Good governance and administration can promote and accelerate organisational development and growth. Current established structures, processes and systems managed to earn Stats SA an unqualified audit over the past few years, and the organisation intends to build on this strength.

Government will place greater emphasis on longer-term planning and efficient resource allocation. There will be a comprehensive assessment of baseline estimates for 2017/18, emphasising value for money and alignment with policy priorities. Capital injections for state-owned companies will be allocated without impacting on the budget deficit over the next two years, and on the condition that a sound business plan is in place. In order to reduce the budget deficit from 4,1 per cent this year to 2,5 per cent over the next three years, the expenditure ceiling will be lowered by R10 billion in 2015/16 and R15 billion in 2016/17. To effect the lower ceiling, national government will freeze budgets of non-essential goods and services at 2014/15 levels; withdraw funding for posts that have been vacant for some time; and reduce the rate of growth of transfers to public entities, particularly those with cash reserves (MTBPS: 2014).

Across national departments, planned expenditure on travel and subsistence, conference venues and catering has been cut. Advertising and communications budgets have been reduced. Allocations for consultant services have been capped. These steps will contribute savings of about R1,3 billion over the next two years. As government, we acknowledge that we too must provide value for money. Although most government spending is effectively managed, there are many opportunities to cut or minimise costs and stop abuse. In these difficult times, Cabinet has decided to take a number of initiatives that will apply to both members of Cabinet and to officials in national, provincial and local governments. This will include state entities and state-owned enterprises. To achieve value for money, we need improvements in financial management right across all spheres of government. We have to see much better accountability and discipline in the stewardship of public resources, as the current wasteful expenditure is unacceptable (MTBPS: 2014).

The following tables outline the strategic, annual and quarterly performance plan targets for governance and administration:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Strategic planning, reporting and monitoring									
Subprogramme: Strategy (Programme 1: Administration)									
59.	Enhance corporate governance and administration	Tabled Work Programme, Annual Report and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee	Improved management of organisational performance Tabled Work Programme, Annual Report and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee	Improved management of organisational performance through better alignment and compilation of Minister's summary report Tabled Work Programme, Annual Report and submitted quarterly reports to the Minister, Treasury, the Statistics Council and the Audit Committee	Presented integrated performance report to Exco on strategic and organisational performance, including risk management Tabled Work Programme, Annual Report and submitted quarterly reports to the Minister, Treasury, DPME, the Statistics Council and the Audit Committee	Goals and milestones as set out in Strategic Plan and Work Programme achieved Compile end-of-term report on implementation of strategic direction	Publish strategic planning and reporting documents Enhance strategic management by: • Communicating the strategic direction to staff	Publish strategic planning and reporting documents Enhance strategic management by: • Developing an evaluation framework	Publish strategic planning and reporting documents Enhance strategic management by: • Conducting a mid-term strategic review to assess performance
Programme and project management									
Subprogramme: Programme Office (Programme 1: Administration)									
60.	Enhance corporate governance and administration	Stats SA clusters empowered in operational planning and reporting Monthly integrated information provided to management Staff trained/capacity built in project management	Compiled and provided monthly integrated programme and project management information The monthly integrated management information reports were submitted to Exco and SMS Trained 277 Census 2011 staff members in project management	Compiled and provided monthly integrated programme and project management information to Exco and SMS Trained 71 staff members in project management Provided project management support to Census 2011 dissemination, new building, collaborative mapping and ISIbalo Institute project	Successfully launched Radikopantsha (management information repository) portal Trained 46 staff in project management Completed assessment for Project Management course for the National Certificate in Official Statistics Provided project management support to 8 priority projects	Enhance monthly integrated programme and project management information Build capacity and provide project management support to a priority project of Stats SA	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Enhancing management information repository (functionality) • *Providing project management support to CS2016*	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Enhancing management information repository (functionality) • *Providing project management support to CS2016*	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Enhancing management information (project/ operational level)

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Programme and project management									
Subprogramme: Programme Office (Programme 1: Administration)									
60.	Enhance corporate governance and administration (continued)	Priority Stats SA project empowered in accordance with Stats SAs project management framework	Empowered and provided project management expertise to Census 2011 project team Facilitated operational planning, monitoring and reporting across 7 clusters	Facilitated operational planning, monitoring and reporting across 7 clusters	Facilitated operational planning and reporting across 7 clusters				
Internal audit services									
Subprogramme: Internal Audit (Programme 1: Administration)									
61.	Enhance corporate governance and administration	Reports on internal audits conducted	Conducted the following audits: Population and Social Statistics, provincial and district offices, Financial Management, SCM, FMLS and HR. DMT and governance relating to core business audits will be finalised in 2012	Conducted the following audits: Population and Social Statistics: 2; Provincial and district offices: 4; Financial Management, SCM: 6; HRM and HCD:4; Governance relating to other core business areas: 3	Conducted 16 internal audits as scheduled, including reviews of financial statements	Conduct internal audits in line with the risk management register	Provide independent assurance and advisory internal audit services Improve internal audit services by: • Aligning internal audit system and methodologies • Assessing readiness to conduct the Community Survey in 2016 • *Conducting an external quality assurance review*	Provide independent assurance and advisory internal audit services Improve internal audit services by: • Developing a quality assurance framework • Conducting an internal audit on CS2016	Provide independent assurance and advisory internal audit services Improve internal audit services by: • Enhancing quality assurance according to IIA Standards and framework • Conducting a peer review of internal audit services

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Governance, risk and compliance									
Subprogramme: Corporate Governance (Programme 1: Administration)									
62.	Enhance corporate governance and administration	Unqualified audit	Compiled and presented quarterly risk reports and top 10 organisational risks to the Risk Management Steering Committee, Audit Committee and Exco Submitted report on incidence of fraud to Exco and OPSC Developed mitigating strategies and action plans to address strategic risks	Compiled and presented improved quarterly risk reports and top 10 organisational risks to the Risk Management Steering Committee, Audit Committee and Exco Monitored top strategic risks monthly. The Risk Unit, Steering Committee and Exco closely monitored key strategic and operational risks relating to census	Reviewed and aligned risk policies, framework and processes to best practice Strategic risks regularly monitored by the Risk Management Steering Committee	Unqualified audit based on good governance Monitor strategic risks	Provide governance, legal, risk management, investigations and compliance services Improve accountability by: • Compiling a compliance plan • Compiling a governance programme • Embedding risk management in planning and decision-making processes (strategic risk register) • Re-engineering investigation processes (fraud prevention plan)	Provide governance, legal, risk management, investigations and compliance services Improve accountability by: • Reviewing compliance plan • Reviewing the governance programme • Strengthening the risk identification and assessment process	Provide governance, legal, risk management, investigations and compliance services Improve accountability by: • Embedding constitutional values into governance practices • Strengthening the risk management culture to enhance risk accountability • Building a resilient anti-corruption environment
Financial administration and management									
Subprogramme: Financial Administration (Programme 1: Administration)									
63.	Enhance corporate governance and administration	Unqualified audit	Improved financial processes, systems and controls in preparation for Census 2011 Paid 26 610 Census 2011 fieldwork supervisors and 106 130 fieldworkers	Implemented the accounts payable approach from August 2012 for the payment of supplier accounts Improved turnaround times in delivery and sourcing of quotations, including provinces	Documented and mapped SCM processes to ensure effectiveness and efficiency Interventions were introduced for the payroll certificate compliance which increased compliance by 21,75%	Unqualified audit based on sound financial management and administrative systems Improve productivity through monitoring decentralised functions	Provide financial, supply chain and asset management services Enhance financial management and administration by: • Developing and implementing an asset disposal strategy for the move to the new building	Provide financial, supply chain and asset management services Enhance financial management and administration by: • Implementing an asset disposal strategy for the move to the new building	Provide financial, supply chain and asset management services Enhance financial management and administration by: • Researching e-procurement and e-payroll certification • Implementing the audit progress monitoring system

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Financial administration and management									
Subprogramme: Financial administration (Programme 1: Administration)									
63.	Enhance corporate governance and administration (continued)	Unqualified audit	Submitted biannual financial statements to the Auditor-General and National Treasury and biannual tax reconciliation to SARS as scheduled Integrated demand management plan and acquisition plan was not compiled Improved turnaround times of procurement services Compiled asset reports, management cash flows and submitted to PFAS as scheduled Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements, monthly IYS and Minister's report as scheduled	Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements, monthly IYM and Minister's report as scheduled	Compiled a consolidated demand management plan planning No further decentralisation took place Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements as scheduled		• Providing financial administration support to CS2016 • Developing specifications to modernise financial business processes	• Providing financial administration support to CS2016 • Testing the audit progress monitoring system • Researching a financial strategy for the SANSS	• Testing digital filing system • Drafting a financial strategy for the SANSS

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Human resource management systems									
Subprogramme: Human Resource Management (Programme 1: Administration)									
64.	Enhance corporate governance and administration	Timely and effective human resource management services	Appointed 26 241 listers, 120 861 fieldworkers, 17 245 supervisors, 1 048 data processors, 1 075 PES fieldworkers and supervisors Handled 46 misconducts and 19 grievances Deployment of public services staff (e.g. teachers) to survey operations as national footprint was not done Expanded organisational structure to implement the SANSS	Recruited in accordance with requirements of Census 2011 Deployed staff to Census 2011 for specified periods to areas where capacity was required, to ensure that Census 2011 was a success Organisational structure was not finalised	Established a national field collection footprint Deployed 2 staff members to work on the social statistics subsystem The organisational structure was approved by the Minister in June 2013	Employer of choice Review organisational structure for effectiveness	Provide efficient client-based human resource services Enhance human resource management by: • Reviewing standard operating procedures and management controls • Aligning the structure to the new strategy • Reviewing manual HRM processes to be computerised • Redeployment of staff affected by the new building • Providing HRM support to CS2016	Provide efficient client-based human resource services Enhance human resource management by: • Implementing revised standard operating procedures and management controls • Developing HRM systems specifications • Identifying staff affected by the organisational strategy • Providing HRM support to CS2016	Provide efficient client-based human resource services Enhance human resource management by: • Introducing client satisfaction survey • Piloting and testing HRM systems • Redeployment of staff affected by technology

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Safe and enabling work environment									
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)									
65.	Enhance corporate governance and administration	Timely and efficient logistical, travel and fleet services	Implemented subsidised vehicle system as part of the integrated fieldwork strategy Improved turnaround time of fleet and logistical services Provided fleet, security and logistical support to Census 2011 Provided 7 500 vehicles for Census 2011, signed lease agreements for 63 offices but cancelled 6, and conducted 74 security appraisals Conducted audits on OHSA and completed screening and vetting of Stats SA employees Finalised design of the new building, approved feasibility study on Salvokop and agreement for NZASM was signed with DPW.	Closed down census operations in districts and satellite offices Construction of the new building did not commence	Stats SA entered into a contract for the utilisation of G-fleet to maintain a cost-effective fleet service. The use of travel agency systems has increased efficiency of travel services Closed down census operations in districts and satellite offices Treasury approval (TA111) was issued to Stats SA in March 2014 and the financial close is scheduled for April 2014 The move to the new building has been delayed	Optimal logistical, fleet and travel services meeting user needs in a timely manner Construction of the new building continues	Provide a secure, safe and healthy working environment. Provide efficient logistical services Enhance facility, security and logistics management by: Developing a records management policy and file master plan • Developing security classification mechanisms • Monitoring the construction of the new building • Preparing the organisation for the new environment Providing logistical services to CS2016	Provide a secure, safe and healthy working environment. Provide efficient logistical services Enhance facility, security and logistics management by: Implementing a functional records management and registry services • Establishing and implementing the security classification system • Relocating Stats SA's head office to new premises • Rolling out post-relocation programme Providing logistical services to CS 2016	Provide a secure, safe and healthy working environment. Provide efficient logistical services Enhance facility, security and logistics management by: • Implementing the security classification system • Rolling out a Safety, Health Environment, Risk and Quality (SHERQ) programme • Implementing PPP service level agreement Assessing office accommodation of provincial and district offices

