



Work Programme 2016/17



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Introduction

In terms of Section 5.1(a) of the Statistics Act, the Minister must on the recommendation of the Statistician-General prioritise the work programme in accordance with the purpose and statistical principles contemplated in Section 3, and both having been advised in this regard by the Council.

Section 7(1)(e) states that the Statistician-General determines and exercises final responsibility regarding the implementation of the work programme of Statistics South Africa.

In terms of Part 5, Section 9 of the Treasury regulations, the Accounting Officer of an institution must ensure that the institution has a strategic plan with a planning horizon of at least five years that complies; as well as an annual performance plan covering the Medium Term Expenditure Framework (MTEF).

The compilation of the work programme (also called the annual performance plan) has been guided by the Framework for Strategic Plans and Annual Performance Plans as prescribed by the National Treasury. The core focus of the strategy is about providing the evidential knowledge base to inform the nation on planning, policy development, monitoring and evaluation, and decision-making. The work programme is compiled according to strategic outcomes and strategic objectives as captured in the Strategic Plan in line with state priorities and not according to budget programmes. Programmes contribute to various strategic outcomes and objectives as Stats SA is structured according to collection method and not according to outputs. This implies that data collected from businesses are managed by programme 2 whilst data collected from households are managed by programme 3. It is for this reason that the strategic objectives are not designed according to budget programmes, but rather on delivering the strategic outcomes that the organisation aims to achieve over the next five years. The outputs of these programmes are inter-linked to inform the development indicators of the country. All performance indicators and targets are however individually linked to a programme and subprogramme.

The work programme for 2016/17 consists of two books.

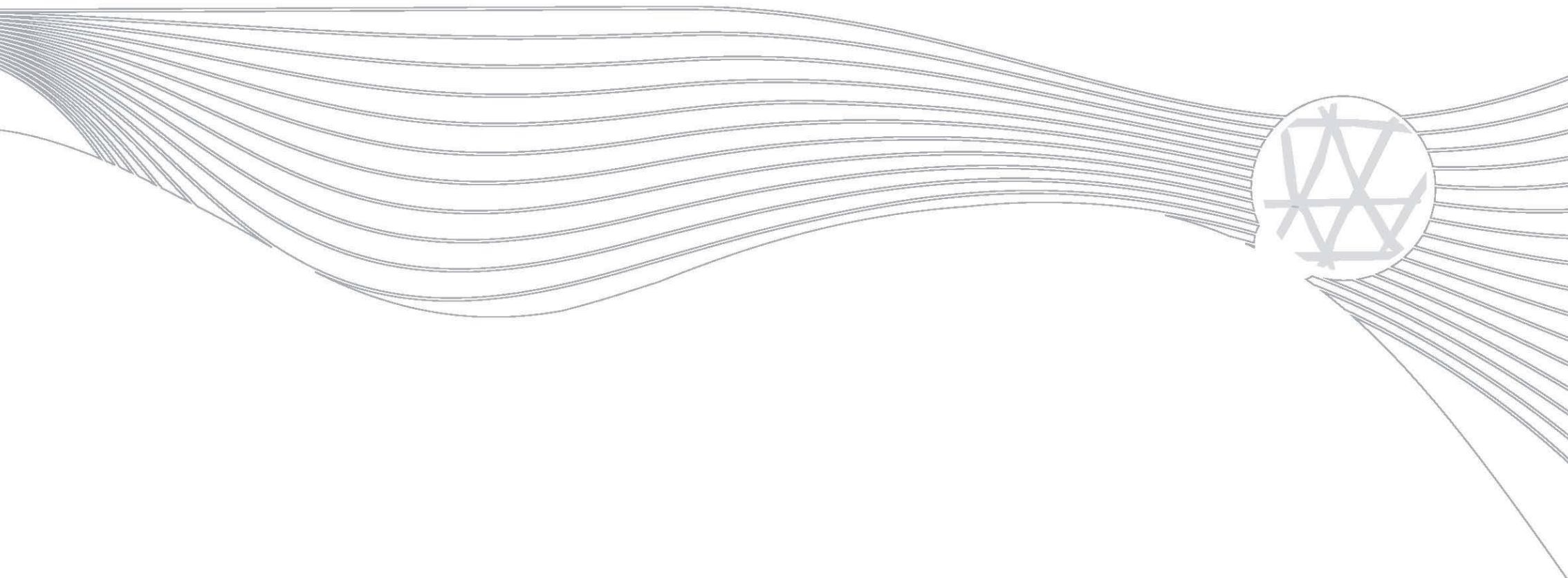
Book 1: outlines the high level strategic overview including the situational analysis, an overview of the 2016/17 budget and MTEF estimates as well as the programme and subprogramme information. Book 1 will be available in print and electronic format and can also be accessed on the Stats SA website: www.statssa.gov.za

Book 2: is about the implementation of the annual performance plan which covers in detail the 5 strategic outcomes and 19 strategic objectives and the statistical themes aiming to inform the country's development outcomes and indicators. The performance indicators and targets are covered in three tables, namely table 1 covering the 5-year strategic plan, table 2 outlining the annual targets and table 3 the quarterly targets. The quarterly and annual reports are based on the targets as set out in this book. Book 2 will only be available in electronic format and on the website of Stats SA.





Annual Performance Plan

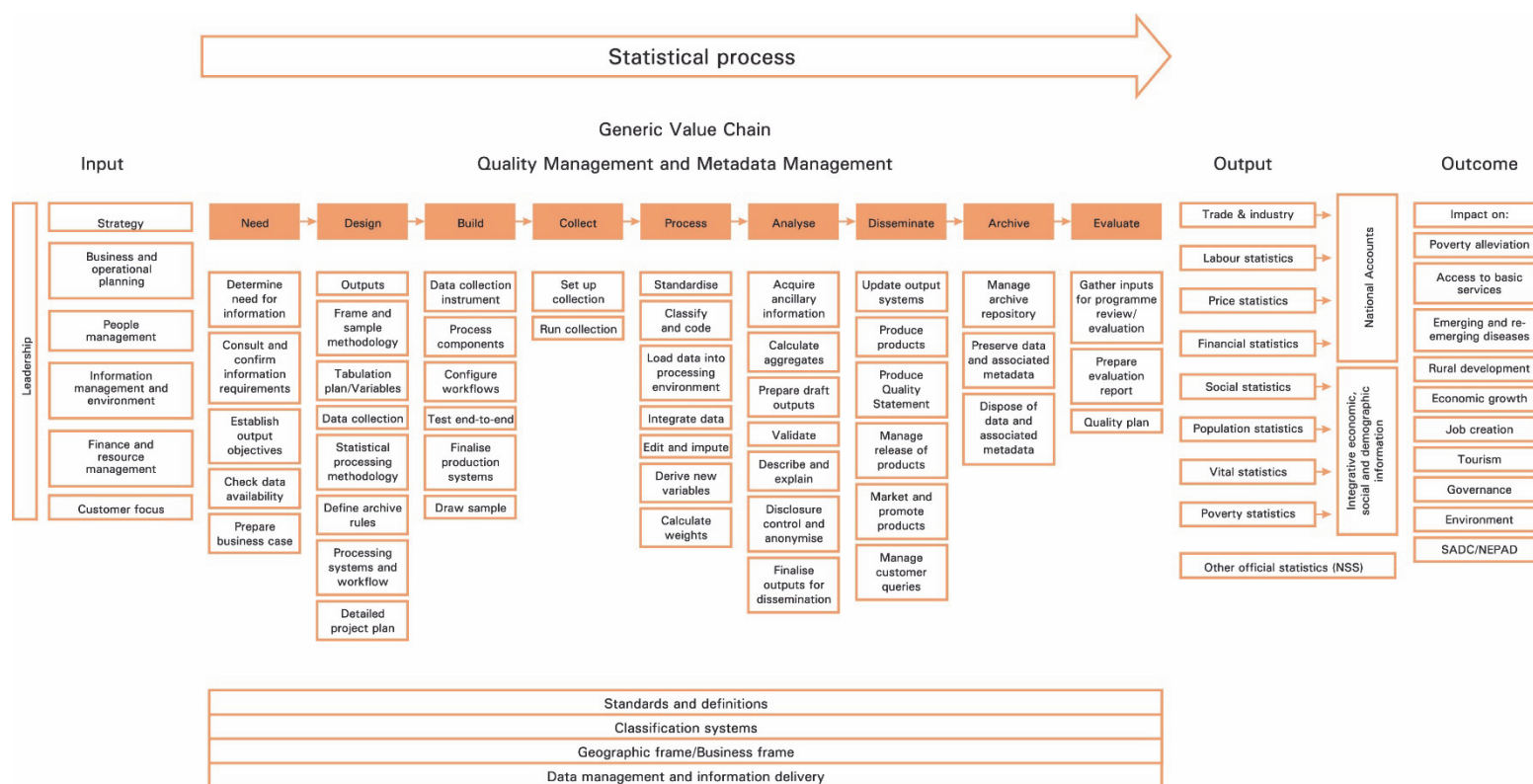


1. Implementing the Annual Performance Plan

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 and objectives to ensure effective implementation. This book outlines the plans for implementing the strategic outcomes. The technical description indicators are available on the Stats SA website.

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 (i) Methodology, Standards and Research, (ii) Statistical Support and Informatics, (iii) Survey Operations, (iv) Statistical Collection and Outreach, and (v) 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.



1.1 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*:



The following table is a detailed outline of each strategic objective.

1.1.1 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: 200 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	Population Dynamics
An efficient, competitive and responsive economic infrastructure network	Price stability	
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Employment, job creation and decent work	
Protect and enhance environmental assets and natural resources	Rural development and food security	
A long and healthy life for South Africans	Sustainable resource management	
All people in South Africa are and feel safe	Health	
Quality basic education	Safety and security	
Skilled and capable workforce to support an inclusive growth path	Education	
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).

Financial projections are that the South African economy will grow at about 1,5 per cent in 2015, rising marginally to 1,7 per cent in 2016. This is considerably lower than what was initially anticipated during the budget speech in February 2015 where growth was envisaged at 2 per cent and 2,4 per cent in 2016. Electricity supply constraints, falling commodity prices and lower confidence levels have resulted in our growth forecasts being revised lower. Exports have grown strongly in 2015, a welcome recovery after setbacks in mining and manufacturing in 2014. Although exports have grown faster than imports since 2012, the current deficit on the balance of payments is still a sizeable 4,1 per cent of GDP in 2015 (MTBPS: 2015).

Organisational context: National accounts estimates: The dynamics of the economy are reported through annual and quarterly estimates of national accounts, based on a series of supply and use tables. In addition, the capacity building project that will equip staff to develop estimates of GDP by expenditure approach as a complement to the production approach is continuing.

Business cycle indicators: The suite of monthly indicators covers the following industries: Mining and quarrying; Manufacturing; Electricity, gas and water; Construction; Trade; and Transport. Research on the feasibility of expanding the coverage of these, and the feasibility of introducing monthly series for other industries such as business services was concluded and will be implemented when additional resources are made available.

Structural industry statistics: The periodic large sample surveys will increasingly focus on collecting information relating to the structure of different industries, both in terms of their detailed purchases and outputs as well as their non-financial aspects. These will allow for the development of annual supply and use tables, forming the basis for national accounts. Statistics on the Agriculture industry remains fragmented in South Africa with the periodic census of agriculture still unfunded.

Private sector financial statistics: Financial performance and the financial position of private sector and public sector enterprises are provided through a series of quarterly and annual publications, focusing on selected industries. Key usage of financial statistics include, but are not limited to, economic growth and performance indicators i.e. compiling estimates of the Gross Domestic Product (GDP) and its components. Other uses relate to capital formation, financial stability, profitability, industry norms, comparative business analysis, inventory analysis and areas related to the economic and accounting environment.