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Strategic planning, reporting and monitoring								
Subprogramme: Strategy (Programme 1: Administration)								
59.1	Number and timeliness of strategic planning and reporting documents and reports	6	6	6	8	11	11	11
59.2	Number of technical documents/reports on improving strategic management					1	1	1
Programme and project management								
Subprogramme: Programme Office (Programme 1: Administration)								
60.1	Number and timeliness of monthly integrated management information reports	12	12	12	12	12	12	12
60.2	Number of clusters empowered in operational planning and reporting	7	7	7	8	8	8	8
60.3	Number of staff members trained in project management	277	71	46	20	20	20	20
60.4	Number of projects empowered in accordance with Stats SA's project management framework	1	4	8	1	1	1	1
60.5	Number of technical documents/reports on improving programme and project management					1	1	1
Internal audit services								
Subprogramme: Internal Audit (Programme 1: Administration)								
61.1	Number of internal audits conducted and approved by the Audit Committee *(As per approved international audit coverage plan)*	20	19	6	22	22	22	22
61.2	Number of technical documents/reports on improving internal audit services					3	2	2
Governance, risk and compliance								
Subprogramme: Corporate Governance (Programme 1: Administration)								
62.1	Number of policies reviewed and approved	6	4	4	4	4	4	4
62.2	Number of reports on Corporate Governance to Exco, Risk Management Steering Committee(RMSC) and Audit Committee (AC)	10	10	10	11	4	4	4
62.3	Percentage of fraud and corruption cases investigated		90%	90%	90%	80%	80%	80%
62.4	Percentage of loss and damage cases investigated					75%	75%	75%
62.5	Percentage of legal and civil litigation matters attended to	69 cases	100%	80%	80%	80%	80%	80%
62.6	Number of technical documents/reports on improving corporate governance					4	3	3

Table 2: Annual Performance Plan targets: 2015/16 (continued)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Financial administration and management								
Subprogramme: Financial Administration (Programme 1: Administration)								
63.1	Number and timeliness of financial management reports, documents and statements submitted to National Treasury/SARS	15	15	12	22	9	9	9
63.2	Number and timeliness of integrated demand management plans approved	0	1	1	1	1	1	1
63.3	Percentage goods and services procured from black-owned institutions (promotion of BEE)	70%	53%	85%	60%	60%	60%	60%
63.4	Number of technical documents/reports on improving financial management and administration					3	4	4
Human resource management systems								
Subprogramme: Human Resource Management (Programme 1: Administration)								
64.1	Percentage permanent staff appointed within 16 weeks of advertisement			33%	60%	70%	80%	90%
64.2	Vacancy rate	14%	11,5%	9,8%	9,5%	10 %	10%	10%
64.3	Number and timeliness of human resource management reports, policies and documents	5	3	3	3	2	2	2
64.4	Percentage performance contracts signed	88%	94%	97,3%	95%	98%	100%	100%
64.5	Percentage performance evaluations signed	95%	94%	99,3%	95%	98%	100%	100%
64.6	Number and timeliness of documents and reports on approved organisational structure and establishment	1	1	2	2	1	1	1
64.7	Percentage grievance cases addressed within 30 days	100%	35%	77,4%	85%	75%	80%	85%
64.8	Percentage disciplinary cases addressed within 60 days	100%	82%	61,6%	70%	75%	80%	85%
64.9	Number of technical documents/reports on improving human resource management					5	4	3

Table 2: Annual Performance Plan targets: 2015/16 (concluded)

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Safe and enabling work environment								
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)								
65.1	Number and timeliness of monthly reports on monitoring and evaluation of fleet management services	12	12	12	12	12	12	12
65.2	Percentage pre-screening submitted to State Security Agency results received within 30 days		44%	44%	80%	80%	80%	80%
65.3	Number of reports on security and OHSA	5	5	4	4	2	2	2
65.4	Number and timeliness of progress reports and documents on the new building	4	3	6	4	12	12	12
65.5	Number of technical documents/reports on improving facilities management, security and logistics	4	3	6	4	5	5	4

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic planning, reporting and monitoring							
Subprogramme: Strategy (Programme 1: Administration)							
59.1.1	Number and timeliness of strategic planning and reporting documents and reports	Annually	11	SDI annual report by June 2015	SDI quarterly report by August 2015	SDI quarterly report by November 2015	SDI quarterly report by February 2016
				SDIP (2015–2018) compiled by June 2015			Work Programme (2016/17) tabled in Parliament by March 2016
				4th organisational quarterly report by April/May 2015	1st organisational quarterly report by July/August 2015	2nd organisational quarterly report by October/November 2015	3rd organisational quarterly report by January/February 2016
					Annual Report tabled in Parliament by September 2015		
59.2.1	Number of technical documents/reports on improving strategic management	Periodic	1				Report on communicating the strategic direction to staff by March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme and project management							
Subprogramme: Programme Office (Programme 1: Administration)							
60.1.1	Number and timeliness of monthly integrated management information reports	Quarterly	12	3	3	3	3
60.2.1	Number of clusters empowered in operational planning and reporting	Annually	8				8 clusters empowered and supported in operational planning and reporting by March 2016
60.3.1	Number of staff members trained in project management	Annually	20				20 staff members trained in project management by March 2016
60.4.1	Number of projects empowered in accordance with Stats SA's project management framework	Annually	1				Stats SA priority project supported by March 2016
60.5.1	Number of technical documents/reports on improving programme and project management	Periodic	1				Report on enhancing management information repository by March 2016
Internal audit services							
Subprogramme: Internal Audit (Programme 1: Administration)							
61.1.1	Number of internal audits conducted and approved by the Audit Committee *(The finalisation of the Internal Audit Coverage Plan 2015–16 is dependent on the approval of the Audit Committee)*	Annually	22	3	6	7	6
61.2.1	Number of technical documents/reports on improving internal audit services	Periodic	3				Report on aligning internal audit system and methodologies by March 2016
							Report on assessing readiness to conduct CS2016 by March 2016
							Report on quality assurance by March 2016

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Governance, risk and compliance							
Subprogramme: Corporate Governance (Programme 1: Administration)							
62.1.1	Number and timeliness of policies reviewed and approved	Quarterly	4	1	1	1	1
62.2.1	Number and timeliness of reports on Corporate Governance to Exco, Risk Management Steering Committee(RMSC) and Audit Committee (AC)	Quarterly	4	1	1	1	1
62.3.1	Percentage of fraud and corruption cases investigated	Annually	80%				80%
62.4.1	Percentage of loss and damage cases investigated	Annually	75%				75%
62.5.1	Percentage of legal and civil litigation matters attended to	Annually	80%				80%
62.6.1	Number of technical documents/reports on improving corporate governance	Periodic	4				Compliance plan by March 2016
							Governance programme by March 2016
							Strategic risk register by March 2016
							Fraud prevention plan by March 2016
Financial administration and management							
Subprogramme: Financial Administration (Programme 1: Administration)							
63.1.1	Number and timeliness of financial management reports and documents submitted to National Treasury/SARS	Annually	3		Medium Term Expenditure Framework (MTEF) estimates by July 2015	Adjusted Estimates of National Expenditure (AENE) by October 2015	
						Estimates of National Expenditure (ENE) by December 2015	
63.1.2	Number and timeliness of financial accounting tax reconciliation statements	Biannually	2	Submission of biannual tax reconciliation to SARS by May 2015		Submission of biannual tax reconciliation to SARS by October 2015	

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Financial administration and management							
Subprogramme: Financial Administration (Programme 1: Administration)							
63.1.3	Number and timeliness of financial statements	Quarterly	3		1 set of interim financial statements to the National Treasury by July 2015	1 set of interim financial statements to the National Treasury by October 2015	1 set of interim financial statements to the National Treasury by January 2016
63.1.4	Number and timeliness of annual financial statements	Annually	1	1 set of annual financial statements to the National Treasury and Auditor-General by May 2015			
63.2.1	Number and timeliness of integrated demand management plans approved	Annually	1				Integrated demand management plan by March 2016
63.3.1	Percentage goods and services procured from black-owned institutions (promoting BEE)	Quarterly	60%	60%	60%	60%	60%
63.4.1	Number of technical documents/reports on improving financial management and administration	Periodic	3				Asset disposal strategy for the move to the new building by March 2016
							Report on financial administration support to CS2016 by March 2016
							Specifications to modernise financial business processes by March 2016
Human resource management systems							
Subprogramme: Human Resource Management (Programme 1: Administration)							
64.1.1	Percentage permanent staff appointed within 16 weeks of advertisement	Annually	70%				70%
64.2.1	Vacancy rate (permanent)	Annually	10%				10%
64.3.1	Number and timeliness of human resource management reports, policies and documents	Annually	2		HRM Strategic Plan by August 2015		
					Employment Equity report by September 2015		

Table 3: Quarterly performance targets: 2015/16 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Human resource management systems							
Subprogramme: Human Resource Management (Programme 1: Administration)							
64.4.1	Percentage performance contracts signed	Annually	98%	98% performance contracts signed by June 2015			
64.5.1	Percentage performance evaluations signed	Annually	98%	98% performance evaluation signed by June 2015			
64.6.1	Number and timeliness of documents and reports on approved organisational structure and establishment	Annually	1	Establishment approved by April 2015			
64.7.1	Percentage grievance cases addressed within 30 days	Quarterly	75%	75%	75%	75%	75%
64.8.1	Percentage disciplinary cases addressed within 60 days	Quarterly	75%	75%	75%	75%	75%
64.9.1	Number of technical documents/reports on improving human resource management	Periodic	5				Report on reviewing standard operating procedures and management controls by March 2016
							Organisational structure approved (aligned to new strategy) by March 2016
							Report on reviewing manual HRM processes to be computerised by March 2016
							Report on redeployment of staff affected by the new building by March 2016
							Report on providing HRM support to CS2016 by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safe and enabling work environment							
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)							
65.1.1	Number and timeliness of monthly reports on monitoring and evaluation of fleet management services	Quarterly	12	3	3	3	3
65.2.1	Percentage pre-screening submitted to State Security Agency results received within 30 days	Annually	80%				80%
65.3.1	Number of reports on security and OHSA	Annually	2				Report on security and compliance appraisal conducted in all Stats SA buildings by March 2016
							Report on OHSA by March 2016
65.4.1	Number and timeliness of progress reports and documents on the new building	Quarterly	12	3	3	3	3
65.5.1	Number of technical documents/reports on improving facilities management, security and logistics	Periodic	5				Records management policy and file master plan by March 2016
							Report on developing security classification mechanisms by March 2016
							Report on monitoring the construction of the new building by March 2016
							Report on preparing the organisation for the new environment by March 2016
							Report on providing logistical services to CS2016 by March 2016

3.4.3 Employer of choice

Strategic objective 4.3:   To become the employer of choice

Objective statement: Become the employer of choice through strengthening the internship programme as the preferred channel for new intakes, and rolling out a talent management and succession programme that fosters talent, personal growth and performance

Baseline: Number of interns per annum: 50 interns

Justification: This objective will contribute to Stats SA becoming a capable organisation by fostering talent and providing for personal growth opportunities

Links: This objective links to the NDP and MTSF

Stats SA needs to have the right people, in the right places, at the right time. From people experienced in transformation and change management, to experts required to update the IT systems and statistical methodologies used to produce innovative products and services. The organisation has adopted a more long-term approach to developing the skills and professional ethos. The talent management programme is the vehicle to recruit, develop and retain the skills that is needed.

The following tables outline the strategic, annual and quarterly performance plan targets for Stats SA to become an employer of choice:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Talent management and employee wellness									
Subprogramme: Human Resource Management (Programme 1: Administration)									
66.	Become the employer of choice	Talent management				Manage talent and diversity Institutionalise talent management by: • Finalising skills audit and skills gap • Developing organisational criteria for selection of talent • Developing a talent management process	Manage talent and diversity Institutionalise talent management by: • Developing a scarce skills matrix and strategy • Developing generic career pathways • Identifying the pool of talent	Manage talent and diversity Institutionalise talent management by: • Developing personal career pathways • Developing a succession plan for critical skills (phase 1)

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Talent management and employee wellness								
Subprogramme: Human Resource Management (Programme 1: Administration)								
66.1	Number and timeliness of reports to institutionalise talent management					3	3	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Talent management and employee wellness							
Subprogramme: Human Resource Management (Programme 1: Administration)							
66.1.1	Number and timeliness of reports to institutionalise talent management	Periodic	3				Report on skills audit and skills gap by March 2016
							Report on organisational criteria for selection of talent by March 2016
							Report on a talent management process by March 2016

3.4.4 Invest in ICT to align to organisational growth

Strategic objective 4.4: Invest in ICT to align to organisational growth

Objective statement: Invest in Information and Communication Technology (ICT) to align to organisational growth through stabilising the ICT infrastructure, researching and testing new technology, and modernising business processes

Baseline: Percentage ICT services delivered according to service delivery standards: 90%

Justification: This objective will contribute to Stats SA becoming a capable organisation by using technology as a strategic enabler to improve efficiency of statistical operations

Links: This objective links to the NDP and MTSF

The ICT strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. It addresses weaknesses in the current environment, but also provides for a stable, secure and reliable environment that keeps up with fast-changing technological developments. The business modernisation strategy outlines our plans to modernise business systems, as well as the underlying enterprise-wide infrastructure required to execute such a strategy. The move to the new building will be used as an opportunity to revisit current ICT infrastructure (introduction of Wi-Fi, Hot seats, use of own devices, etc.) to align to new demands and organisational growth.

The following tables outline the strategic, annual and quarterly performance plan targets for investing in ICT:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Server and network environment, end-user support, ICT security and risk management									
Subprogramme: Information and communication Technology (Programme 5: Statistical Support and Informatics)									
67.	Invest in ICT to align to organisational growth	Optimal ICT infrastructure	Implemented ICT infrastructure in provinces and districts Supported Census 2011, provinces and districts and geography Implemented electronic document management system The framework, policy and strategy for knowledge management were not defined	Implemented 2 data protection systems Implemented workflows for 2 corporate services processes ICT Continuity Plan and ICT Disaster Recovery Plan approved by the SG. A functional ICT business continuity programme is in place Phase 1 was not rolled out	Expanded network and server environment Expanded ICT services Maintained effective and efficient ICT operations Roll out phase 2: Implement knowledge management approach	Optimise network and server environment Optimise ICT services Maintain effective and efficient ICT operations Roll out phase 3: Implement functional management approach Plan and implement business and ICT strategic alignment	Provide a stable, reliable and functional ICT environment Invest in ICT by: • Creating a broadband infrastructure • Stabilising ICT infrastructure in provinces and districts • Improving the quality and response of ICT services • Conducting an awareness campaign on ICT governance • Developing ICT standards and protocols with SANSS partners	Provide a stable, reliable and functional ICT environment Invest in ICT by: • Expanding broadband capability and reach • Creating a self-service environment for application choices • Assessing the effectiveness of ICT governance • Promoting and enable wider collaboration opportunities between Stats SA and SANSS partners	Provide a stable, reliable and functional ICT environment Invest in ICT by: • Improving network connectivity (broadband) for research and educational opportunities • Creating remote-access ICT capability • Assessing the effectiveness of ICT environment • Aligning ICT governance to legislative changes • Creating a self-provisioning data centre • Researching impact of big data on ICT environment

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Modernising and innovating business processes									
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)									
68.	Invest in ICT to align to organisational growth	Business processes modernised	Aligned Stats SA environment to best practice Implemented standardised ICT platform and architecture	Compiled research papers for Wi-Fi and enterprise architecture System development was not standardised across the organisation	Continuous research and testing of evolving technological developments IT solution implemented according to business modernisation principles	Continuous research and testing of evolving technological developments IT solution implemented according to business modernisation principles	Modernise business processes through information management systems and the application of technology Modernise and innovate by: • Researching and developing platforms to automate data collection, processing and dissemination • Developing and establishing an enterprise architecture programme and capability • Establishing a knowledge management environment • Developing an organisational business modernisation strategy and plan	Modernise business processes through information management systems and the application of technology Modernise and innovate by: • Testing and piloting automated data collection, processing and dissemination systems • Implementing an enterprise architecture programme and capability • Implementing knowledge management practices • Automating support services business processes	Modernise business processes through information management systems and the application of technology Modernise and innovate by: • Rolling out automated data collection, processing and dissemination systems • Assessing enterprise architecture programme and capability • Implementing a knowledge management system • Automating support services business processes
Sustainable provincial and district infrastructure									
Sub-programme: Provinces (Programme 6: Statistical collection and outreach)									
69.	This target is under provinces								

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Server and network environment, end-user support, ICT security and risk management								
Subprogramme: Information and communication Technology (Programme 5: Statistical Support and Informatics)								
67.1	Number of data protection systems implemented	2	2	2	2	2	1	1
67.2	Number of infrastructure initiatives implemented	2	2	2	2	2	2	2
67.3	Percentage of services meeting service level standards (network, email, helpdesk, file storage and the website)	80%	94%	90%	90%	95%	95%	95%
67.4	Number of policies, standards and procedures approved	2	1	2	2	2	2	2
67.5	Number of technical documents/reports on improving ICT					5	4	6
Modernising and innovating business processes								
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)								
68.1	Percentage (number) of IT solution requests implemented on time	2 (100%)	2 (100%)	2 (100%)	2 (100%)	75%	80%	80%
68.2	Number and timeliness of documents on innovating business processes			3	3	5	3	3

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Server and network environment, end-user support, ICT security and risk management							
Subprogramme: Information and communication Technology (Programme 5: Statistical Support and Informatics)							
67.1.1	Number and timeliness of reports on data protection systems implemented	Annually	2				Report on vulnerability assessment conducted by March 2016
							Report on security monitoring and reporting system implemented by March 2016
67.2.1	Number of infrastructure initiatives implemented	Annually	2		Report on System Centre Configuration in provinces by September 2015		Report on consolidation of servers by March 2016
67.3.1	Percentage of services meeting service level standards (network, email, helpdesk, file storage and the website)	Quarterly	95%	95%	95%	95%	95%
67.4.1	Number of policies, standards and procedures approved	Annually	2		Procedure on Windows Server 2012 installation and setup by September 2015		ICT Infrastructure Refresh Strategy by March 2016
67.5.1	Number of technical documents/reports on improving ICT	Periodic	5				Broadband infrastructure by March 2016
							Report on stabilising ICT infrastructure in provinces and districts by March 2016
							Report on improving the quality and response of ICT services by March 2016
							Report on the awareness campaign of ICT governance by March 2016
							Report on developing ICT standards and protocols with SANSS partners by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

| No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Modernising and innovating business processes							
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)							
68.1.1	Percentage of IT solution requests implemented on time	Annually	75%				75% of solutions developed in line with stakeholder needs by March 2016
68.2.1	Number and timeliness of documents on innovating business processes	Annually	5				Knowledge management document by March 2016
							Business modernisation strategic plan by March 2016
							ICT alignment document by March 2016
							2 documents on Enterprise and Architecture by March 2016
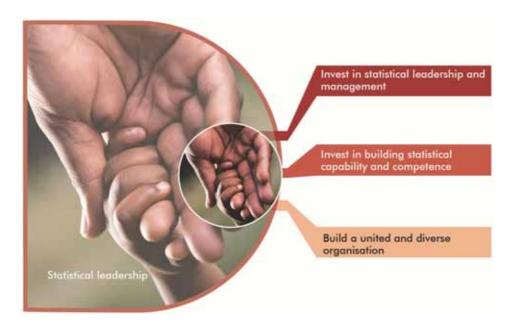
3.5 Strategic Outcome 5: Statistical leadership

Stats SA has undergone deep transformative change over the last 20 years. This is in keeping with the injunction of our supreme law, the Constitution. Our constitutional imperative to establish a non-racial, non-sexist democratic state, answerable to and representative of all South Africans has been witnessed across society, yet a lot more still needs to be done especially in defending the democratic gains thus far achieved. As relates to Stats SA, further focused investment is required to address the skills gap in the statistics system. This will be achieved by growing and empowering future statistical leaders, ready for deployment in the statistics system.

Statistical leadership is one of the strategic resources of the 21st century that needs to be harnessed for statistical development in countries, Africa and the world. The success or failure of Stats SA and the national statistics system is largely dependent on the effectiveness of its leadership. Leadership has been the single most critical ingredient and agent of change in Statistics South Africa, and its enhancement can guarantee continuous improvement and managed succession in statistical development.

The following diagram summarises the strategic objectives to achieve *Statistical leadership* as an end state:

Strategic objectives

Statistical leadership

Invest in statistical leadership and management

Invest in building statistical capability and competence

Build a united and diverse organisation

3.5.1 Statistical leadership and management

Strategic objective 5.1:   To invest in statistical leadership and management

Objective statement: Invest in statistical leadership and management as an end state to lead the statistical reform, strategic change and the transparency, accountability and transformation of the statistical system

Baseline: Number of senior managers trained annually: 10

Justification: This objective will contribute to Stats SA becoming a capable organisation to ensure responsiveness of the statistical system to user demand

Links: This objective links to the NDP and MTSF

Statistical leadership is one of the strategic resources of the 21st century that needs to be harnessed for statistical development in countries, Africa and the world. The success or failure of Stats SA and the implementation of the national statistics system is largely dependent on the effectiveness of its leadership. Leadership has been identified as a critical change agent in statistical development.