Government financial statistics: The income and expenditure information of government is provided through a series of publications focusing on all levels of government. It details financial and non-financial statistics of municipalities quarterly and annually, as well as financial statistics of provincial governments, higher education institutions, national government, and extra-budgetary accounts and funds. The financial statistics are combined in an annual publication called *Financial statistics of the consolidated general government*.

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	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 reweighted and rebased	Published quarterly and regional GDP on 10 sectors, and annual GDP on 34 sectors of the economy as scheduled Published supply and use tables, TSA, ICT discussion document and non-profit institutions as scheduled	Published quarterly and annual GDP as scheduled Published supply and use tables, report on TSA for South Africa and report on ICT and a discussion document on NPOs as scheduled	Published quarterly and annual GDP estimates as scheduled Published re-weighted and rebased GDP estimates, supply and use tables and reports on TSA for South Africa report on ICT and discussion document on NPOs as scheduled	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics ¹	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics
2.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	GDP estimates from the expenditure approach implemented	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	Produced four simulated quarterly GDP expenditure estimates for 2014	Expand national accounts statistics by: <ul style="list-style-type: none">Introducing a set of shadow GDP expenditure estimatesCompiling detailed Supply-and-Use Tables	Expand national accounts statistics by: <ul style="list-style-type: none">Continuing production of shadow accounts and initiating review process²Reviewing and improving data sources (based on research matrix)	Expand national accounts statistics by: <ul style="list-style-type: none">Developing and implementing certification process for shadow estimatesReviewing and improving data sources	Expand national accounts statistics by: <ul style="list-style-type: none">Implementing recommendations of certification processDeveloping research plans for benchmarkingReviewing, improving data sources

¹ Improvement targets under National Accounts have moved to Nr 3 under Economic Analysis due to restructuring of work.

² Stats SA will publish GDP expenditure estimates in June 2016 which will replace all targets relating to shadow accounts from 2016/17 onwards.

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
National accounts statistics									
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)									
3.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Economic statistics information base expanded	Completed research reports on calculation of GDP estimates on income approach as scheduled Feedback on data received from industries on the additional questions in the surveys	Compiled 3 research papers covering the government sector, estimates of owner-occupied dwellings, and domestic workers The changes to the GDP were published in the third quarterly release (P0411)	Published re-weighted and rebased GDP estimates as scheduled	Expand economic statistics by: <ul style="list-style-type: none">• Researching the development of regional economic indicators• Publishing thematic reports on the dynamics of the economy	Expand economic statistics by: <ul style="list-style-type: none">• Compiling a discussion document on regional economic indicators³• Developing a Growth Accounting framework• Publishing thematic reports on the dynamics of the economy	Expand economic statistics by: <ul style="list-style-type: none">• Implementing research outcomes on regional economic indicators• Publishing thematic reports on the dynamics of the economy	Expand economic statistics by: <ul style="list-style-type: none">• Review regional economic indicators• Publishing thematic reports on the dynamics of the economy
			Completed as part of integrative research report on regional estimates Completed 5 research reports and assessed quality of data sources	Compiled report on the state of South Africa's economy Compiled 3 research reports on integrated economic indicators and quarterly flash estimates on GDP	A research report on the government value added was completed A report was completed using the Organisation for Economic Cooperation and Development (OECD) approach in the absence of administrative data Compiled 3 integrative research reports Research on the Integrated Economic Accounts was not done	Expand and improve by: <ul style="list-style-type: none">• Conducting research on 'Research and Development' satellite account• Researching 'Integrated Economic Accounts'	Expand and improve by: <ul style="list-style-type: none">• Compiling discussion document on 'Research and Development' satellite account• Compiling document on 'Integrated Economic Accounts'	Expand and improve by: <ul style="list-style-type: none">• Compiling report on 'Research and Development' satellite account• Compiling report on 'Integrated Economic Accounts'	Expand and improve by: <ul style="list-style-type: none">• Reviewing changes on national accounts statistics

³ Discussion document on regional economic indicators is discontinued and replaced by the Growth Accounting Framework.

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Published monthly, quarterly and annual statistical releases on 8 economic sectors as scheduled	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: <ul style="list-style-type: none">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: <ul style="list-style-type: none">Piloting the research on retail productsSeasonal 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])Base year changes (Electricity index [2015]; Building statistics deflation [2015])	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: <ul style="list-style-type: none">Publishing the results of retail productsIntroducing 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 casesWeights for indices (Manufacturing [2014]; Mining [2014]; Manufacturing production capacity [2014])Base year changes: Mining index (2015); Manufacturing index (2015)	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: <ul style="list-style-type: none">Introducing new survey(s) to measure services sector (selected in SIC 7, 8 or 9)SASQAF self-assessment (Retail)Test M&E research findings on different imputing size group 4 casesWeights for indices (Manufacturing [2015]; Mining [2015]; Manufacturing production capacity [2015])

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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: 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 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	Published annual statistical releases on 8 economic sectors as scheduled Maintenance and improving the SIS programme are ongoing	Publish periodic structural industry statistics • Manufacturing survey • Construction survey	Publish periodic structural industry statistics • Trade survey ⁴ • Mining survey	Publish periodic structural industry statistics • Electricity, gas and water survey • Transport, post and tele-communications survey	Publish periodic structural industry statistics • Construction survey • Manufacturing survey ⁵
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 not as scheduled due to methodological changes Biannual report on DTS 2014 was not achieved due to delays in system development	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	Publish biannual and annual domestic tourism statistics Expand and improve by: • Implementing evaluation outcome

⁴ The statistical release on Trade (financial estimates) will not be released in 2016/17 as financial information on Trade is published in the AFS. A full report on Trade will be released in 2017.

⁵ New target: The manufacturing survey has been brought forward to 2018/19 financial year.

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Tourism statistics									
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 international tourism expanded	Published monthly and annual statistical release on international tourism as scheduled	Published monthly and annual statistical release on international tourism as scheduled	Published monthly releases on tourism late due to data quality challenges with Home Affairs Published annual report on 2013 tourism late due to data quality challenges with Home Affairs	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	Publish monthly and annual international tourism statistics Expand and improve by: • Assessing supplementary data sources
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 published	Conducted the NHTS survey	Conducted quality assurance on NHTS	Published NHTS July 2014	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	Publish 5-yearly transport statistics (publish NHTS national statistical report, user-paid survey) Expand and improve by: • Providing technical support to improve RTMC data systems

Table 1: Strategic Plan targets (concluded)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 reviewed and expanded	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 scheduled The introduction of business demographics was not done	Published quarterly and annual statistical releases as scheduled Proposed draft QFS panel related to capital expenditure (subset of the AFS) has been identified	Publish quarterly and annual private sector financial statistics Expand and improve by: <ul style="list-style-type: none">• Reviewing QFS at lower SIC level• Engaging stakeholders on research initiatives	Publish quarterly and annual private sector financial statistics Expand and improve by: <ul style="list-style-type: none">• Reviewing sample specifications and estimates at lower SIC level⁶• Engaging stakeholders on research initiatives	Publish quarterly and annual private sector financial statistics Expand and improve by: <ul style="list-style-type: none">• Reviewing sample specifications and estimates at lower SIC level• Engaging stakeholders and promoting surveys	Publish quarterly and annual private sector financial statistics Expand and improve by: <ul style="list-style-type: none">• Reviewing sample specifications and estimates at lower SIC level• Engaging stakeholders and focus on survey education
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 government expanded at lower level	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	Published quarterly and annual statistical releases of government as scheduled The introduction of quarterly estimates of general government was not implemented	Publish quarterly and annual government financial statistics Expand and improve by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Piloting QFSM data at lower level• <i>Researching quarterly estimates of general government expenditure</i>⁷• Collaborating and partnering with National Treasury and DCoG on data coordination from municipalities	Publish quarterly and annual government financial statistics Expand and improve by: <ul style="list-style-type: none">• Publishing QFSM data at lower level• Publishing time series data for GFS surveys• <i>Designing methodology of quarterly estimates of general government expenditure</i>• Developing and hosting selected databases for municipal data	Publish quarterly and annual government financial statistics Expand and improve by: <ul style="list-style-type: none">• Publishing time series data for GFS surveys• Implementing revised survey outputs• <i>Piloting quarterly estimate of general government expenditure</i>• Maintaining selected databases for municipal data

⁶ A report on proposed Capital Expenditure Survey will replace the report on the review of the QFS at lower SIC level.

⁷ Funding was not secured in the ENE for this target.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
National accounts statistics								
Subprogramme: National Accounts Statistics (Programme 2: Economic Statistics)								
1.1	Number and timeliness of quarterly and annual GDP releases/reports	12	10	10	5	5	5	5
2.1	Research reports on improving national accounts statistics	3	1	2	3	1	2	2
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
3.1	Number and timeliness of annual national accounts reports				4	4	4	4
3.2	Number and timeliness of quarterly flash GDP estimates	4	4	4	4	4	4	4
3.3	Reports on improving national accounts statistics				2	2	2	1
3.4	Research reports on improving economic statistics	4	4	4	4	3	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	150	150	150	150	150	150	150
4.2	Research reports on improving short-term industry statistics				3	4	7	4
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
5.1	Number and timeliness of annual and periodic releases/reports	7	9	9	8	3	6	3
Tourism statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
6.1	Number and timeliness of annual releases on domestic tourism	1	1	2	2	2	2	2
6.2	Research reports on improving domestic tourism statistics				1	1	1	1
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	10	13	13	13	13
7.2	Strategic initiative implemented to improve international tourism statistics				1	1	1	1

Table 2: Annual Performance Plan targets: 2016/17 (continued)

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Transport statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
8.1	Number and timeliness of statistical releases on transport statistics							2
8.2	Research reports on improving transport statistics (5 years)				2	2	1	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	Research reports on improving private sector financial statistics				2	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	Research reports on improving government financial statistics				3	2	3	3

Table 3: Quarterly performance targets: 2016/17

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 and annual GDP releases/reports	Quarterly	4	1 GDP expenditure estimates (Included in GDP release – see target 1.1.1)	1	1	1
1.1.2	Number and timeliness of annual national accounts reports	Annually	1				Report on supply and use tables by March 2017
2.1.1	Research reports on improving national accounts statistics	Annually	1				Report on reviewing and improving data sources (based on research matrix) by March 2017
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)							
3.1.1	Number and timeliness of integrative economic reports	Annually	4				Report on statistics on Non-profit sector by February 2017
							Report on Tourism satellite account by March 2017
							Report on Information and Communication Technology satellite account by March 2017
							Report on input-output tables by March 2017
3.2.1	Number and timeliness of quarterly flash GDP estimates	Quarterly	4	1	1	1	1
3.3.1	Research reports on improving national accounts statistics	Annually	2				Discussion document on ‘Research and Development’ satellite account by February 2017
							Discussion document on ‘Integrated Economics Accounts’ by March 2017

Table 3: Quarterly performance targets: 2016/17 (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)							
3.4.1	Research reports to improve economic statistics	Annually	3		Integrative report on factors affecting economic activities by September 2016		Integrative report on factors affecting economic activities by March 2017
							Growth Accounting Framework system by March 2017
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
5.1.1	Number and timeliness of periodic reports on mining statistics (SIS)	Periodic	1				Report on 2015 mining industry survey by March 2017
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
5.1.2	Number and timeliness of periodic reports on manufacturing statistics (SIS)	Periodic	1		Report on 2014 manufacturing industry survey by September 2016		
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