The following tables outline the strategic, annual and quarterly performance plan targets for building statistical leadership and management:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical leadership and management									
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)									
70.	Invest in statistical leadership and management	Statistical leadership corps	Compiled 12 research papers under CRUISE	Compiled 12 research papers under CRUISE	Compiled 11 research papers under CRUISE	12 Stats SA staff members enrolled under CRUISE	Build statistical leadership and management capability Invest by: • Developing selection criteria and requirements for participation in leadership and management programme • Developing a post-CRUISE strategy • Participating in the Harvard leadership programme • Lecture series for statistical development	Build statistical leadership and management capability Invest by: • Expanding CRUISE participation to municipalities • Developing a statistical leadership and management programme	Build statistical leadership and management capability Invest by: • Expanding CRUISE participation to municipalities • Developing a statistical leadership and management programme

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical leadership and management								
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)								
70.1	Number of research papers compiled by students enrolled at CRUISE	12	12	11	10	12	12	12
70.2	Number of technical documents/reports on improving statistical leadership and management					4	2	2

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical leadership and management							
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)							
70.1.1	Number of research papers compiled by students enrolled at CRUISE	Annually	12				12 Research reports from CRUISE by March 2016
70.2.1	Number of technical documents/reports on improving statistical leadership and management	Periodic	4				Report on selection criteria for CRUISE by March 2016
							Post-CRUISE strategy by March 2016
							Report on participation in the Harvard leadership programme by March 2016
							Report on lecture series for statistical development by March 2016

3.5.2 Statistical capability and competence

Strategic objective 5.2:   To invest in building statistical capability and competence

Objective statement: Invest in building statistical capability and competence through the schools programme, tertiary programme, inside Stats SA and within the national statistics system

Baseline: Number of staff trained annually: 1 972

Justification: This objective will contribute to Stats SA becoming a capable organisation by ensuring that the skills gap in the statistical system is addressed

Links: This objective links to the NDP and MTSF

Interventions in human resource development represent an essential contribution to promoting the statistics development agenda. A robust HRD strategy for statistical literacy and numeracy is as important today as it was at the onset of our democracy in 1994. The challenge South Africa continues to face is that of scarce skills as the number of matriculants who qualify to study Mathematics and Statistics in tertiary institutions continues to decline. A central national concern is to accelerate statistical literacy and numeracy so that there is a match between supply and demand for human resources.

Although people have been trained, there remains a shortage of skills to respond to new demands. These new increasing demands are mainly for innovative products, and the organisation will therefore focus on the research and analysis area, exposing staff to knowledgeable people and taking advantage of technology to address the demands. Stats SA will invest in a number of people through institutions nationally and internationally to create a pool of future leaders. The drive to focus on 'use' will continue, and Stats SA will build the capability of both producers and users of official statistics to increase their understanding and skills, and improve access and use.

The following tables outline the strategic, annual and quarterly performance plan targets for building statistical capability and competence:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical literacy at school level									
Subprogramme: Office of the SG (Programme 1: Administration)									
71.	Invest in building statistical capability and competence	Statistical literacy programme	Conducted Maths4Stats workshops in 6 provinces. Training materials for statistical literacy programme (Maths4Stats) was not developed	Conducted 118 Maths4Stats workshops in 8 provinces	Conducted 126 Maths4Stats workshops	Schools programme: •Maths4Stats	*Build statistical capability and competence* • *Develop a national statistics pipeline strategy* • *Identify pilot schools based on ANA 2014 results for programme implementation* • *Compile MoU Addendum with DBE and District Education offices in which 30 schools fall* • *Identify and training of school programme facilitators from B.Ed Mathematics/ Statistics Degree programme* • *Enter into MoUs with key institutions of higher learning with secured bursaries and admissions for identified learners with statistics related aptitudes*	*Build statistical capability and competence* • *Pilot the implementation of proven concept on mathematics and geography learning and teaching for grade 11 and 12 learners* • *Develop a matric readiness programme for Grade 12 learners with statistics-related aptitude* • *Develop local curriculum, content inputs and resources in data handling and probability and GIS for Mathematics (Gr 7 - 12) and Geography (Gr 10 - 12)*	*Build statistical capability and competence* • *Expand mathematics and geography learning to grade 9 and 10* • *Expand national footprint of schools in programme*

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical capacity at tertiary level									
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)									
72.	Invest in building statistical capability and competence	Training reports				Enrol employees with Southern Africa Labour Development Research Unit (SALDRU)	Create learning opportunities at tertiary level Invest in capacity building by: • Aligning MoUs with organisational needs	Create learning opportunities at tertiary level Invest in capacity building by: • Assessing course content and curriculum of tertiary partners	Create learning opportunities at tertiary level Invest in capacity building by: • Institutionalising centres of excellence
Subprogramme: Office of the SG (Programme 1: Administration)									
73.	Invest in building statistical capability and competence	Coordination of statistical tertiary programme					Coordinate a tertiary support programme • Develop a university statistics student mentoring programme	Coordinate a tertiary support programme • Implement 1st year university statistics students mentoring programme • Develop a NSS-wide work programme for students of statistics related studies	Coordinate a tertiary support programme • Institutionalise statistics student work programme within the SANSS

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18

No.	Strategic objective	Target	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)								
74.	Invest in building statistical capability and competence	Staff trained in Stats SA	Submitted workplace skills plan, approved training plan, 31 appointed interns, 116 attended induction, 163 attended leadership training, 121 attended statistical training, 1 428 attended other courses 32 attended SADC Survey Methodology course 461 bursaries approved and 225 registered at institutions Awarded 13 local study bursaries No bursaries awarded due to budget constraints Proposal for the establishment of an independent training institute was not completed Study material for Official Statistics Certificate was approved and 31 students enrolled in the course	Inside Stats SA • Appointed 38 interns • 55 staff completed e-learning • Awarded 71 bursaries 1 790 staff attended other courses • 2 modules developed for post-graduate diploma were accredited • Improved training materials for survey programmes • Enrolled 42 students in the course Official Statistics for • 2 modules for the post-graduate diploma were completed	Inside Stats SA • Appointed 50 interns • 1 972 staff trained • 445 bursaries awarded • 12 study bursaries awarded to students • 35 students enrolled in the Official Statistics Course • 15 students enrolled for tertiary education	Inside Stats SA • 75 interns appointed Statistics Training Institute established	Coordinate capacity building in Stats SA Improve by: • Developing an HRD evaluation framework • Developing an HCD strategy to align to organisational strategy • Researching accreditation of Diploma in Official Statistics • Piloting e-learning induction programme	Coordinate capacity building in Stats SA Improve by: • Developing and rolling out a re-skilling programme • Providing training support to CS 2016 • Aligning training material with unit standards for accreditation • Assessing e-learning programme	Coordinate capacity building in Stats SA Improve by: • Implementing a re-skilling programme (for new technology) • Obtaining accreditation in Official Statistics • Piloting new e-learning system • Re-aligning all training initiatives
	Building capacity in the SANSS								
75.	This target is under provinces								

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Statistical literacy at school level								
Subprogramme: Office of the SG (Programme 1: Administration)								
71.1	Number of technical documents/reports on improving capability at schools level					5	3	2
Statistical capacity at tertiary level								
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)								
72.1	Number of study bursaries awarded to learners at local universities	20	0	12	10	15	15	15
72.2	Number of technical documents /reports on improving capacity building					1	1	1
Subprogramme: Office of the SG (Programme 1: Administration)								
73.1	Number of technical documents /reports on improving capacity building					1	2	1
Building capacity inside Stats SA								
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)								
74.1	Number of training plans and documents approved and submitted (training plans, workplace skills plans and reports submitted to PSETA)	6	6	6	6	6	6	6
74.2	Number of interns appointed	31	38	50	30	30	30	30
74.3	Number of staff trained (internally and externally: inclusive of short courses)	1 428	1 790	1 972	1 500	1 067	1 100	1 200
74.4	Number of bursaries awarded to employees	461	71	445	250	250	250	250
74.5	Number of foreign study bursaries awarded to Stats SA employees	5	0	0	5	5	5	5
74.6	Number of students enrolled in the Official Statistics course	31	42	35	30	30	30	30
74.7	Number of technical documents/reports on improving capacity building inside Stats SA					4	4	4

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical literacy at school level							
Subprogramme: Office of the SG (Programme 1: Administration)							
71.1.1	Number of technical documents/reports on improving statistical literacy at schools level	Periodic	5				National statistics pipeline strategy by March 2016
							Report on pilot schools identified based on ANA 2014 results for programme implementation by March 2016
							MoU Addendum compiled with DBE and District Education offices by March 2016
							Report on school programme facilitators by March 2016
							Report on MoUs with key institutions of higher learning by March 2016
Statistical capacity at tertiary level							
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)							
72.1.1	Number of study bursaries awarded to learners at local universities	Annually	15				15 bursaries awarded to learners by March 2016
72.2.1	Number of technical documents/reports on improving capacity at tertiary level	Periodic	1				MoU aligned to organisational needs by March 2016
Subprogramme: Office of the SG (Programme 1: Administration)							
73.1.1	Number of technical documents/reports on improving capacity at tertiary level	Periodic	1				Report on student mentoring programme by March 2016

Table 3: Quarterly performance targets: 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Building capacity inside Stats SA							
Subprogramme: Corporate Services – Human Capacity Development (Programme 1: Administration)							
74.1.1	Number of training plans and documents approved and submitted (training plans, workplace skills and reports submitted to PSETA)	Annually	6	HRD implementation plan submitted to DPSA by May 2015	2nd quarterly training report to PESTA by July 2015	3rd quarterly training report to PESTA by July 2015	4th quarterly training report to PESTA by July 2015
				Work place skills plan by June 2015			
				1st quarterly training report to PESTA by July 2015			
74.2.1	Number of interns appointed	Annually	30				30 interns appointed by January 2016
74.3.1	Number of staff trained (internally and externally: inclusive of short courses)	Annually	1 067				1 067 staff trained by March 2016
74.4.1	Number of bursaries awarded to employees	Annually	250				250 bursaries awarded to employees by March 2016
74.5.1	Number of foreign study bursaries awarded to Stats SA employees	Annually	5				5 foreign study bursaries awarded by March 2016
74.6.1	Number of students enrolled in the Official Statistics course	Annually	30				30 students enrolled in 1-year certificate in Official Statistics by March 2016
74.7.1	Number of technical documents/reports on improving capacity building inside Stats SA	Periodic	4				HRD evaluation framework by March 2016
							HCD strategy aligned to organisational strategy by March 2016
							Research report on accreditation of Diploma in Official Statistics by March 2016
							Report on piloting e-learning induction programme by March 2016

3.5.3 Building a united and diverse organisation

Strategic objective 5.3:   To build a united and diverse organisation

Objective statement: To build a united and diverse organisation by equalising opportunities, promoting inclusion and redress, and fostering shared values through driving a transformation agenda and facilitating staff participation to embrace transformation and change

Baseline: Staff satisfaction survey: 1

Justification: This objective will contribute to Stats SA building a sustainable organisation by ensuring that staff are motivated and united in diversity

Links: This objective links to the NDP and MTSF

People of Stats SA are from differing backgrounds, and its workforce also includes foreign staff members due to the statistical skills shortage in South Africa. The current status is not well understood by many within the organisation, thus causing tensions. Management saw it fit to appoint a Transformation and Change Team (TaCT) to deal will these issues. The committee aims to promote equal opportunities for all employees no matter their background, while promoting a feeling of belonging.

The following tables outline the strategic, annual and quarterly performance plan targets towards a united and diverse organisation:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Transformation and change									
Subprogramme: Office of the SG – Change Management (Programme 1: Administration)									
76.	Building a united and diverse organisation	Diversity within the organisation	Change Management and Strategy divisions worked together on the Strategy-in-Action project to implement the new strategic direction Measured and monitored behaviour in value system	Implemented Change Management Programme relating to the Strategy-in-Action project and other priority areas Compiled document on strategy in action including values	Continued the Strategy-in-Action project in 2013/14 and created a communication platform where staff members and management can interact Identified and aligned behaviour to the new values adopted by EMF	Motivated workforce Conduct values assessment and compile values profile	Drive the Transformation and Change Agenda • Developing the Transformation and Change Agenda • Rolling out an awareness campaign • Adopting the Transformation and Change Agenda	Drive the Transformation and Change Agenda • Developing a values programme • Developing a diversity programme • Assessing alignment of the talent management programme (policies, strategies and practices)	Drive the Transformation and Change Agenda • Implementing a values programme • Implementing a diversity programme • Alignment of the talent management programme (policies, strategies and practices

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Transformation and change								
Subprogramme: Office of the SG – Change Management (Programme 1: Administration)								
76.1	Number of technical documents/ reports on transformation and change	2	1	1	1	3	3	3

Table 3: Quarterly performance targets: 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Transformation and change							
Subprogramme: Office of the SG – Change Management (Programme 1: Administration)							
76.1.1	Number of technical documents/ reports on transformation and change	Periodic	3		Proposal on the Transformation and Change Agenda by September 2015		Transformation and Change Agenda adopted by March 2016
							Awareness campaign rolled out by March 2016

3.6 Provincial and district offices: Sustainable and responsive statistical infrastructure

Strategic objective 4.5: To invest in a sustainable and responsive statistical infrastructure

Objective statement: Sustain and strengthen the statistical infrastructure in the provinces through investing in statistical regions, being responsive to provincial statistical needs, and driving an integrated collection and dissemination agenda at grassroots level

Baseline: Number of operational provincial and district offices: 63

Justification: This objective will contribute to Stats SA becoming a capable organisation by ensuring effective and efficient provincial and district statistical infrastructure and operations

Links: This objective links to the NDP and MTSF

Policy context: Provinces will receive R469 billion in the 2015/16 financial year, increasing to R527 billion in 2017/18. Efficiency improvements will be prioritised in the core areas of service delivery which includes basic education, health, roads, and social development. National Treasury will work with provincial departments to improve human resource management and supply chain processes. Special attention must be paid to containing personnel expenditure which now accounts for 61 per cent of total provincial spending. Support will be provided to municipalities to improve revenue collection and management of infrastructure financed from both own revenue and grants. The local government equitable share continues to finance the provision of basic services to poor households, but municipalities must work harder to broaden access (MTBPS: 2014).

The policy context above highlights the importance of Stats SA's presence at provincial and municipal level to serve the needs of provincial stakeholders. Stats SA's national footprint is represented through its nine provincial offices and 54 district offices across the country. The current core responsibility of provincial and district offices is mainly that of data collection and dissemination of statistical information.

The provincial strategy sets out the following strategic shifts to strengthen evidence based decision making in provinces:
- Provincial statistics agenda: mainstreaming provincial information needs into collection agenda
- Statistical collections: addressing quality of data collected and establishing efficient and effective survey operations supported by technology
- Statistical frames: maintaining and updating the provincial spatial information frame (DU, EA and place names) through collaborative mapping with municipalities and other provincial stakeholders
- Statistical dissemination: Increasing usage of statistics at provincial and municipal level; Rolling out a stakeholder-focused communication, marketing, advocacy and publicity strategy and plan
- Statistical coordination: Strengthening provincial statistics system through providing statistical support and advice; strengthening the quality and use of administrative data; and participating in provincial statistical projects
- Statistical capacity: developing a framework for internal capacity building focusing on developing staff skills for new strategic demands, and external capacity building to cohesively build statistical literacy and numeracy

- Statistical administration: Increase productivity and capability of provincial and district offices; and reviewing and rationalising provincial structure and function.

The following tables outline the strategic, annual and quarterly performance plan targets for provincial and district offices:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Strategic Outcome 2: Trusted statistics – Innovate the statistics value chain for better efficiency									
Plan, design, build, collect, process and disseminate									
40.	Innovate the statistics value chain for better efficiency	Response rate of 85% for household surveys	Implemented integrated fieldwork strategy and conceptualised continuous data collection Implemented a periodic household survey programme and created efficiency savings Census 2011: Completed preparation for field collections, which included establishment of satellite offices in all provinces Decentralised corporate support services (phase 3) Conducted 5 household surveys and NTS pilot with an average response rate of 95% Conducted 35 stakeholder workshops in provinces	Implemented the IFWS in KZN, Northern Cape, and Western Cape The economic survey programme was not implemented. CPI is collected at provincial and district levels Census 2011: Closed 31 out of 58 satellite offices as at 31 March 2013 Decentralised corporate services functions in 6 provinces Conducted 7 household surveys with an average response rate of 89% Conducted Census launches in all provinces, 4 MDG workshops in Gauteng, Northern Cape, North West and Western Cape 21 stakeholder workshops/ consultations	Implemented the Continuous Data Collection methodology Conducted 2 Census 2011 dissemination place name workshops in Eastern Cape Conducted SuperCross training in Western Cape, Free State Mpumalanga, and Northern Cape Decentralisation of corporate support services has partially been implemented Conducted 5 household surveys with an average response rate of 95% Conducted 34 workshops (MDGs, ISIbalo, African Stats Day, census dissemination)	Integrated fieldwork force as part of a national footprint Decentralised corporate services to support field operations Conducted 5 household surveys with an average response rate of 85% Conducted 9 stakeholder workshops in provinces	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: • *Conducting CS2016 with new methodologies* • Reviewing the integrated fieldwork strategy • Researching the state of quality in the provinces to reduce the error rate • Developing an integrated provincial communication and marketing strategy and plan	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: • Conducting and disseminating CS2016 • Developing and implementing a quality management framework for provinces • Implementing the integrated provincial communication and marketing strategy and plan	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: • Assessing the state of quality • Implementing the digital data collection programme • Intensifying dissemination and use of statistics • *Preparing for CPS*

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Strategic Outcome 3: Partners in statistics – Strengthen collaboration to build statistical sampling frames									
Geospatial frame									
49.	Strengthen collaboration to build statistical sampling frames	Updated the geospatial frame	Updated master sample in all 9 provinces as scheduled	Updated master sample in 6 provinces	Maintenance of the master sample was done in 7 provinces as scheduled	List new master sample	Update and maintain the provincial spatial information frame Improve the SIF by: • Verifying and updating the current frame • Engaging municipalities and provincial stakeholders on collaborative mapping to update frames • Compiling geo-database for EA/PSU profile	Update and maintain the provincial spatial information frame Improve the SIF by: • Developing an implementation plan for provincial geo-database maintenance • Establishing partnerships with municipalities for collaborative mapping • Establishing coordination mechanisms and protocols	Update and maintain the provincial spatial information frame Improve the SIF by: • Rolling out devolution of the spatial information frame • Expanding partnerships with municipalities and provincial stakeholders
Strategic Outcome 3: Partners in statistics – Lead the development and coordination of SANSS									
Statistical coordination									
55.	Lead the development and coordination of SANSS	Collaborate with all SANSS partners	Provided statistical support to SANSS partners Compiled profiles for only 6 provinces Compiled 3 assessment reports	Provided statistical support to 27 SANSS partners Profiles were not compiled Compiled 3 assessment reports in Limpopo, Northern Cape and Western Cape. Compiled 1 data inventory report in Free State	Provided statistical support to 91 SANSS partners Compiled profiles for 7 provinces Compiled assessment reports for Eastern Cape, Free State, Gauteng and Northern Cape	Provide statistical support to SANSS partners Compile profiles/fact sheets for 9 provinces Compile assessment reports/data inventory/ database	Lead coordination of provincial statistics • Developing a coordination framework • Assessing supply, demand and use of statistical information of provincial stakeholders • Identifying the provincial information gap	Lead coordination of provincial statistics • Institutionalising the provincial coordination framework • Assessing statistical capability and infrastructure among provincial organs of state • Partnering with municipalities on IDP • Mining existing data sources to respond to provincial demand	Lead coordination of provincial statistics • *Developing a provincial strategy for development of statistics* • Strengthening critical administrative records and sources • Developing research papers to respond to provincial policy

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Strategic Outcome 4: Capable organisation – Invest in a sustainable and responsive statistical infrastructure in provinces									
Sustainable provincial and district infrastructure									
69.	Invest in a sustainable and responsive statistical infrastructure in provinces	Unqualified audit	Compiled 36 administrative reports. Attained 100% audit findings	Compiled 36 administrative reports. Attained 100% audit findings	Compiled 36 administrative reports. Attained 100% audit findings	Compile 36 administrative reports. Attain 100% audit findings	Provide an efficient governance and administration service Improve productivity and service delivery by: • Reviewing and rationalising provincial function and structure • Preparing for scope changes	Provide an efficient governance and administration service Improve productivity and service delivery by: • Developing a proposal on statistical regions • Developing mobility options for remote field staff	Provide an efficient governance and administration service Improve productivity and service delivery by: • Preparing for implementation of statistical regions
Strategic Outcome 5: Statistical leadership – Invest in building statistical capability and competence									
Building capacity in the SANSS									
75.	Invest in building statistical capability and competence	Staff trained in the SANSS	Built provincial capacity in SASQAF Conducted 114 Maths4Stats workshops	Conducted 9 SASQAF train-the-trainer sessions in provincial and district offices Trained SANSS partners: 3 sessions in Northern Cape and 1 session in North West Conducted 118 Maths4Stats workshops	Conducted 13 SASQAF training sessions and 1 SASQAF train-the trainer session in the provinces Conducted 126 Maths4Stats workshops	SASQAF training to SANSS partners Conduct 108 Maths4Stats workshops	Coordinate capacity building in the provinces for the SANSS • Developing a framework for capacity building in provinces for the SANSS	Coordinate capacity building in the provinces for the SANSS • Identifying the skills gap in the provinces • Developing a statistical training programme in the provinces for SANSS	Coordinate capacity building in the provinces for the SANSS • Expanding the statistical training programme in the provinces for SANSS • Developing an integrated provincial statistical capability plan

Table 2: Annual Performance Plan targets: 2015/16

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Trusted statistics – Plan, design, build, collect, process and disseminate								
40.1	Response rate for household surveys (QLFS, GHS, VOCs, DTS & CS2016)	85%	90%	95%	85%	85%	85%	85%
40.2	Number of stakeholder workshops/consultations	35	21	34	42	25	25	25
40.3	Number of fact sheets				32	40	40	40
40.4	Number and timeliness of technical documents/reports to improve the statistics value chain					20	27	27
Partners in statistics – Geospatial frame								
49.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping					20	20	20
49.2	Number and timeliness of technical documents/ reports to improve the spatial information frame					18	10	9
Partners in statistics – Statistical coordination								
55.1	Number of SANSS partners supported in statistical production		28	30	37	25	25	25
55.2	Number of assessments/data inventory reports compiled	3	4	9	11	8	10	10
55.3	Number of technical documents/reports to improve statistical coordination					19	36	19
Capable organisation – Sustainable provincial and district infrastructure								
69.1	Number and timeliness of governance and administrative records	36	36	36	36	36	36	36
69.2	Percentage audit queries responded to within defined timelines	100%	100%	100%	100%	100%	100%	100%
69.3	Number of technical reports to improve productivity and service delivery					10	6	13
Statistical leadership – Building capacity in the SANSS								
75.1	Number of SASQAF training sessions and statistical capacity building conducted	9	13	15	55	28	28	28
75.2	Number and timeliness of documents/reports on statistical capacity building					1	10	10