Table 3: Quarterly performance targets: 2016/17 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Construction							
4.1.5	Number and timeliness of monthly releases on building plans passed with a collection rate of at least 80%, completed 7 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.6	Number and timeliness of annual releases/reports on building statistics	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 2016	Annual report on completed buildings with a turnover response rate of at least 95%, 20 months after year end by August 2016		
5.1.3	Number and timeliness of periodic reports on construction statistics (SIS)	Periodic	1		Report on 2014 construction industry survey by September 2016		
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, 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, 7 weeks after the reference month	Quarterly	12	3	3	3	3
4.1.9	Number and timeliness of monthly releases on wholesale trade sales, 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

Table 3: Quarterly performance targets: 2016/17 (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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
Improving industry statistics							
4.2.1	Research reports on improving industry statistics	Periodic	4	Weights for indices (Manufacturing 2013; Mining 2013; Manufacturing Production Capacity 2013) by June 2016	Base year changes for Electricity index [2015]; Building statistics deflation [2015] by September 2016	Seasonal adjustment for Tourist Accommodation; Food and Beverages by November 2016	
						Weights for deflators (Retail 2012) by December 2016	
Tourism statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
6.1.1	Number and timeliness of reports and releases on domestic tourism statistics	Annually	2	Annual report on Domestic Tourism Survey by June 2016		Bi-annual report on Domestic Tourism Survey by December 2016	
6.2.1	Research report on improving domestic tourism statistics	Periodic	1				Report on comparative analysis of Stats SA and South African Tourism's estimates by March 2017

Table 3: Quarterly performance targets: 2016/17 (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Tourism statistics							
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)							
7.1.1	Number and timeliness of monthly releases on international tourism, 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 2016			
7.2.1	Strategic initiative to improve international tourism statistics	Periodic	1				Quality self-assessment on international tourism statistics conducted by March 2017
Transport statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
8.2.1	Research reports on improving transport statistics	Periodic	2		Research report on NHTS pilot for digital data collection by September 2016		Research report providing technical support to improve RTMC by March 2017
Financial statistics							
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)							
9.1.1	Number and timeliness of annual releases on financial statistics	Annually	1			Annual release on financial statistics of private sector enterprises 2015 by November 2016 (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	Research reports on improving private sector financial statistics	Periodic	2				Report on review of QFS at lower SIC level by March 2017
							Report on engaging stakeholders on research initiatives by March 2017

Table 3: Quarterly performance targets: 2016/17 (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)							
10.1.1	Number and timeliness of releases on government financial statistics	Annually	7	Annual release on the financial statistics of national government with audited data by June 2016	Annual release on the financial statistics of extra-budgetary accounts and funds with audited data by August 2016	Annual release on the financial statistics of higher education institutions for 2015 with audited data by October 2016	
				Annual release on the financial census of municipalities for 2014/15 with response rate of 95% by June 2016	Annual release on the financial statistics of provincial government for 2014/15 with audited data by September 2016	Annual release on the financial statistics of consolidated general government for 2014/15 with audited data by November 2016	
					Annual release on the capital expenditure of the public sector for 2014/15 with a response rate of 95% by July 2016		
10.1.2	Number and timeliness of quarterly releases on financial statistics of municipalities published with a quarterly lag	Quarterly	4	1	1	1	1
10.2.1	Research reports on improving government financial statistics	Periodic	2				Report on QSFM data at lower level by March 2017
							Report on collaboration on data coordination from municipalities by March 2017

ii) Price stability

Policy context: Government remains committed to macro-economic 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).

Consumer price inflation has declined from 6,1 per cent in 2014 to a projected 4,8 per cent in 2015. Higher food prices and the weakening of the rand are expected to contribute to a rebound in inflation to around 6 per cent over the period ahead. Restoring the momentum of growth requires policy certainty, confidence and trust, shared between government, business, workers and households (MTBS: 2015).

Consumer price index: Measures the change in the prices of a basket of goods and services purchased by South African households each month. The CPI is used to analyse consumer inflation pressures in the economy and to adjust the prices of various long-term contracts. Over the medium term, emphasis will be placed on researching and implementing an electronic data collection methodology.

Producer price index: Measures the change in the prices of a basket of commodities at producer level each month. The PPI is used as a deflator in the national accounts, and is also used extensively by producers to make price adjustments in long-term contracts. Over the medium term, the organisation will develop a larger set of industry-based PPIs.

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

Table 1: Strategic Plan targets

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 improved (CPI reweighted)	Published 12 statistical releases as scheduled with an average imputation rate of 0,8%	Published 12 statistical releases as scheduled with an average imputation rate of 0,16%	Published 12 statistical releases as scheduled with an average imputation rate of 0,1%	Publish monthly CPI Expand and improve by: • Reviewing CPI systems	Publish monthly CPI Expand and improve by: • Researching reweighting of CPI ⁸	Publish monthly CPI Expand and improve by: • Reweighting the CPI	Publish monthly CPI Expand and improve by: • Researching alternative collection methodologies
			Published rebased CPI as scheduled	Rebased and reweighted the CPI in 2012/13	The biennial updating of weights was not done Testing was not done				

⁸ CPI reweighting has been brought forward to 2016/17.

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	Published 11 statistical releases as scheduled with an average response rate of 94,4%	Published 12 statistical releases as scheduled	Published monthly PPI releases as scheduled with an average response rate of 99,6%	Publish monthly PPI Expand and improve by: <ul style="list-style-type: none">Researching Residential property price index	Publish monthly PPI Expand and improve by: <ul style="list-style-type: none">Continuing research on Residential property price index	Publish monthly PPI Expand and improve by: <i>Piloting Residential property price index (depending on results of research work)</i>	Publish monthly PPI Expand and improve by: <i>Publishing Residential property price index</i>
13.	Price stability: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on producer price changes expanded	Published revamped PPI	Published Export and import indices in March 2014, Machinery and equipment indices were incorporated in the PPI published in February 2013	Developed a larger set of industry-based PPI for construction	<i>Publish services PPI</i> Expand and improve by: <ul style="list-style-type: none">Researching Construction services	<i>Publish services PPI</i> Expand and improve by: <ul style="list-style-type: none"><i>Publishing Construction services</i>⁹Researching Business services¹⁰	<i>Publish services PPI</i> Expand and improve by: <ul style="list-style-type: none"><i>Publishing Construction services</i><i>Pilot Business services</i>Researching Transport, storage and communication services	<i>Publish services PPI</i> Expand and improve by: <ul style="list-style-type: none"><i>Publishing Construction services</i><i>Publishing Business services</i><i>Researching Transport, storage and communication services (non-financial)</i><i>Researching Transport, storage and communication services</i>

⁹ Funding was not secured in the ENE.¹⁰ Researching business services has moved to 2017/18. Researching Transport, Storage and Communication services has been brought forward to 2016/17.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	12	12	12	12	12	12	12
11.2	Research report on improving CPI				1	1	1	1
12.1	Number and timeliness of PPI releases published on the last Thursday of every month	12	12	36	36	36	36	36
12.2	Research report on improving PPI				1	1	1	1
13.1	Research reports on services PPI				1	1	1	1

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	Quarterly	12	3	3	3	3
11.2.1	Research report on improving CPI	Periodic	1				Rebased and reweighted CPI published by February 2017
12.1.1	Number and timeliness of PPI releases published on the last Thursday of every month	Quarterly	36	9	9	9	9
12.2.1	Research report on improving PPI	Periodic	1				Research report on residential property price index by March 2017
13.1.1	Research reports on services PPI	Periodic	1				Research report on Transport, Storage and Communication Services by March 2017

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).

Allocations of public employment programmes over the next three years amount to R37 billion. This will allow the Expanded Public Works Programme to create about 6 million short-term jobs. By 2017, the Community Work Programme will exist in every municipality (MTBPS: 2015).

Stats SA conducts two surveys on the labour market, namely the Quarterly Employment Survey which is a business survey and the Quarterly Labour Force Survey which is a household survey.

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	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 earnings, and average monthly earnings expanded	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	Published quarterly statistical releases on employment and earnings, and average monthly earnings with an average response rate of 88,7% As per 2013/14 Annual Report a decision was taken in 2012/13 that the organisation will not continue with the AME Survey	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 ¹¹	Publish quarterly employment and earnings statistics Expand and improve by: • Researching industry data (at a 2/3-digit level)	Publish quarterly employment and earnings statistics Expand and improve by: • Researching vacancy rates in the formal economy

¹¹ Statistics published on the new sample will not be a separate publication as it will form part of the quarterly release.

Table 1: Strategic Plan targets (concluded)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	Published 4 statistical releases and annual report on labour market statistics as scheduled with a response rate of 92,6%	Published 4 statistical releases and annual report on labour market statistics as scheduled with a response rate of 93%	Published 4 statistical releases as scheduled, on a quarterly basis with a response rate of 91,9%	Publish quarterly and annual labour market statistics	Publish quarterly and annual labour market statistics	Publish quarterly and annual labour market statistics	Publish quarterly and annual labour market statistics
			Implemented the Expanded Public Works Programme module and reviewed the questionnaire for the SESE	Published Time Use Report, EPWP and Decent work chapters	Published the Labour Market Dynamics report in April 2014	Expand and improve by: • Publishing Volunteer Activities Survey report • Developing Time Use Survey questionnaire	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	Expand and improve by: • Publishing the Time Use Survey report • Developing the Volunteer Activities Survey module	Expand and improve by: • Publishing Survey of Employers and Self-employed • Publishing Volunteer Activities Survey • Developing Survey of Activities of Young People module
			Completed longitudinal analysis of QLFS data.	The introduction of seasonal adjustment of QLFS estimates was not done	EPWP and decent work information were analysed in the Labour Market Dynamics report				
			Harmonising labour market indicators in the SANSS was not achieved	Improved harmonisation of labour market information	Published SESE in August 2014				
					Developing an Employment frame for the QES. Analysing of IRP5 data has commenced				

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
No.	Performance indicator							
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 12 weeks after the reference month	4	4	4	4	4	4	4
14.2	Report on improving employment and earnings statistics				1	0	1	1
15.1	Number and timeliness of quarterly, annual and periodic releases and reports on the labour market 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)	8	8	6	5	5	5	5
15.2	Reports/modules on expanding labour market statistics				2	3	2	3

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 12 weeks after the reference month	Quarterly	4	1	1	1 Statistical release will be based on the new sample	1
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 2016		
15.2.1	Reports/modules on expanding labour market statistics	Periodic	3	Report on Survey of Activities of Young People (SAYP) by June 2016			
				Report on School to Work Transition Survey (SWTS) by June 2016			Module on Survey of Employers and Self-employed (SESE) by March 2017

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 an 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

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	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 commercial agriculture statistics Expand and improve by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Including forestry and fisheries industries (financial information)	Publish annual commercial agriculture statistics Expand and improve by: <ul style="list-style-type: none">• Including forestry and fisheries industries• Conducting periodic large sample survey of commercial agriculture	Publish annual commercial agriculture statistics Expand and improve by: <ul style="list-style-type: none">• Including forestry and fisheries industries (financial and non-financial information)

Table 2: Annual Performance Plan targets: 2016/17

				Audited/actual performance	Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Agriculture statistics								
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
16.1	Number and timeliness of releases/reports on agriculture	1	1	1	1	1	1	1
16.2	Number of reports on forestry and fishery				2	2	2	2

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 on agriculture	Annually	1	Report on 2015 Agriculture survey by November 2016			
16.2.1	Number of reports on forestry and fisheries	Periodic	2				Discussion document on Forestry by March 2017
							Discussion document on Fisheries by March 2017

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

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Environmental economic accounts									
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)									
17.	Sustainable resource management: To expand the statistical information base by increasing its depth, breadth and geographic spread	Environmental Economic Accounts expanded	Published discussion documents on Mineral, Fisheries and Environmental Economic Accounts (EEA)	Released EEA compendium (and Excel sheets) as scheduled	Published the EEA compendium and indicators as scheduled	Publish EEA statistics Expand and improve on: <ul style="list-style-type: none">• Ecosystems services• Emissions	Publish EEA statistics Expand and improve on: <ul style="list-style-type: none">• Ecosystems services• Emissions¹²	Publish EEA statistics Expand and improve by: <ul style="list-style-type: none">• Researching complementary data sources	Publish EEA statistics Expand and improve by: <ul style="list-style-type: none">• Assessing complementary data sources

¹² Chapters on Ecosystems services and Emissions will be included in the EEA compendium in 2016/17.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Environmental economic accounts								
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
17.1	Number and timeliness of EEA compendium	3	1	1	1	1	1	1
17.2	Research reports improving EEA				2	0	1	1

Table 3: Quarterly performance targets: 2016/17

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Environmental economic accounts							
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)							
17.1.1	Number and timeliness of EEA compendium	Annually	1				Compendium on EEA indicators by March 2017 (Include chapters on 'Ecosystems services' and 'Emissions')



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.