Table 3: Quarterly performance targets: Eastern Cape

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for household surveys (GHS, VOCs, DTS & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	2		Report on stakeholder workshop conducted by September 2015		Report on stakeholder workshop conducted by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	2				*Report on conducting CS2016 with new methodologies by March 2016*
							Report on the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.1.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping	Annually	4				4 reports on municipalities/ provincial stakeholders engaged in collaborative mapping by March 2016
49.2.1	Number of technical documents/ reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	2		Report on technical support provided by September 2015		Report on technical support provided by March 2016
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016

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

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	2		Report on of statistical capacity building sessions by September 2015		Report on statistical capacity building sessions by March 2016

Table 3: Quarterly performance targets: Free State

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for household surveys (GHS, VOCs, DTS & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	3	Stakeholder workshop by June 2015	Stakeholder workshop by September 2015		Stakeholder workshop by March 2016
40.3.1	Number of fact sheets	Quarterly	8	2	2	2	2
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	2				Report on *conducting CS2016 with new methodologies* by March 2016
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame in Free State by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016

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

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	4	1	1	1	1
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	9	2	2	2	3

Table 3: Quarterly performance targets: Gauteng 2015/16

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for household surveys (GHS, VOCs, DTS & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	2		Report on stakeholder workshop conducted by September 2015		Report on stakeholder workshop conducted by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	2				Report on *conducting CS2016 with new methodologies* by March 2016
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	2		Report on technical support provided by September 2015		Report on technical support provided by March 2016
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016

Table 3: Quarterly performance targets: Gauteng 2015/16 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	2		Report on statistical capacity building sessions by September 2015		Report on statistical capacity building sessions by March 2016

Table 3: Quarterly performance targets: KwaZulu-Natal

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for annual household surveys (GHS, DTS, VOCs & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	2		Report on stakeholder workshops conducted by September 2015		Report on stakeholder workshops conducted by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number of technical documents/ reports to improve the statistics value chain	Periodic	2				Report on *conducting CS2016 with new methodologies* by March 2016
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016

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

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	2		Report on technical support provided by September 2015		Report on technical support provided by March 2016
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	2				Report on reviewing and rationalisation of provincial functions and structures by March 2016
							Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	2		Report on statistical capacity building sessions by September 2015		Report on statistical capacity building sessions by March 2016

Table 3: Quarterly performance targets: Northern Cape

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for annual household surveys (GHS, DTS, VOCs & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	2		Report on stakeholder workshops conducted by September 2015		Report on stakeholder workshops conducted by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	2				Report on *conducting CS2016 with new methodologies* by March 2016
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.1.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping	Annually	4				4 reports on municipalities/ provincial stakeholders engaged in collaborative mapping by March 2016
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	1				1 report on technical support provided by March 2016
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	2		Assessment report/data inventory by September 2016		Assessment report/data inventory by March 2016

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

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.3.1	Number of technical reports to improve statistical coordination	Periodic	3				Report on developing a coordination framework by March 2016
							Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.2.2	Number of reports on statistical regions	Annually	1				Report on rationalising resources towards the development of statistical regions
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	3	Report on statistical capacity building sessions by June 2015	2 reports on statistical capacity building sessions by September 2015		

Table 3: Quarterly performance targets: Mpumalanga

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for annual household surveys (GHS, DTS, VOCs & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	9	3	2	1	3
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	2				*Report on conducting CS2016 with new methodologies by March 2016*
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.1.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping	Annually	4				4 reports on municipalities/ provincial stakeholders engaged in collaborative mapping by March 2016
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	4	1	1	1	1
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016

Table 3: Quarterly performance targets: Mpumalanga (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.3.1	Number of technical reports to improve statistical coordination (continued)	Periodic	2				Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.3	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	2		Report on statistical capacity building sessions by September 2015		Report on statistical capacity building sessions by March 2016
75.2.1	Number of technical reports to build capacity in the SANSS	Periodic	1				Framework for capacity building in the SANSS by March 2016

Table 3: Quarterly performance targets: Limpopo

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	95%	95%	95%	95%
40.1.2	Response rate for annual household surveys (GHS, DTS, VOCs & CS2016)	Annually	4	95%	95%	95%	95%
40.1.3	Number of surveys using (CAPI)	Annually	1				Report on innovative methods for improved efficiencies using CAPI by March 2016
40.2.1	Number of stakeholder workshops/consultations	Annually	2		Report on stakeholder workshop by September 2015		Report on stakeholder workshop by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	3				Report on *conducting CS2016 with new methodologies* by March 2016
							Report on researching the state of quality in Limpopo to reduce the error rate by March 2016
							Integrated provincial communication and marketing strategy and plan by March 2016
Partners in statistics – Geospatial frame							
49.1.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping	Annually	4				4 reports on municipalities/ provincial stakeholders engaged in collaborative mapping by March 2016
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on Compiling geo- database for EA/PSU profile by March 2016

Table 3: Quarterly performance targets: Limpopo (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	8	2	2	2	2
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.2.2	Number of reports on statistical regions	Annually	1				Report on rationalising resources towards the development of statistical regions
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on reviewing and rationalising provincial function and structure to implement the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	2		Report on statistical capacity building sessions by September 2015		Report on statistical capacity building sessions by March 2016

Table 3: Quarterly performance targets: North West

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, DTS, VOCs & CS2016)	Annually	4	90%	90%	90%	90%
40.2.1	Number of stakeholder workshops/consultations	Annually	2		Report on stakeholder consultation workshop by September 2016		Report on stakeholder consultation workshop by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	2				Report on *conducting CS2016 with new methodologies* by March 2016
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.1.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping	Annually	4				4 reports on municipalities/ provincial stakeholders engaged in collaborative mapping by March 2016
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling geo-database for EA/PSU profile by March 2016
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	4	1	1	1	1
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016

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

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.2.2	Number of reports on statistical regions	Annually	1				Report on rationalising resources towards the development of statistical regions
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Quarterly	4	1	1	1	1

Table 3: Quarterly performance targets: Western Cape

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	4	85%	85%	85%	85%
40.1.2	Response rate for annual household surveys (GHS, DTS, VOCs & CS2016)	Annually	4	85%	85%	85%	85%
40.2.1	Number of stakeholder workshops/consultations	Annually	1				Report on stakeholder workshops conducted by March 2016
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Number and timeliness of technical documents/reports to improve the statistics value chain	Periodic	3				Report on *conducting CS2016 with new methodologies* by March 2016
							Integrated fieldwork strategy by March 2016
							Report on researching the state of quality to reduce the error rate by March 2016
Partners in statistics – Geospatial frame							
49.1.1	Number of municipalities/provincial stakeholders engaged in collaborative mapping	Annually	4				4 reports on municipalities/ provincial stakeholders engaged in collaborative mapping by March 2016
49.2.1	Number of technical documents/reports to improve the SIF	Periodic	2				Report on verifying and updating the current frame by March 2016
							Report on compiling a geo- database for EA/PSU profile by March 2016
Partners in statistics – Statistical coordination							
55.1.1	Number of SANSS partners provided with statistical support	Annually	1				Report on technical support provided by March 2016

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

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Partners in statistics – Statistical coordination							
55.1.2	Number of provincial users	Annually	1		Report on user needs analysis by September 2015		
55.2.1	Number of assessment reports/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2016
55.3.1	Number of technical reports to improve statistical coordination	Periodic	2				Report on assessing supply, demand and use of statistical information of provincial stakeholders by March 2016
							Report on identifying the provincial information gap by March 2016
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Number and timeliness of governance and administrative reports	Quarterly	4	1	1	1	1
69.2.1	Percentage of audit queries responded to within defined timelines	Annually	100%				100%
69.3.1	Number of technical reports to improve productivity and service delivery	Periodic	1				Report on implementing the scope change by March 2016
Statistical leadership – Building capacity in the SANSS							
75.1.1	Number of statistical capacity building sessions conducted	Annually	2		Report on statistical capacity building sessions by September 2015		Report on statistical capacity building sessions by March 2016

Chapter 4

Stakeholders and the environment

4. 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 resource management plan to implement the strategy.

4.1 Statistics Council

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

4.2 Stakeholders and their needs

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

- Government: National, provincial and local governments use statistical information to inform policy development and to measure the impact of government programmes on economic and social development. Government is both a major user and a major supplier of data. There is a growing need for accurate statistical information at local government level. Except for the population census information, most of the statistical information produced by Stats SA is on a national and provincial level. The challenge for Stats SA is to develop alternative strategies with its NSS partners to meet this growing demand for small area statistics.

- The public: The public is mainly interested in basic information on the economy and society such as economic growth, employment, inflation, and population dynamics. This information is largely communicated through the media. Stats SA's strategy strives to inspire confidence in the quality of these key measurements. The public also supplies data through household survey collections and the census. The challenge for Stats SA is to promote its information outputs to the 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.

4.3 Service delivery improvement plan (SDIP)

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

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

- Defining response times with regard to requests for information;

- Formalising consultation arrangements with stakeholders;

- Communicating key statistical information through an emailed newsletter;

- Increasing transparency of statistical releases through the implementation of approved quality criteria as described in the South African Statistical Quality Assurance Framework (SASQAF);

- Increasing Stats SA's presence at university exhibitions and open days; and

- Conducting stakeholder workshops at provincial level for improved communication with stakeholders.

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

4.3.1 Providing statistical information

Stats SA aims to assist and encourage informed decision-making, research and discussion within the state and the community by providing high-quality, objective, reliable and responsive statistical products and services. 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 and/or email. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. Staff members are trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to request prompt responses on published data. Stats SA can be contacted at 012 310 8600 for telephonic enquiries, 012 310 8500 for fax enquiries or info@statssa.gov.za for email enquiries.

b) Subscription service

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

c) Stats SA website

Stats SA publications and datasets can be viewed, accessed and downloaded free of charge from the Stats SA website at www.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 the Stats SA Head Office or any provincial Stats SA office to obtain access to statistical products and services. Head Office also provides a library facility to users. This facility is mainly used for research purposes.

e) Consultation

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Through a better understanding of Stats SA's stakeholders, our interactions with suppliers and users of information are becoming more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. The outputs of surveys will be communicated in a way that is well understood by users and that meets their information needs. In addition Stats SA conducts annual stakeholder workshops, 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.

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

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

Stats SA has established a number of advisory committees comprising key stakeholders that meet periodically to advise on statistical series. Stats SA also conducts periodic workshops in order to seek advice, comments and suggestions from broader stakeholder groups.

The National Statistics System 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.

4.4 Resource management plan

The Stats SA 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.