Our social assistance grant programme is central to the relief of poverty and vulnerability. Approximately 16,7 million South Africans receive social grants currently. With effect from 2015 the old-age, war veterans, disability and care dependency grants have been increased to bring the annual increase in line with long-term inflation. Over the three-year period ahead, nearly R13 billion will be added to social assistance budgets (MTBPS: 2015).

To enhance basic education, provision of learner and teacher support materials is prioritised, including workbooks to over 10 million learners each year. Basic education allocations over the MTEF increase by 8,2 per cent a year. Funds are allocated to enable early childhood development programmes to enrol a further 127 000 learners. The share of households with basic access to electricity increased from 77 per cent to 86 per cent. The number of households living in formal dwellings increased from approximately 8 million to 12,4 million. Access to water increased from 80 to 86 per cent and access to sanitation increased from 62 to 79 per cent (MTBPS: 2015).

Initiatives and developments to improve the measurement of living circumstances, service delivery and poverty:

General Household Survey (GHS): The GHS is an annual household survey measuring multiple facets of the life circumstances of South African households, as well as the quality of service delivery in a number of service sectors. The GHS covers six broad areas, namely education, health, activities related to social grants and social development, housing, and household access to services and facilities.

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

As part of the design of a continuous population survey for household surveys, the sampling methodology for the selected indicators measured by the GHS was reviewed so that annual reporting can be done in future at district council and/or municipal level. Continuous collection is expected to better capture seasonality in the data as well as provide more opportunities for quality assurance.

In addition the GHS published an in-depth analysis on energy, a report on the social profile of vulnerable groups, and developed an in-depth ICT module.

Other initiatives include:

- Assisting and providing technical support to government departments in using GHS data in planning, monitoring and decision-making;
- Compiling reports that measure indicators as per Monitoring and Evaluation (M&E) frames of different stakeholders;
- Researching service delivery in depth for a selected topic; and
- Publish in-depth analysis on environment in 2015/16 using the GHS data.

Income and Expenditure Survey (IES): The purpose of the IES is to provide appropriate and statistically reliable information on households' acquisition and consumption expenditure patterns from all types of settlements. One of the major contributions of the IES is that it is used to update the CPI basket of goods and services.

Living Conditions Survey (LCS): In order to monitor the impact of government's programmes and policies aimed at addressing issues around poverty reduction, a multi-topic survey was introduced by Stats SA to determine the poverty profile of South Africa. In addition, South Africa participates in international comparisons related to the country's development profile, for instance, reporting on the MDGs, economic investment decisions, development assistance, and peer-review processes such as the African Peer-review Mechanism. The LCS is a periodic survey and dependent on allocation of additional funding. The organisation is currently looking into alternative methodologies to continue collection of information on poverty and expenditure trends including the development of the survey methodology, data collection tools and systems.

Continuous Population Survey (CPS): The increased need for evidence-based planning and decision-making, as well as the strong emphasis placed by Government on the monitoring and evaluation of programme outcomes, make it necessary to reconsider the relevancy, scale and scope of the data provided by Stats SA as the national statistics agency. Engagement with stakeholders indicates a growing need for regular and timely statistics at lower levels of disaggregation than provincial level, as provided by most household surveys at present.

To address these needs, the Population and Social Statistics cluster has developed a long-term strategy of introducing a Continuous Population Survey into its survey programme. It is a model for the integration of the methodology and content of existing household surveys at Stats SA in order to provide reliable estimates on selected indicators at DC/LM level at regular intervals between Censuses.

The CPS will integrate three current survey instruments – the General Household Survey (GHS), Living Conditions Survey (LCS) and Income and Expenditure Survey (IES) – and will provide an integrated tool for the collection of living conditions, life circumstances and poverty data. The CPS will be implemented over the medium term, depending on the additional allocation of funding.

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

Table 1: Strategic Plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	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	The CPS concept was refined and changes were made in the GHS 2014 questionnaire to incorporate aspects of the LCS as part of the household survey integration process	Publish annual social and household service delivery statistics Expand and improve by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Publishing a thematic report on water and sanitation• Publishing a statistical report on service delivery based on CS 2016 data• Commence with data collection for GHS at municipal level¹³	Publish annual social and household service delivery statistics Expand and improve by: <ul style="list-style-type: none">• Collecting expanded energy service delivery module• Publishing report on the environment	Publish annual social and household service delivery statistics Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on energy service delivery• Compiling municipal estimates on service delivery and education (dependence on GHS municipal collection)

¹³ Funding was not secured in the ENE for this target.

Table 1: Strategic Plan targets (concluded)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	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	Processing and analysis of data did not commence as scheduled due to the LCS not being conducted in 2013/14	Publish periodic statistics on life circumstances, poverty and inequality Expand and improve by: <ul style="list-style-type: none">• Editing and imputing LCS• Assessing poverty indicators included in the GHS 2014• Testing small area estimation techniques• Publishing a thematic report on urban nodes	Publish periodic statistics on life circumstances, poverty and inequality Expand and improve by: <ul style="list-style-type: none">• Producing poverty indicators at lower levels of geography (depending on research outcomes)• Statistical release on the poverty profile and expenditure patterns of households in South Africa¹⁴	Publish periodic statistics on life circumstances, poverty and inequality statistics Expand and improve by: <ul style="list-style-type: none">• Developing and testing modules for CPS• Producing poverty indicators using CS 2016 data• Publishing a thematic report on subjective poverty• Publishing a thematic report on men, women and children• Commence with CPS at provincial level	Publish periodic life circumstances, poverty and inequality statistics Expand and improve by: <ul style="list-style-type: none">• Editing and imputing CPS data• Thematic report on the size and nature of the middle class in South Africa• Statistical release on the poverty profile and expenditure patterns of households in South Africa
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 expanded	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 annual non-financial statistics Expand and improve by: <ul style="list-style-type: none">• Researching spatial analysis relating to basic and free basic services provided by municipalities	Publish annual non-financial statistics Expand and improve by: <ul style="list-style-type: none">• Piloting spatial analysis relating to basic and free basic services provided by municipalities¹⁵	Publish annual non-financial statistics Expand and improve by: <ul style="list-style-type: none">• Publishing spatial analysis relating to basic and free basic services provided by municipalities	Publish annual non-financial statistics Expand and improve by: <ul style="list-style-type: none">• Publishing spatial analysis relating to basic and free basic services provided by municipalities

¹⁴ A new statistical release will be published in 2016/17.¹⁵ No additional funding was secured in the ENE.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	3	4	2	2	2	2
18.2	Reports on improving social and household service delivery statistics				2	2	1	1
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)								
19.1	Number and timeliness of reports/releases/documents on life circumstances, poverty and inequality statistics	4	3	2	4	2	5	3
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	Reports on improving non-financial statistics				1	0	0	0

Table 3: Quarterly performance targets: 2016/17

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 Survey 2015 by May 2016			
				Report on development indicators by May 2016			
18.2.1	Reports on improving social and household service delivery statistics	Periodic	2				Thematic report on water and sanitation by March 2017
							Report on service delivery based on CS 2016 data by March 2017
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)							
19.1.1	Number and timeliness of reports/releases/documents on life circumstances, poverty and inequality statistics	Periodic	2			Statistical release on the poverty profile and expenditure patterns in South Africa by December 2016	Poverty profile of South Africa at low levels of geography (depending on research outcomes) by March 2017
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)							
20.1.1	Number and timeliness of annual releases on the non-financial census of municipalities	Annually	1		Annual release on the non-financial census of municipalities for 2014/15 by August 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).

The Demographic Analysis division is concerned with, on the one hand, generating new knowledge related to the population dynamics and demographic trends of the country and on the other hand by researching best applicable methodologies that can feed into household surveys and Censuses, which then lend themselves to better analysis. The division is characterised by knowledge and application of technical issues around the measurement of demographic phenomena and of understanding implications of methodological considerations.

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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 population dynamics expanded and assessed for quality	Processed and analysed data collected from households	Released and published Census 2011 results at all levels	Emerging issues emanating from thematic analysis for in-depth investigation were not done due to structural changes	Compile population statistics documents <ul style="list-style-type: none">Finalise CS 2016 questionnaire and conduct behind the glass testing of new questionsDesign CS 2016 products planCompile a tabulation plan for CS 2016Conduct analysis of CS 2016 test dataConduct questionnaire validation and product prototypes development	Publish periodic population statistics <ul style="list-style-type: none">Publish results of CS 2016 including metadata and data quality statement Expand and improve by: <ul style="list-style-type: none">Assessing data quality of CS 2016 dataCompiling a discussion document on data quality of CS 2016 dataConducting research on emerging population and spatial development issues¹⁶	Publish periodic population statistics <ul style="list-style-type: none">Conduct thematic in-depth analysis on CS 2016 dataCompile thematic reports on CS 2016 data Expand and improve by: <ul style="list-style-type: none">Identifying emerging population and socio-economic issuesConducting research on emerging population and socio-economic issues including selected SADC countries	Publish periodic population statistics <ul style="list-style-type: none">Compile thematic reports on CS 2016 data Expand and improve by: <ul style="list-style-type: none">Assessing data quality of administrative data sourcesCompiling discussion document on data quality of administrative data sourcesConducting research on emerging population and spatial development issues as per the 2016 CS data

¹⁶ Funding was not secured in the ENE for this target.

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 demography expanded at a lower geographic level	Mid-year population estimates were not compiled as scheduled	Released the report in May 2013 The 4 thematic reports were not completed	Compiled mid-year population estimates as scheduled A thematic report on orphanhood was compiled	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Conducting content and methodology research for CS 2016• Thematic report on emerging demographic issues based on Census 2011 and other data	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Conducting content and methodology research for CPS¹⁷• Thematic analysis on demography using DHS data¹⁸ (replace DHS with CS 2016)	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Conducting content and methodology research for CPS• Compiling thematic reports on demography based on CS 2016 data (replace CS 2016 with DHS)• Publishing municipal level estimates• Publishing household estimates	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Conducting content and methodology research for Census 2021• Thematic reports on demography based on CS 2016 data• Publishing municipal level estimates• Publishing household estimates

¹⁷ Research for CPS discontinued due to restructuring for 2016/17 and following years.¹⁸ Thematic analysis on demography using CS 2016 data will be conducted in 2016/17 and on DHS data in 2017/18.

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Vital statistics									
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)									
23.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on vital statistics expanded	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. 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	Published statistical releases on recorded live births, mortality and causes of death, and migration Demographic research/consulting services were not produced and research was not conducted	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• 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 international migration Expand and improve by: <ul style="list-style-type: none">• Researching alternative data source for mortality• Publishing report on research outcomes on NPR• Implementing CRVS strategic plan¹⁹• Conducting a quality self-assessment on mortality and causes of death²⁰• Statistical release on adoptions²¹• Discussion document of legitimations and recognitions	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• 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	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• Introducing quarterly release of birth statistics• Piloting quarterly release of death statistics• Conducting a quality self-assessment on divorces• Researching survey on family dynamics

¹⁹ The compilation of the CRVS strategic plan will move to 2016/17. Implementation will only start after the approval of the CRVS strategic plan.