4.4.1 Information Communication and Technology Strategy

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

The strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. It 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 2015–2016:

Goal 1 **Delivery of reliable and highly available, secure, cost-effective ICT solutions and services to support business operations**

- The server and network infrastructure provides the backbone of all ICT services and systems. It is critical that this infrastructure is stable, reliable, highly available and functional. Our key goals are to ensure ITS stability, reliability, and functionality
- User-focused services delivered by ICT enables Statistics South Africa to fulfil its mission and to assist it to evolve into a more functional, effective and efficient organisation
- ICT measures and exposes to scrutiny its service delivery costs, and seeks to benchmark these to those of similar organisations so that it may improve while complying with policies and striving towards achieving best practice

Goal 2 **Optimise and automate ICT processes to improve efficiency**

- To mature our ICT processes in order to achieve effective and timely service delivery, ensure standardisation of ICT operations and improve efficiency within ICT
- Mobile fieldworkers need to access information from anywhere at any time

Goal 3 **Alignment of business strategy with ICT initiatives**

- By constantly engaging internal customers in order to understand their business needs/requirements to enable ICT to provision these needs by accordingly planning its human capacity, budget allocation and prioritising of ICT operations
- Partnering with businesses as the technological service provider of choice
- Innovate by exploiting new technologies to deliver new business solutions
- Adopt broadband as a means of facilitating access of information in many different forms
- Provide electronic communications to facilitate cooperation and participation
- Promote focused world-class research, to create a strong and robust innovation chain, and to develop advanced human resource capacity

Goal 4 **Implement efficient ICT governance**

- Provide the necessary structures to effectively manage the use of ICT
- Develop appropriate policies, processes, procedures and standards

Goal 5 **Personnel management development, recruitment and retention of skilled ICT personnel**

- Ability to deliver end-to-end ICT solutions and services necessitates technically competent ICT personnel
- For ICT to realise value from its human capital investment, constant enhancement of knowledge and skills is required

Goal 6 **Financial management**

- The effective and efficient management of ICT's financial resources to facilitate the achievement of business objectives
- Avoid costly hardware upgrades through effective capacity planning and performance tuning

4.4.2 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 2015–2016:

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 transformation and change management programme
Goal 5: Build labour relations management capacity
Goal 6: Build human capacity in the organisation
Goal 7: Strengthen employee wellness and assistance programmes
Goal 8: Maintain remuneration equity
Goal 9: Institutionalise talent management

4.5 Long-term infrastructure plans

4.5.1 Background

Stats SA registered its building project as a Public Private Partnership (PPP) with National Treasury in August 2010 and this was followed by feasibility study which was conducted by the organisation and approved by National Treasury in February 2011. The procurement phase was then initiated which led to the advertisement of the bid in June 2011 and resultantly the appointment of the three preferred bidders in 2012. The three preferred bidders were then issued with Requests for Proposals (RFP) documents which led to the official appointment of Dipalopalo Consortium as the preferred bidder to build the new Stats SA home. Thereafter an intensive negotiation process was undertaken which led to the signing of the PPP agreement on 1 April 2014 and the financial close on 16 April 2014. The construction phase commenced on 20 May 2014 and the scheduled date of occupation is 1 June 2016.

4.5.2 Progress

Construction of the new building for the Stats SA Head Office is progressing well and on schedule. Bulk earthworks, excavation and pilling have been completed. Construction of slabs and columns for basement 2 and 1 has also been completed and construction works of the ground floor of the building have commenced. The Passenger Rail Agency of South Africa (PRASA) power line that was positioned across Stats SA site have been removed from the site and relocated to an adjacent site. The department is in a process of finalising detailed space planning exercise with the consortium. A total of 22 detailed design packages have been reviewed and concluded and the department is in continuous consultation with the consortium to finalise details on finishes, Information Communication Technology (ICT), security and operational items. This process aims to assess, finalise and sign off on detailed design plans and layouts which inform the construction work in line with the specifications. Total hours worked on site have been declared injury free hours and as at January 2015. An environment assessment conducted by an independent environment control officer certified the construction works 96% compliant.

4.5.3 Financial implications

The feasibility study indicated that the project is affordable and demonstrated value for money and risk transfer within the project. The capital contribution of R617 million has been made available over a two-year construction period (2014/15 and 2015/16).

Annexures

Annexure 1: Strategy in brief 2015/16

Outcome	Strategic Objectives	Strategic focus
Informed nation	Expand the statistical information base	Economic dynamics
		Price stability
		Employment, job creation and decent work
		Rural development and food security
		Sustainable resource management
		Health
		Safety and security
		Education
		Life circumstances, service delivery and poverty
	Develop new and innovative statistical products and services	Policy research and analysis
	Revolutionise data systems	Data revolution
Trusted statistics	Institutionalise quality management	Quality management Monitoring and Evaluation
	Innovate the statistics value chain for better efficiency	Plan, design, build, collect, process and disseminate
	Adopt international standards and classifications	Statistical standards development
	Increase stakeholder focus, communication and marketing	Corporate communications and stakeholder management
	Designate statistics as official	Statistics certified as official

Outcome	**Strategic Objectives**	**Strategic focus**
Partners in statistics	Strengthen collaboration and build statistical sampling frames	Geospatial frame and services
		Business register
	Lead the development and coordination of the national statistical system in SA	Economic and social statistics subsystems
		Information management in the SANSS
		Statistical reporting
		Statistical support and advice
	Strengthen international collaboration and partnership and lead statistical development in Africa	International collaboration and partnerships
		Statistical development in Africa
A capable organisation	Drive legislative reform	Drive legislative reform of the statistical production and coordination environment
	Enhance corporate governance and administration	Strategic planning, reporting and monitoring
		Programme and project management
		Internal Audit
		Corporate Governance
		Financial administration and management
		Human resource management
		Facilities management, logistics and security
	Become the employer of choice	Talent management and employee wellness
	Invest in ICT to align to organisational growth	Server and network environment, end user support, ICT security and risk management
		Modernise and innovate business processes
	Invest in a sustainable and responsive statistical infrastructure	Sustainable provincial and district infrastructure

Outcome	Strategic Objectives	Strategic focus
Statistical leadership	Invest in statistical leadership and management	Statistical leadership and management
	Invest in building statistical capability and competence	Statistical literacy at schools level Statistical capability at tertiary level Building capacity inside Stats SA Building capacity in the SANSS
	Build a united and diverse organisation	Transformation and change

Annexure 2: African Charter on Statistics

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

Principle 1: Professional independence

- **Scientific independence:** Statistics authorities must be able to carry out their activities according to the principle of scientific independence, particularly vis-à-vis the political authorities or any interest group; this means that the methods, concepts and nomenclatures used in statistical operation shall be selected only by the Statistics authorities without any interference whatsoever and in accordance with the rules of ethics and good practice.

- **Impartiality:** Statistics authorities shall produce, analyse, disseminate, and comment on African statistics in line with the principle of scientific independence, and in an objective, professional and transparent manner.

- **Responsibility:** Statistics authorities and African statisticians shall employ unambiguous and relevant methods in the collection, processing, 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:** Statistiscal 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.

Annexure 3: 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:
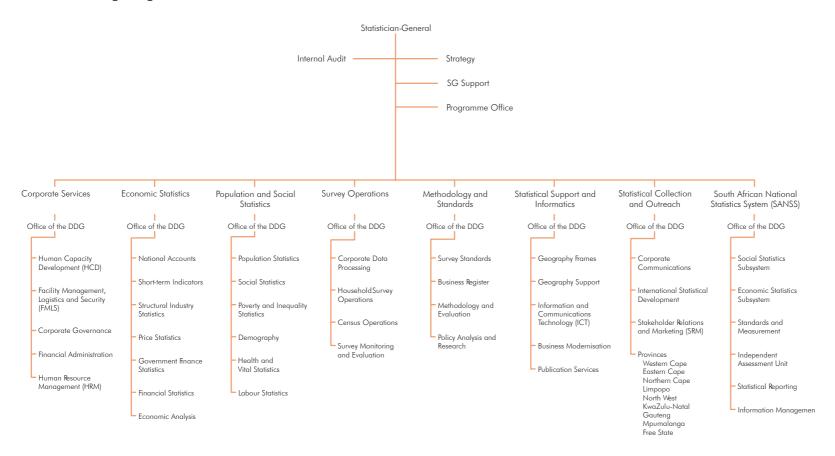
a) *Impartiality: Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social, and environmental situation. To this end, official statistics that meet the test 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 4: Organisational structure

Aligning the organisational structure to the strategy

Stats SA reviews its organisational structure regularly to ensure alignment to the vision, mission and strategic objectives.

Stats SA's organogram

Statistician-General

Internal Audit

Strategy

SG Support

Programme Office

Corporate Services

Office of the DDG

- Human Capacity Development (HCD)
- Facility Management, Logistics and Security (FMLS)
- Corporate Governance
- Financial Administration
- Human Resource Management (HRM)

Economic Statistics

Office of the DDG

- National Accounts
- Short-term Indicators
- Structural Industry Statistics
- Price Statistics
- Government Finance Statistics
- Financial Statistics
- Economic Analysis

Population and Social Statistics

Office of the DDG

- Population Statistics
- Social Statistics
- Poverty and Inequality Statistics
- Demography
- Health and Vital Statistics
- Labour Statistics

Survey Operations

Office of the DDG

- Corporate Data Processing
- Household Survey Operations
- Census Operations
- Survey Monitoring and Evaluation

Methodology and Standards

Office of the DDG

- Survey Standards
- Business Register
- Methodology and Evaluation
- Policy Analysis and Research

Statistical Support and Informatics

Office of the DDG

- Geography Frames
- Geography Support
- Information and Communications Technology (ICT)
- Business Modernisation
- Publication Services

Statistical Collection and Outreach

Office of the DDG

- Corporate Communications
- International Statistical Development
- Stakeholder Relations and Marketing (SRM)
- Provinces
  Western Cape
  Eastern Cape
  Northern Cape
  Limpopo
  North West
  KwaZulu-Natal
  Gauteng
  Mpumalanga
  Free State

South African National Statistics System (SANSS)

Office of the DDG

- Social Statistics Subsystem
- Economic Statistics Subsystem
- Standards and Measurement
- Independent Assessment Unit
- Statistical Reporting
- Information Managemen

DDG: Corporate Services
Ms A Henning

DDG: Economic Statistics
Mr J de Beer

DDG: Population and Social Statistics
Ms K Masiteng

DDG: Statistical Support and Informatics
Mr A Jenneker

DDG: Corporate Relations
Mr R Maluleke

DDG: Methodology Standards and
Research
Ms N Makhatha

Acting DDG: National Statistics System
Ms Y Mpetsheni

Acting Chief Operations Officer
Ms A Myburgh

Annexure 5: Planning, monitoring and reporting

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

Planning

Stats SA conducts three 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 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.
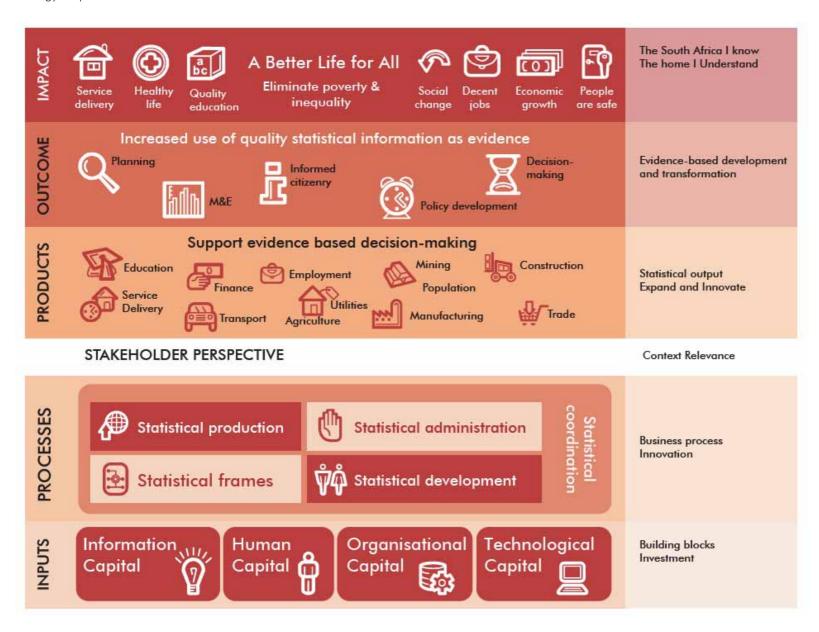
Monitoring and reporting

In order for Stats SA to achieve its mandate Stats SA ensures 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.