²⁰ Self-assessment on mortality and causes of death is moved to 2017/18 due to reprioritisation of resources.

²¹ Funding was not secured in the ENE for the release on adoptions and the discussion document of legitimations and recognitions in 2016/17 and will move to 2017/18 if funds become available.

Table 1: Strategic Plan targets (concluded)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded				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	Publish statistics on vulnerable groups • Series 4: Report on Youth
25.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on gender expanded				Publish statistics on gender • Series 2: Report on Education	Publish statistics on gender • Series 3: Report on Violence against women ²²	Publish statistics on gender • Series 4: Report on Gender disparities	Publish statistics on gender • Series 5: Report on Economic empowerment

²² The report on Violence against Women is dependent on the DHS as the main statistical data source. The DHS has not been conducted in 2015/16. This report will be replaced by the Report on Gender disparities that was scheduled for 2017/18.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Population statistics								
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)								
21.1	Documents/reports on population statistics	1	0	3	5	10	10	7
Subprogramme: Demography (Programme 3: Population and Social Statistics)								
22.1	Number and timeliness of reports on projected population estimates (national and sub-provincial level)	0	0	2	1	1	2	2
22.2	Documents/reports on improving demographic statistics				2	1	3	3
Vital statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
23.1	Number and timeliness of statistical releases and reports on vital statistics	4	2	9	8	8	8	8
23.2	Strategic initiatives on improving health and vital statistics				3	3	4	4
Gender and vulnerable groups statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
24.1	Statistical releases/reports on vulnerable groups				2	2	2	2
25.1	Statistical report on gender				1	1	1	1

Table 3: Quarterly performance targets: 2016/17

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	Documents/reports on population statistics	Periodic	10	CS 2016 Edit specification rules by April 2016		Discussion document on Assessment of data quality on emerging population and spatial issues by December 2016	Report on institutionalised populations by March 2017
				CS 2016 Release report by June 2016	CS 2016 Metadata by August 2016		3 Scientific research papers by March 2017
				CS 2016 Quality statement report by June 2016	Discussion document on CS 2016 data quality by September 2016		
Subprogramme: Demography (Programme 3: Population and Social Statistics)							
22.1.1	Number and timeliness of reports on projected population estimates (national and sub-provincial level)	Annually	1		Annual population estimates by September 2016		
22.2.1	Documents/reports on improving demographic statistics	Periodic	1				Report on Thematic Analysis of Demography based on CS 2016 by March 2017

Table 3: Quarterly performance targets: 2016/17 (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 on births, deaths, marriages and divorces	Annually	3		Annual release on recorded live births (2015) by August 2016	Annual release on Mortality and causes of death (2015) by November 2016	
							Annual release on 2015 Marriages and divorces by February 2017
23.1.2	Number and timeliness of reports on vital statistics	Annually	2		Annual report on documented immigrants including asylum seekers (2015) by July 2016		Report on Perinatal deaths (2015) by March 2017
23.1.3	Number and timeliness of datasets published on births, deaths, marriages and divorces	Annually	3			Dataset published on Recorded live births (2015) by October 2016	Dataset published on Mortality and causes of death (2015) by February 2016
							Dataset published on Marriages and divorces (2015) by March 2017
23.2.1	Strategic initiatives on improving health and vital statistics	Periodic	3				Research report on alternative data source for mortality by March 2017
							Report on research outcomes on NPR by March 2017
						CRVS strategic plan compiled by October 2016	
Gender and vulnerable groups statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
24.1.1	Statistical releases/reports on vulnerable groups	Annually	2				Report on vulnerable group indicators by March 2017
							Report on Series 2: The Elderly by March 2017
25.1.1	Statistical report on gender	Annually	1			Report on gender disparities by December 2016	

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).

Over the next three years, the South African Police Service will strengthen its public-order policing capabilities and address training gaps, including those identified by the Marikana Commission of Enquiry. The South African Human Rights Commission, the Public Protector and the Office of the Chief Justice receive additional allocations to address capacity challenges (MTBPS: 2015).

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	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded	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	Compiled thematic report on public perceptions on performance of the criminal justice system as scheduled Published and disseminated results on Victims of Crime Survey as scheduled Meeting and engagements were held with the various entities about assistance in relation to administrative statistics	Publish annual crime statistics Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on housebreaking/home robbery• Implementing Crime Against Business Survey (CABS)(user-paid survey)• Providing technical support and advice to stakeholders	Publish annual crime statistics Expand and improve by: <ul style="list-style-type: none">• Including module on crime against women²³• Publishing a thematic report on CABS²⁴• Providing technical support and advice to stakeholders• Publishing thematic report on housebreaking/home robbery²⁵	Publish annual crime statistics Expand and improve by: <ul style="list-style-type: none">• 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	Publish annual crime statistics Expand and improve by: <ul style="list-style-type: none">• Publishing thematic report on perceptions of justice and human rights• Including a module on drugs, narcotics and corruption• Providing technical support and advice to stakeholders

²³ The module on Crime against women has been developed in 2015/16 and included in VOCS for collection in 2016/17.

²⁴ The user-paid survey CABS has not taken place during 2015/16 due to a lack of funds impacting on the release of the thematic report on CABS.

²⁵ The thematic report on housebreaking/home robbery has moved to 2016/17 due to the delay in the CABS survey.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Crime and safety statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
26.1	Number and timeliness of statistical releases/reports on crime	3	3	2	1	1	1	1
26.2	Strategic initiatives on improving crime statistics				2	2	2	2

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 Survey by September 2016		
26.2.1	Strategic initiatives on improving crime statistics	Periodic	2				Thematic report on housebreaking/home robbery by March 2017
							Technical support provided to stakeholders by March 2017

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).

South Africa's life expectancy increased from 52 years in 2004 to 61 in 2014. Infant mortality dropped from 58 to 34 deaths per 1 000 live births between 2002 and 2014. Additions to health expenditure will further strengthen our response to HIV and AIDS and scale-up interventions to address TB. Health budgets are to grow by 8,3 per cent a year between 2015/16 and 2018/19 (MTBPS: 2015).

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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded				Publish annual health reports	Publish annual health reports	Publish annual health reports	Publish annual health reports
						Expand and improve by:	Expand and improve by:	Expand and improve by:	Expand and improve by:
						<ul style="list-style-type: none">• Collaborating with DoH and MRC on conducting the South Africa Demographic and Health Survey (SADHS 2016)	<ul style="list-style-type: none">• Publishing SADHS report²⁶• Publishing Key Indicators report on SADHS	<ul style="list-style-type: none">• Publishing a thematic report on the population, health and nutrition	<ul style="list-style-type: none">• Publishing a thematic report on non-communicable diseases• Researching alternative data sources on health

²⁶ The SADHS (user-paid) data collection is now scheduled for 2016/17, impacting on the release of the main SADHS report. A thematic report on key indicators will replace the SADHS report which will be released in 2017/18.

Table 2: Annual Performance Plan targets: 2016/17

					Estimated performance	Medium-term targets		
					Audited/actual performance			
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Health statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
27.1	Reports on health statistics				1	1	1	2

Table 3: Quarterly performance targets: 2016/17

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	Reports on health statistics	Annually	1				Thematic health report – the Key Indicators SADHS report by March 2017

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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 expanded				Publish education statistics (annual education statistics are published as part of the GHS release) Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on schooling in the Eastern Cape	Publish education statistics (annual education statistics are published through the GHS release) Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on education	Publish education statistics (annual education statistics are published through the GHS release) Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on early childhood development	Publish education statistics (annual education statistics are published as part of GHS release) Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on education at municipal level

Table 2: Annual Performance Plan targets: 2016/17

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Education statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
28.1	Report on improving education statistics				1	1	1	1

Table 3: Quarterly performance targets: 2016/17

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	Report on improving education statistics	Periodic	1				Thematic report on education by March 2017

xi) Governance

Policy context: The quality and integrity of governance are critical elements in achieving the outcomes we seek.

To enhance state capacity and the quality and integrity of governance, our financial management and procurement reforms will be reinforced, while stepping up public sector training and institutional renewal. (MTBPS 2015)

The Constitution of South Africa (1996) envisages a public service that is professional, accountable and development-oriented. The NDP (Chapter 13) aspires to a developmental state that is accountable, focused on citizen's priorities, and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. Outcomes 12 and 9 of the MTSF feed into this vision. The primary reason for establishing the Governance Statistics unit would be to measure change towards such a public service, as well as to monitor public perceptions about the realisation of the Bill of Rights as contained in the constitution.

Measurement of governance and public sector management has become critical to enhance the quality and integrity of the public sector. Stats SA aims to expand the statistical information base over the medium term by introducing the measurement of governance statistics

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

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Governance statistics									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
29.	Governance: To expand the statistical information base by increasing its depth, breadth and geographic spread	Unit and strategy for statistics on governance established					Conduct a scoping exercise to determine the nature of Governance statistics needs across government towards the establishment of a Governance and public sector management statistics unit ²⁷	Establish a Governance and public sector management statistics unit	Conduct a comprehensive assessment of the existing data sources, data quality and the data gap Develop a sector strategy and plan for measurement of governance and public sector management

²⁷ New target introduced as preparatory work to establish a Governance and public sector management statistics unit in 2017/18.

Table 2: Annual Performance Plan targets: 2016/17

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Governance statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
29.1	Reports on improving governance statistics					1	1	1

Table 3: Quarterly performance targets: 2016/17

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Governance statistics							
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)							
29.1.1	Reports on improving governance statistics	Periodic	1	Report on scoping exercise to determine governance statistics by June 2016			



1.1.2 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 programmes 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Integrative research and analysis									
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)									
30.	To develop new and innovative statistical products and services	Research reports 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 ²⁸	In-depth research on selected municipalities (risks of municipalities)	In-depth research on selected municipalities (impact on survey areas)
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Standards and Research)									
31.	To develop new and innovative statistical products and services	Integrative economic, socio-economic trends and spatial dynamics reports	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	The following research reports were compiled: <ul style="list-style-type: none">• Exploring Intra-Africa trade from a prices and expenditure perspective• Classified areas in South Africa into urban and rural using spatial statistical methods	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	Conduct research and analysis on emerging socio-economic issues
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)									
32.	To develop new and innovative statistical products and services	Research reports 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	Publish a report on household expenditure patterns, poverty and inequality using external data sources

²⁸ Future in-depth research will depend on research outcomes and additional funding allocation.