Annexure 6: 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 7: Summary of publications

Monthly

Consumer price index (CPI)
Contract price adjustment provisions work group
Electricity generated and available for distribution
Export and import price indices
Food and beverages
Land transport survey
Manufacturing: Production and sales
Mbalo Brief
Mining: Production and sales
Motor trade sales
Producer price index (PPI)
Retail trade sales
Selected building statistics of the private sector as reported by local government institutions
Statistics of civil cases for debt
Statistics of liquidations and insolvencies
Tourism and migration
Tourist accommodation
Wholesale trade sales

Quarterly

Bulletin of Statistics
Gross domestic product (GDP)
Manufacturing: Utilisation of production capacity by large enterprises
Quarterly employment statistics (QES)
Quarterly financial statistics (QFS)
Quarterly financial statistics of municipalities
Quarterly labour force survey (QLFS)

Annually

Agricultural survey
Annual financial statistics (AFS)
Building statistics
Capital expenditure by the public sector
Documented immigrants in South Africa
Domestic tourism survey (DTS)
Environmental economic accounts, fishery accounts for South Africa
Financial census of municipalities
Financial statistics of consolidated general government

Financial statistics of extra-budgetary accounts and funds
Financial statistics of higher education institutions
Financial statistics of national government
Financial statistics of provincial government
General household survey (GHS)
GHS series V: Energy
GHS series volume IV: Food security and agriculture
Labour Market Dynamics in South Africa
Marriages and divorces
Mid-year population estimates
Mineral accounts for South Africa
Mortality and causes of death in South Africa
Non-financial census of municipalities
Recorded live births
SA Statistics

Periodic (5–10 yearly)

A survey of time use
Census 2011 Agricultural households
Census 2011 products: Statistical release
Compendium of Industrial Statistics
Construction industry
Construction industry
Consumer price index (CPI) weights (All urban)
Consumer price index (CPI) weights (Total country)
Electricity, gas and water supply
Energy accounts for South Africa
Income and expenditure of households
Men, women and children: Findings of the living conditions survey
Post and telecommunications industry
Poverty profile of South Africa: Application of the poverty lines on the LCS
South Africa's young children: their parents and home environment
Subjective poverty in South Africa: Findings of the living conditions survey
Transport and storage industry
Women and Men in South Africa: Ten years on

Annexure 8: List of abbreviations and acronyms

AENE	Adjustment Estimates of National Expenditure
AfDB	African Development Bank
AFS	Annual Financial Statistics
AGROST	African Group on Statistics Training
AGSHA	Africa Group on Statistical Harmonisation
AME	Average monthly earnings
ASS	African Statistics System
ASSD	Africa Symposium on Statistical Development
AU	African Union
AUC	African Union Commission
BAS	Basic Accounting System
BCM	Business Continuity Management
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
BRR	Business Registration Reform
BSF	Business Sampling Frame
CDC	Continuous data collection
CFO	Chief Financial Officer
COD	Causes of death
CPI	Consumer price index
CPIX	Consumer price index (excluding interest rates on mortgage bonds)
CPS	Continuous Population Survey
CRM	Client Relationship Management
CRVS	Civil Registration and Vital Statistics
CS	Community Survey
DBE	Department of Basic Education
DC	Data collection
DDG	Deputy Director-General
DEAT	Department of Environmental Affairs and Tourism
DHA	Department of Home Affairs
DHIS	District Health Information System
DHS	Domestic Household Survey
DMID	Data Management and Information Delivery
DMT	Data Management and Technology
DOC	Department of Correctional Services
DOH	Department of Health
DoJCD	Department of Justice and Constitutional Development

DPC	Data Processing Centre
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DST	Department of Science and Technology
dti	Department of Trade and Industry
DTS	Domestic Tourism Survey
EA	Enumeration Area
EAP	Employee Assistance Programme
EAS	Economic Activity Survey
ECD	Early Childhood Development
EE	Employment Equity
EEAs	Environmental Economic Accounts
EIA	Environmental Impact Assessment
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
FMLS	Facilities Management, Logistics and Security
FOSAD	Forum of South African Directors-General
GDP	Gross domestic product
GDPR	Gross domestic product (regional)
GEAR	Growth, employment and redistribution
GFS	Government Financial Statistics
GHS	General Household Survey
GIS	Geographic Information System
QLFS	Quarterly Labour Force Survey
HCD	Human Capacity Development
HOD	Head of Department
HR	Human Resources
HRM	Human Resources Management
ICBP	ISIbalo Capacity Building Programme
ICT	Information Communication Technology
ICP	International Comparison Project
IDPs	Integrated Development Plans
IES	Income and Expenditure Survey
IFWS	Integrated Fieldwork Strategy
ILO	International Labour Organisation
IMF	International Monetary Fund
ISI	International Statistical Institute

ISIC	International Standard Industrial Classification of all Economic Activities
ISLP	International Statistical Literacy Programme
ISRDP	Integrated Sustainable Rural Development Programme
ISS	Institute of Security Studies
IT	Information technology
IYM	In-Year-Monthly
LCS	Living Conditions Survey
LOGIS	Logistical Information System
LSS	Large Sample Survey
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIS	Management Information System
MoU	Memorandum of Understanding
MTBPS	Medium Term Budget Policy Statement
MSSI	Management system for statistical information
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCC	National Coordination Committee
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organisation
NHTS	National Household Travel Survey
NPA	National Prosecuting Authority
NSDS	National Statistical Development Strategy
NSS	National Statistics System
NSSD	National Strategy for Sustainable Development
NTS	National Transport Survey
OECD	Organisation for Economic Co-operation and Development
OHSA	Occupational Health and Safety Act
OLA	Operating Level Agreement
OPSC	Office of the Public Service Commission
OSS	Open Source Software
PES	Post Enumeration Survey
PFMA	Public Finance Management Act
PMF	Project Management Framework
PPI	Producer price index
PPP	Public Private Partnership
PSR	Public Service Regulations

PSUs	Primary Sampling Units
QA	Quality assurance
QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QLFS	Quarterly Labour Force Survey
R&D	Research and development
RDP	Reconstruction and Development Programme
RECs	Regional Economic Communities
RFQ	Request for quotation
RMF	Risk Management Framework
RPHC	Round of Population and Housing Censuses
RTMS	Real Time Management System
SA	South Africa/n
SAC	Satellite Application Centre
SADC	Southern African Development Community
SALGA	South African Local Government Association
SAM	Social Accounting Matrix
SANSS	South African National Statistics System
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SARS	South African Revenue Service
SAS	Statistical Analysis System
SASA	South African Statistics Association
SASCO	Standard Classification of Occupations
SASTI	South African Statistics Training Institute
SASQAF	South African Statistical Quality Assessment Framework
SAYP	Survey of Activities of Young People
SBR	Statistical Business Register
SCM	Supply Chain Management
SDDS	Special Data Dissemination Standards
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SEEA	System of Environmental and Economic Accounting
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SIC	Standard Industrial Classification
SIS	Structural Industry Statistics

SITA	State Information Technology Agency
SLA	Service level agreement
SMS	Stakeholder Management System
SNA	System of National Accounts
SRM	Stakeholder Relationship Management
Stats SA	Statistics South Africa
START	Statistics for Transparency, Accountability, Results and Transformation
SWTS	School to Work Transition Survey
TSA	Tourism Satellite Account
TUS	Time Use Survey
UAT	User Acceptance Testing
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe
UNSC	United Nations Statistics Commission
UNSD	United Nations Statistics Division
USS	User Satisfaction Survey
VAS	Volunteer Activities Survey
VAT	Value added tax
VCT	Voluntary counselling and testing
VLAN	Virtual local area network
VOCS	Victims of Crime Survey
VPN	Virtual private network
WHO	World Health Organization
YASC	Young African Statisticians Conference

Statistics Act

REPUBLIC OF SOUTH AFRICA

GOVERNMENT GAZETTE

STAATSKOERANT

VAN DIE REPUBLIEK VAN SUID-AFRIKA

VOL *406*	CAPE TOWN, 21 APRIL 1999
	KAAPSTAD, 21 APRIL 1999

No. 19957

OFFICE OF THE PRESIDENT	KANTOOR VAN DIE PRESIDENT
No. 489. 21 April 1999	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:—	Hierby word bekend gemaak dat die President sy goedkeuring geheg het aan die onderstaande Wet wat hierby ter algemene inligting gepubliseer word:—
No. 6 of 1999: Statistics Act. 1999.	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:

CONTENTS OF ACT

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 30 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) 35
(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;
(v)   5

(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;
(ix)   10

(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. 30 103 of 1994); (xiii)

(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)

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-   25
economic features.

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   50
Public Service Act, for evaluating the performance of the Statistician-General and monitor compliance with those criteria;
    (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 5 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— 10

    (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 15 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 20 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 25 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 30 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: 35

        (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 40

    (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; 45

    (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 50   * 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; and   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   5

(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 10 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 15 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 20 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 25 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.   30

(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 35 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,   40

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—   45

(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 50 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 15 subsection (10)—

    (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 20 the information that has been so supplied;

    (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 30 organ of state in any specific instance or class of instances.

(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 40 Statistics South Africa or jointly by Statistics South Africa and that organ of state or body;

    (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 45 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;

    (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, 50 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.

Entry on and inspection of premises

15. (1) For the purpose of making enquiries or observations necessary for achieving 55 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—

    (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 5 entry on and inspection of the land or premises concerned are reasonably necessary for the purpose contemplated in subsection (1).

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

(a) it is executed;

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

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

(d) the purpose for which the warrant was issued no longer exists,

whichever may occur first.

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

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

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

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

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

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

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

Duty to answer questions

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

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

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

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

(i) furnish all such information; or

(ii) sign such declaration,   40

as is required by that document.

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

Confidentiality and disclosure   45

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

(a) an individual;

(b) a household;

(c) an organ of state;   50

(d) a business; or

(e) any other organisation,

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

(2) The return or other information contemplated in subsection(I) 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—

(a) wilfully makes any false declaration, statement or return:
(b) 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,
  before its release is authorised by the Statistician-General; or 15
(g) contravenes any provision of section 17,

is guilty of an offence and liable on conviction to a fine not exceeding R1 O 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 199 1), 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 R1O 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**   15

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

    (a) the legislation specified in the Schedule is hereby repealed; and

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

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

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

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

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

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

Short title   40

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

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 Bonhuthatswana
Act No. 15 of 1980	Statistics Act, 1980, of the former entity known as Transkei
Act No. 25 of 1986	Statistics Amendment Act, 1986