Table 2: Annual Performance Plan targets: 2016/17

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Integrative research and analysis								
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
30.1	Research reports on government financial statistics				1	1	1	1
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Evaluation and Research)								
31.1	Research reports on socio-economic planning, spatial analysis and developmental issues	12	5	6	6	8	8	8
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)								
32.1	Research reports on poverty and inequality statistics				1	1	1	1

Table 3: Quarterly performance targets: 2016/17

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	Research reports on government financial statistics	Periodic	1				Research report on specific aspects of selected municipalities (area/population/financial) e.g. ZIPF by March 2017
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Evaluation and Research)							
31.1.1	Research reports on government’s socio-economic planning: applications of estimations models/the development of estimates	Annually	4				4 Research reports on government’s socio-economic planning: applications of estimations models/the development of estimates by March 2017
31.1.2	Research reports on spatial analysis	Annually	2		Research report on spatial analysis by September 2016		Research report on spatial analysis by March 2017
31.1.3	Research reports on socio-economic demographic and developmental issues	Annually	2		Research report on socio-economic, demographic and development issues by September 2016		Research report on socio-economic, demographic and development issues by March 2017
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)							
32.1.1	Research reports on poverty and inequality statistics	Periodic	1		Research document on the use of administrative/external data sources for the poverty and inequality statistics agenda by September 2016		

1.1.3 Revolutionise data systems

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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Data revolution									
Subprogramme: Office of the SG (Programme 1: Administration)									
33.	To revolutionise data systems	Data revolution framework developed and strategy implemented				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	Lead and share data revolution initiatives in Africa

Table 2: Annual Performance Plan targets: 2016/17

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Data revolution								
Subprogramme: Office of the SG (Programme 1: Administration)								
33.1	Reports on data revolution initiatives				1	1	1	1

Table 3: Quarterly performance targets: 2016/17

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	Reports on data revolution initiatives	Periodic	1	Framework on data revolution and strategy by March 2017			

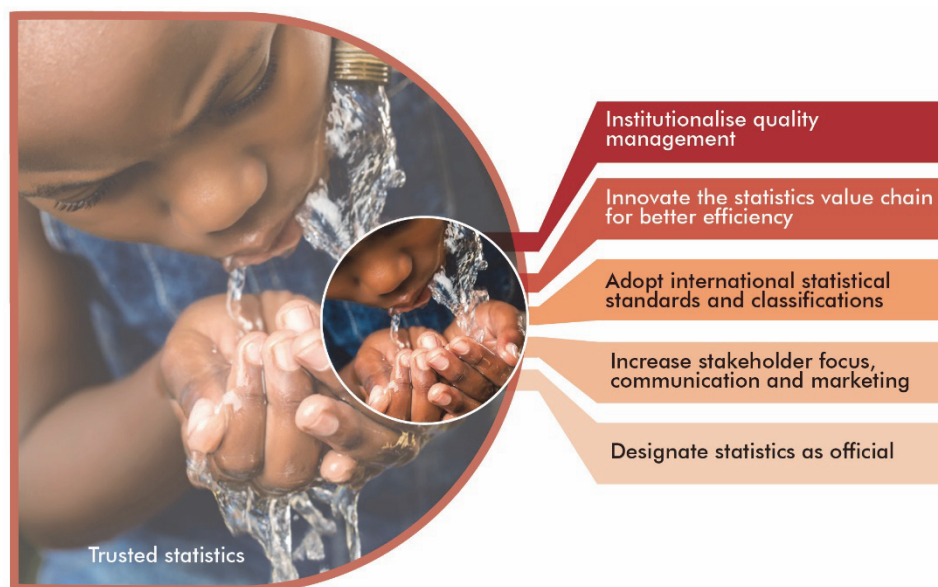


1.2 Strategic Outcome 2: Trusted statistics

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



The following table is a detailed outline of each strategic objective.

1.2.1 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 to institutionalise quality management:

Table 1: Strategic Plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Quality management									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
34.	To institutionalise quality management	A quality management system implemented	Compiled a concept paper on quality management	Compiled an evaluation framework	Rolling out phase 2 of quality management system was not achieved. Stats SA intends to establish a project team to conceptualise and develop a quality management framework and system over the medium term	<ul style="list-style-type: none">Review the concept note on quality managementReport on quality management practices in other statistical organisations	<ul style="list-style-type: none">Pilot the using of series that have been assessed through SASQAF²⁹Compile proposal on a Quality Management System (QMS)³⁰	<ul style="list-style-type: none">Pilot the using of series that have been assessed through SASQAFDevelop an integrated quality management strategy and plan	<ul style="list-style-type: none">Institutionalise integrated quality management
Quality management									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
35.	To institutionalise quality management	Independent evaluations conducted	<p>Provided methodology, standards development and systems solutions support to Economic and Social Statistics, and SANSS partners</p> <p>Published results of PES as scheduled</p>	<p>Provided methodology support as per user requests and standards development and systems solutions support to clusters and SANSS</p>	<p>Provided methodology support as per user requests and standards development and systems solutions support to various areas within the Survey Operations, Economic Statistics and Population and Social Statistics clusters</p> <p>Provided methodology support to SANSS partners as required</p>	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none">Building evaluation capacity for economic statisticsConducting CS 2016 evaluation	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none">Developing evaluation schedule³¹Conducting CS 2016 evaluation and compiling a report	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none">Reviewing evaluation frameworkAssessing the impact of evaluations conducted	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none">Designing PES survey methodology

²⁹ Funding not secured in the ENE.

³⁰ New target: The development of a Quality Management System (QMS) is scheduled for 2016/17.

³¹ The evaluation schedule will not be compiled as the quality management system has been prioritised.

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Quality management									
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)									
36.	To institutionalise quality management	Conduct independent survey monitoring and evaluation on surveys	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	Published 6 quality assurance reports on survey operations: <ul style="list-style-type: none">• CDC (2)• QLFS (2)• LCS (2)	Conduct independent process monitoring and evaluation of household-based surveys and censuses Improve by: <ul style="list-style-type: none">• Conducting tests on monitoring and evaluation methodologies for CS 2016• <i>Monitoring CS 2016 and DHS</i>• <i>Monitoring DHS (user-paid survey)</i>	Conduct independent process monitoring and evaluation of household-based surveys and censuses Improve by: <ul style="list-style-type: none">• Pronouncing on the quality of household surveys³²• Conducting the CS 2016 monitoring• Conducting verification of out-of-scope cases• Conducting CS 2016 evaluation study	Conduct independent process monitoring and evaluation of household-based surveys and censuses Improve by: <ul style="list-style-type: none">• Strengthening and expanding survey quality control/assurance and audit• Pronouncing on the quality of household surveys• <i>Monitoring and evaluation of GHS (municipal level)</i>	Conduct independent process monitoring and evaluation of surveys and censuses Improve survey M&E by: <ul style="list-style-type: none">• Expanding the surveys quality control and auditing function to Economic Statistics surveys• Pronounce on the quality of household surveys• Building relations and collaboration with Economic Statistics• Monitoring and evaluation of CPS

³² Pronouncing on the quality of household surveys is included in the M&E reports. Separate documents will not be issued.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Quality management								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
34.1	Technical documents on a quality management system	1	1	0	2	1	2	1
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
35.1	Number and timeliness of evaluations conducted			0	2	1	2	2
35.2	Reports on improving evaluations				2	0	2	2
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)								
36.1	Number and timeliness of survey monitoring and evaluation reports	6	8	6	4	4	4	4
36.2	Number and timeliness of technical documents/reports on survey monitoring and evaluation				3	1	3	4

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quality management							
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)							
34.1.1	Technical documents on a quality management system	Periodic	1				Proposal on a quality management system by March 2017
Quality management							
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)							
35.1.1	Number and timeliness of reports on improving evaluation	Periodic	1				CS 2016 evaluation report by March 2017
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)							
36.1.1	Number and timeliness of monitoring and evaluation reports on surveys	Annually	4	Report on monitoring of CS 2016 by June 2016	Report on monitoring and evaluation of SADHS by September 2016		Report on monitoring and evaluation of CDC by March 2017
				Report on evaluation of CS 2016 by June 2016			
36.2.1	Report on improving monitoring and evaluation of surveys	Periodic	1	Report on conducting verification of out-of-scope cases by June 2016			

1.2.2 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.

Data collection: Implementing an integrated approach to fieldwork aims to ensure effective and efficient fieldwork operations and will deliver better value for money through:

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

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

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

Stakeholder relations management: A two-way communication channel is vital for providing information to stakeholders. Feedback from stakeholders is used to tailor statistical outputs to better meet user needs. The Stakeholder Relations Management (SRM) system facilitates a proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users. Reception and switchboard form an important part of this two-way communication by ensuring effective and efficient channelling of calls to relevant parties.

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

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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Plan, design, build, collect, process and disseminate									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
37.	To innovate the statistics value chain	Innovative methodological practices implemented	Provided methodology support as per user requests	Provided methodology support as per user requests	Provided methodology support as per user requests	Provide methodological expertise and support	Provide methodological expertise and support	Provide methodological expertise and support	Provide methodological expertise and support
						Improve support by: <ul style="list-style-type: none">Implementing small area estimation for other household-based surveysExploring model-based small area estimation	Improve support by: <ul style="list-style-type: none">Implementing small area estimationConducting comparative studies for validating SAEResearching impact of SIC7 on time series data³³Assessing the quality of master sample frameDesigning methodologist capacity building programme	Improve support by: <ul style="list-style-type: none">Implementing seasonal adjustment for QLFSValidating the impact of SIC7 on time series dataConducting comparative studies of SAEResearching expansion of economic statistics scope of sampling frame	Improve support by: <ul style="list-style-type: none">Researching the design of the new master sampleConducting comparative studies of SAE

³³ Researching the impact of SIC7 on time series will move to 2017/18 due to the delay in the implementation of ISIC. Validating the impact of SIC7 in 2017/18 will therefore move to 2018/19.

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Plan, design, build, collect, process and disseminate									
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)									
38.	To innovate the statistics value chain	Community survey and population censuses planned and coordinated	Processed and analysed census data collected from households	Released and published Census 2011 results at all levels	CS 2016 draft project charter and schedule of activities have been developed 14 SuperCross installations and training sessions were done in the provinces	Drive CS 2016 through planning, organising, leading and coordination • Coordinating and testing plans for CS 2016 • Driving data collection for CS 2016 • Driving data collection for DHS	Drive CS 2016 through planning, organising, leading and coordination • Driving data collection for CS 2016 • Collaborating and partnering in design of innovative data collection methodologies for Censuses/surveys	Drive municipal collections (GHS) through planning, organising, leading and coordination • Review and improve data collection methodologies	Drive CPS and Census 2021 through planning, organising, leading and coordination • Commence with Census 2021 planning
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)									
39.	To innovate the statistics value chain	CPS data collection implemented	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 was not established Rolled out a continuous data collection methodology during 2014/15	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Assessing data collection systems • Researching international practice on data collection methodologies • Developing quality assurance tools	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Innovate by: • Developing a data collection strategy • Collaborating and partnering in design of digital data collection system • Driving the implementation of the quality assurance tool • Develop digital data collection ³⁴ • Commencing with GHS at municipal level ³⁵	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, GHS, VOCS and DTS) • Driving GHS collection at municipal level • Commencing with CPS at provincial level	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Driving CPS data collection (at provincial level) • Driving the implementation of the digital data collection system • Assessment of digital data collection methodology (QLFS, VOCS and DTS) • Evaluating the quality assurance tool

³⁴ The implementation of the quality assurance tool will not take place in 2016/17 as the development was not undertaken in 2015/16 due to methodological changes and the introduction of CAPI.

³⁵ Funding was not secured in the ENE for GHS at municipal level.

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Plan, design, build, collect, process and disseminate									
40.	This target is under provinces								
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)									
41.	To innovate the statistical value chain	Digital data collection implemented	Standardised data processing instruments, systems and methodologies. 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	The processing systems are fully generic and flexible providing an end-to-end integrated standardised processing capability to household-based surveys Processed data for the QLFS, GHS, DTS, VOCS, NHTS, SWTS and Causes of death surveys. 734 300 questionnaires in total	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)	Coordinate data processing of censuses, household based surveys, administrative sources and ad-hoc surveys Improve by: • Implementing digital data collection for household surveys (phase 2) • Processing additional administrative sources

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Plan, design, build, collect, process and disseminate									
Subprogramme: Publication Services (Programme 4: Statistical Support and Informatics)									
42.	To innovate the statistical value chain	Increased access to statistical information	The roll-out of the new brand was not completed	Brand maintenance was not done	A new brand for Stats SA has not yet been finalised	Compile multidisciplinary publications. Develop electronic datasets for statistical data Increase access by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Researching a data repository• Researching alternative data delivery channels	Compile multidisciplinary publications. Develop electronic datasets for statistical data Increase access by: <ul style="list-style-type: none">• Developing a proposal on: Establishment of a data repository• Consolidating and implementing data delivery channels	Compile multidisciplinary publications. Develop electronic datasets for statistical data Increase access by: <ul style="list-style-type: none">• Implementing a data repository for Stats SA• Consolidating and implementing data delivery channels
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
43.	To innovate the statistical value chain	Increased access and use of statistical information	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	14 SuperCross installations were done in the provinces	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Disseminating CS 2016 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: <ul style="list-style-type: none">• Integrating CS 2016 data and geography for special needs of users• Improving access to anonymised micro-data	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: <ul style="list-style-type: none">• Assessing data integration• Improving access to a secure data facility for micro-data

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	100%	100%	100%	90%	90%	90%	90%
37.2	Research reports to improve methodological practice and systems	7	5	7	4	8	8	6
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)								
38.1	Census/survey operations completed as scheduled	1	6	1	3	2	1	1
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)								
39.1	Household surveys questionnaires checked for quality	224 500	235 798	241 268	39 200	20 100	20 100	20 100
39.2	Number of reports on maintenance of the master sample	3 080 PSUs	3 080 PSUs	3 324 PSUs	2	2	2	2
39.3	Number of staff training sessions in survey operations				320	8	8	8
39.4	Reports on improving household survey operations				3	3	3	4

Table 2: Annual Performance Plan targets: 2016/17 (concluded)

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Plan, design, build, collect, process and disseminate								
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)								
41.1	Completed questionnaires processed and edited for QLFS, EPWP, GHS, DT and VOCS	224 500	288 561	238 300	315 704	292 501	248 000	248 000
41.2	Number and timeliness of PSUs processed	3 080 (1 786 captured)	3 080	3 080 (Old MS) 3 324 (New MS)	3 324	3 324	3 324	3 324
41.3	Number of death notification forms processed and edited for mortality and causes of death	600 000	524 000	496 000	500 000	500 000	500 000	500 000
41.4	Reports on improving data processing				3	2	1	2
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)								
42.1	Publications compiled	17	16	16	16	11	11	11
42.2	Series updated on system (economic surveys, social surveys and administrative records)		196	205	200	200	200	200
42.3	Reports on improving publication services				3	2	2	2
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)								
43.1	Number of visitor sessions to website	4 013 532	1 131 185	1 319 138	1 000 000	1 000 000	1 000 000	1 000 000
43.2	Number of publications downloaded from website	1 280 739	839 447	619 819	150 000	152 000	152 000	152 000
43.3	Strategic initiatives implemented to improve dissemination and usage				2	3	2	2

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 2017
37.2.1	Research reports to improve methodological practice and systems	Annually	8				Small area estimation implemented by March 2017
							Comparative study conducted validating SAE for a household survey by March 2017
							Quality assessment of the master sample frame conducted by March 2017
							Methodologist capacity building programme designed by March 2017
							Seasonal adjustment methodological note for Land Transport Survey by March 2017
							Seasonal adjustment methodological note for Liquidations and insolvencies by March 2017
							Seasonal adjustment methodological note for Civil cases by March 2017
CS 2016 data set weighted and estimated by June 2016							

Table 3: Quarterly performance targets: 2016/17 (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	Census/survey operations completed as scheduled	Periodic	2	CS 2016 data collection completed by April 2016 with a coverage rate of 90%		SADHS data collection completed by September 2016 with a coverage rate of 90%	
38.2.1	Report on census/survey operations	Periodic	1				Report on collaboration and partnering in design of innovative data collection methodologies for census/surveys by March 2017
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)							
39.1.1	Number of household survey questionnaires checked for quality	Annually	20 100 (10% of total questionnaires collected)				Approximately 20 100 questionnaires checked by March 2017
39.2.1	Number of reports on maintenance of the master sample	Annually	2		Report on maintenance of the master sample by September 2016		Report on maintenance of the master sample by March 2017
39.3.1	Number of staff training sessions in survey operations	Annually	8	4	1	2	1
39.4.1	Reports on improving household survey operations	Periodic	3				Data collection strategy developed by March 2017
							Report on collaboration and partnering in design of digital data collection system by March 2017
							Quality assurance tool implemented by March 2017

Table 3: Quarterly performance targets: 2016/17 (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	Quarterly	120 000	Approximately 30 000 by June 2016	Approximately 30 000 by September 2016	Approximately 30 000 by December 2016	Approximately 30 000 by March 2017
41.1.2	Number and timeliness of completed questionnaires processed and edited for EPWP 2016	Periodically	30 000	Approximately 30 000 by June 2016 (100% complete)			
41.1.3	Number and timeliness of completed questionnaires processed and edited for GHS 2016	Annually	30 000				Approximately 30 000 by February 2017
41.1.4	Number and timeliness of completed questionnaires processed and edited for DTS 2016	Annually	30 000				Approximately 30 000 by February 2017
41.1.5	Number and timeliness of completed questionnaires processed and edited for VOCS 2015/16	Annually	30 000	Approximately 30 000 by June 2016			
41.1.6	Number and timeliness of completed questionnaires processed and edited for VOCS 2016/17	Annually	22 500 (75% of 30 000)				Approximately 22 500 by March 2017
41.1.7	Number and timeliness of completed questionnaires processed and edited for TUS	Annually	30 000				Approximately 30 000 by March 2017
41.1.8	CS 2016 data set edited and cleaned	Periodic	1	Final data sets by April 2016			

Table 3: Quarterly performance targets: 2016/17 (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate							
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)							
41.2.1	Number of PSUs processed	Annually	3 324				Approximately 3 324 by March 2017
41.3.1	Number of death notification forms processed and edited for mortality and causes of death (dependent on forms received from Department of Home Affairs)	Annually	500 000		Approximately 500 000 by September 2016		
41.4.1	Reports on improving data processing	Periodic	2				Digital data collection piloted for household surveys by March 2017
							Report on processing Community Survey data using new technology by March 2017
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)							
42.1.1	Number and timeliness of publications compiled	Quarterly	11	3 editions Mbalo Brief	3 editions Mbalo Brief	2 editions Mbalo Brief 1 edition Stats in Brief	2 editions Mbalo Brief
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	Reports on improving publication services	Periodic	2				Research report on a data repository by March 2017
							Research report on alternative data delivery channels by March 2017

Table 3: Quarterly performance targets: 2016/17 (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	152 000	38 000	38 000	37 000	37 000
43.3.1	Strategic initiatives implemented to improve dissemination and usage	Periodic	3				Dissemination of CS 2016 products at national, provincial and municipal level by March 2017
							Survey data and geography integrated for special needs of users by March 2017
							Access to public data files improved by March 2017

1.2.3 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 internationally 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical standards development									
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)									
44.	To adopt and adapt international standards	Standards reviewed and developed in line with international standards	Established 4 working groups for editing, sampling methodology, sample maintenance and SASCO	Developed standards according to user needs	Developed 6 standards according to user needs Reviewed the good practice strategy Standards development capability was not built	Drive development and review of statistical standards Improve by: <ul style="list-style-type: none">• Creating awareness around standards• Compiling standards registry• Enrolling standard developers in SABS training programmes	Drive development and review of statistical standards Improve by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Coordinating the development and review of standards according to the standards registry• Coordinating the development and review of priority statistical standards in the SANSS	Drive development and review of statistical standards Improve by: <ul style="list-style-type: none">• Coordinating the development and review of statistical standards in Stats SA and the SANSS

Table 2: Annual Performance Plan targets: 2016/17

No.	Performance indicator	Audited/actual performance			Estimated performance		Medium-term targets	
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical standards development								
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)								
44.1	Standards developed and reviewed	10	8	5	9	9	10	10
44.2	Strategic initiatives to improve standards development				3	3	2	1

Table 3: Quarterly performance targets: 2016/17

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical standards development							
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)							
44.1.1	Standards developed and reviewed	Annually	9				Adopted/adapted International Classification of Activities for Time-Use Statistics (ICATUS) by March 2017
							Adopted/adapted International Classification of Crime for Statistical purposes (ICCS) by March 2017
							Adopted/adapted International Classification of Status in Employment (ICSE) by March 2017
							Standard on measuring and reporting response rate reviewed by March 2017
							Standard on master sample maintenance reviewed by March 2017
							Standard on data confidentiality (v2) approved by March 2017

Table 3: Quarterly performance targets: 2016/17 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical standards development							
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)							
44.2.1	Strategic initiatives to improve standards development	Periodic	3				Standard on measuring and documenting sampling errors approved by March 2017
							Standard on statistical data collection approved by March 2017
							Standard on the maintenance of the business frame approved by March 2017
							Standards awareness programme for provinces implemented by March 2017
							Standards registry compiled by March 2017
							Priority standards in SANSS identified by March 2017

1.2.4 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.

Stakeholder relations management: A two-way communication channel is vital for providing information to stakeholders. Feedback from stakeholders is used to tailor statistical outputs to better meet user needs. The Stakeholder Relations Management (SRM) system facilitates a proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users. Reception and switchboard form an important part of this two-way communication by ensuring effective and efficient channelling of calls to relevant parties.

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

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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Integrated communications and stakeholder management									
Subprogramme: Corporate Communication (Programme 6: Statistical Collection and Outreach)									
45.	Increase stakeholder focus, marketing and communication	Innovative communication products, channels and tools developed and implemented to enhance the public image and credibility of the organisation	Conducted communication and marketing campaign for Census 2011	Through the press conferences, the revamped website, Stats SA's iPad applications and the <i>Fieldworker</i> 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	Through engagement with community media, press conferences, constant updating of web content and the production of publicity products, the work of the organisation has been communicated to internal and external stakeholders	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: <ul style="list-style-type: none">• 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 CS 2016• <i>Rolling out CS 2016 communication campaign</i>• 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: <ul style="list-style-type: none">• Developing communication products for municipalities• Developing user friendly electronic products that can be used across multiple channels• Rolling out CS 2016 communication campaign• Roll out new building relocation communication plan• Developing new communication channels and tools to improve employee engagement• Establishing a knowledge management environment	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: <ul style="list-style-type: none">• 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	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: <ul style="list-style-type: none">• Building relationships and training of community media• Developing communication products for municipalities and schools• Providing communication support to SANSS• Enhancing employee engagement between management and staff

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Integrated communications and stakeholder management									
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
46.	Increase stakeholder focus, marketing and communication	Stakeholder management institutionalised	86% normal requests handled within 24 hours	92% simple requests handled within 15 minutes	97,5% simple requests handled within 15 minutes	Provide stakeholder management support services	Provide stakeholder management support services	Provide stakeholder management support services	Provide stakeholder management support services
			80,5% special requests handled within 5 days	91% normal requests handled within 24 hours	91% normal requests handled within 24 hours	Improve by: <ul style="list-style-type: none">• 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	Improve by: <ul style="list-style-type: none">• Monitoring usage of the CRM system• Institutionalising integrated stakeholder management	Improve by: <ul style="list-style-type: none">• Assessing the effectiveness of the CRM system	Improve by: <ul style="list-style-type: none">• Implementing improvements to CRM system
			90% special requests handled within 5 days	96,1% special requests handled within 5 days					

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Integrated communications and stakeholder management								
Subprogramme: Corporate Communication (Programme 6: Statistical Collection and Outreach)								
45.1	Number of internal and external communication products	288	300	420	388	52	52	52
45.2	Strategic initiatives to improve internal and external communications				6	6	4	4
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	85%	92%	97,5%	85%	95%	95%	95%
46.2	Percentage enquiries on normal requests handled within 24 hours	86%	91%	91%	85%	90%	90%	90%
46.3	Percentage enquiries on special requests handled within 5 days	81%	90%	96,1%	75%	90%	90%	90%
46.4	User satisfaction reports	1	1	1	1	1	1	1
46.5	Strategic initiatives to improve stakeholder management services				3	2	1	1

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 of internal communication products	Quarterly	48	12 Pulse editions (1 every week)	12 Pulse editions (1 every week)	12 Pulse editions (1 every week)	12 Pulse editions (1 every week)
45.1.2	Number of external communication products (dashboard of media perception)	Quarterly	4	1	1	1	1
45.2.1	Strategic initiatives to improve internal and external communications	Periodic	6				Communication product for municipalities by March 2017
							User-friendly electronic products developed by March 2017
					CS 2016 Communications Campaign rolled out by September 2016		
							Building relocation communication campaign rolled out by March 2017
							New communication channels and tools developed for employee engagement by March 2017
							Knowledge management environment established by March 2017

Table 3: Quarterly performance targets: 2016/17 (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	95%	95%	95%	95%	95%
46.1.2	Percentage enquiries on normal requests handled within 24 hours	Quarterly	90%	90%	90%	90%	90%
46.1.3	Percentage enquiries on special requests handled within 5 days	Quarterly	90%	90%	90%	90%	90%
46.1.4	Number of user satisfaction reports	Annually	1		User satisfaction report by July 2016		
46.1.5	Strategic initiatives to improve stakeholder management services	Periodic	2				Usage of CRM system monitored by March 2017
							Integrated stakeholder management institutionalised by March 2017

1.2.5 Designate statistics as official

Strategic objective 2.5: To designate statistics as official

Objective statement: To designate statistics as official by conducting ten independent assessments 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Designate statistics as official									
Subprogramme: SANSS: Independent Assessment Unit (Programme 1: Administration)									
47.	Designate statistics as official	10 Statistical series certified as official	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	<ul style="list-style-type: none">• 5 assessments were not conducted due to capacity constraints• Assessed the Financial Census of Municipalities for quality• Assessed 2 series through SASQAF Lite and GHS progress	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Reviewing SASQAF• Developing SASQAF for spatial data	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: <ul style="list-style-type: none">• Reviewing SASQAF for administrative records• Developing specification for modernising the assessment process

Table 2: Annual Performance Plan targets: 2016/17

					Estimated performance	Medium-term targets		
					Audited/actual performance			
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Designate statistics as official								
Subprogramme: SANSS: Independent Assessment Unit (Programme 1: Administration)								
47.1	SASQAF quality statements produced	4	5	3	2	2	2	2
47.2	Reports on improving independent quality assessments				4	2	2	2

Table 3: Quarterly performance targets: 2016/17

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	SASQAF quality statements produced	Annually	2				2 quality statements produced by March 2017
47.2.1	Reports on improving independent quality assessments	Periodic	2				Practice guidelines and handbook published for independent assessments by March 2017
							SASQAF roll-out strategy and plan for SA by March 2017

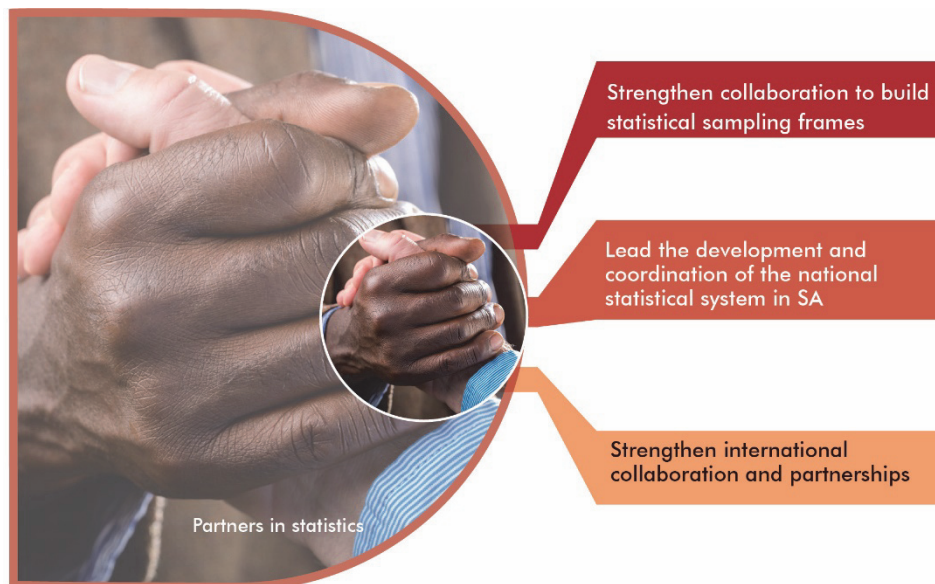


1.3 Strategic Outcome 3: Partners in statistics

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



The following table is a detailed outline of each strategic objective.

1.3.1 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. Of 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	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Geospatial frame									
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)									
48.	To strengthen collaboration to build statistical sampling frames	Complete spatial information frame at local level (metro, cities, and regional service centres)	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	Completed 1,6 million points Maintained 7,7 million points 186 000 georeferenced addresses to dwellings A dwelling frame web viewer was developed Maintained place name and EA frames for all municipalities as scheduled (224)	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 CS 2016 • 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 • Establishing a collaborative SIF maintenance platform ³⁶ • Establishing a geo-statistical analytics platform	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	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 level • Validating and verifying complete EA frame with provinces

³⁶ New targets: Establishing a SIF maintenance platform and a geo-statistical analytics platform for 2016/17.

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Geospatial frame									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
49.	This target is under provinces								
Business register									
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)									
50.	To strengthen collaboration to build statistical sampling frames	Comprehensive and updated business sampling frame	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	An integrated business sampling frame system was developed and implemented as scheduled A proposal to implement register-based statistics was compiled Completed 92% of large business surveys Completed final common sampling frame Completed preliminary common sampling frame as scheduled Quarterly snapshots were produced as scheduled	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 ³⁷ • 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	Provide an updated sampling frame for the collection of economic statistics Improve the business register by: • Implementing new business rules • Conducting a quality assessment of a sample of SARS SIC7 classified unit • Further implementation of reviewed BSF quality management framework • Further implementation of units model

³⁷ Funding was not secured in the ENE.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Geospatial frame								
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)								
48.1	Number of municipalities quality assured and integrated	11,3 million (cumulative)	13,4 million (cumulative) 7,7 million maintained	1,6 million (created) 7,7 million maintained	100% of 9 metros and 22 Regional Service Centres (RSC)	61 municipalities	75 municipalities	85 municipalities
48.2	Number of provinces demarcated					2	4	3
48.3	Strategic initiatives to improve the SIF				5	5	2	2
Business register								
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)								
50.1	Percentage large business surveys completed	93%	96%	92%	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 financial sampling frames	6	6	6	6	2	2	2
50.4	Reports/documents to improve business register			3	5	6	6	6

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 municipalities quality assured and integrated	Annually	61				61 municipalities by March 2017
48.2.1	Number of provinces demarcated	Annually	2				2 provinces demarcated by March 2017
48.3.1	Strategic initiatives to improve the SIF	Annually	5				Complete dwelling frame published at metro, cities and regional service centres levels by March 2017
							EA layer (2 provinces) maintained and updated by March 2017
							Geo-spatial research reports to inform the NDP by March 2017
							SIF maintenance platform established by March 2017
							Geo-statistical analytics platform established by March 2017

Table 3: Quarterly performance targets: 2016/17 (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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% (cumulative)	70% (cumulative)	90% (cumulative)
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 2016	Final financial sampling frame by March 2017
50.4.1	Reports/documents to improve business register	Annually	6				Research paper on improving the functionality of the Business Sampling Frame by March 2017
				Report on the register-based statistics by June 2016		Report on the register-based statistics by December 2016	
							Report on revised business rules by March 2017
							BSF quality management framework reviewed by March 2017
							Business case for units model developed by March 2017

1.3.2 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.

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

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Economic and social statistics subsystems									
Subprogramme: SANSS (Programme 1: Administration)									
51.	Lead the coordination of the statistical system in SA	National Strategy for Development of Statistics (NSSD) implemented	<p>The NSDS document was not compiled. An NSDS framework was compiled</p> <p>Information collection approval is outlined in the policy document</p> <p>Developed a Statistical Planning Tool to be workshopped with Department of Health, SAPS and DST</p> <p>The forums for user-producer and producer-producer were not established</p> <p>Compiled a draft plan for the DBE</p> <p>The master sample was made available to partners</p>	<p>The development of the NSDS has not been done</p> <p>The compilation and approval of sector statistical plans for Health, Education, Crime and Science and Technology are dependent on the NSDS</p> <p>Statistical Planning tools were developed and reviewed with the DBE</p> <p>The statistical programmes for Education, Health, Crime and Science and Technology statistics were not published</p> <p>The establishment of statistics units in other government departments was not done</p> <p>The SAPS quality plan was not done.</p>	<p>The development of the NSDS has not been completed</p> <p>The compilation and approval of sector statistical plans for Health, Education, Crime and Science and Technology are dependent on the NSDS, and were not done</p> <p>The education and crime statistics strategies were not developed</p> <p>The establishment of statistics units in other government departments was not done</p>	<p>Coordinate the production of statistics in the economic and social subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none">• Developing a National Strategy for Development of Statistics (NSSD)• Developing a 'clearance' protocol• Applying SASQAF Lite on relevant data	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none">• Developing a National Strategy for Development of Statistics (NSSD)• Implement a 'clearance' protocol• Applying SASQAF Lite on relevant data• Developing an economic subsystem strategy and plan³⁸• Developing a social subsystem strategy and plan	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none">• Implementing the National Strategy for Development of Statistics (NSSD)• Apply the 'clearance' protocol• Applying SASQAF Lite on relevant data• Implementing an economic subsystem strategy• Implementing a social subsystem strategy	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none">• Implementing the National Strategy for Development of Statistics (NSSD)• Applying the 'clearance' protocol• Applying SASQAF light on relevant data• Developing specifications for a web-based SASQAF Lite

³⁸ Targets revised: now includes plans for both the economic and social statistics subsystems.

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Information management in the SANSS									
Subprogramme: SANSS (Programme 1: Administration)									
52.	Lead the coordination of the statistical system in SA	National Statistics System information sharing expanded	Implemented data sharing tool with Stats SA IT using Connect-Direct software The quality improvement plan was not developed Data management was not provided to partners	An independent quality assessment against SASQAF was not done Obtained data from DHA for vital statistics, SARS (trade data) and development indicator data from MDG process. Developed indicators on welfare of children with DWCPD	Linked Ulwazi portal. Portal can be accessed via URL http://ulwazi.statssa.gov.za	Facilitate information sharing amongst SANSS partners Improve information sharing by: <ul style="list-style-type: none">Developing a blueprint for a SANSS-wide data repositoryExpanding the use of the E-data transfer tool amongst SANSS membersExpanding the use of a dissemination tool amongst SANSS members	Facilitate information sharing amongst SANSS partners Improve information sharing by: <ul style="list-style-type: none">Developing a data repositoryExpanding the use of the E-data transfer tool amongst SANSS membersExpanding the use of a dissemination tool amongst SANSS members	Facilitate information sharing amongst SANSS partners Improve information sharing by: <ul style="list-style-type: none">Piloting a data repositoryExpanding the use of the E-data transfer tool amongst SANSS membersExpanding the use of a dissemination tool amongst SANSS members	Facilitate information sharing amongst SANSS partners Improve information sharing by: <ul style="list-style-type: none">Implementing the data repositoryExpanding the use of E-data transfer tool amongst SANSS membersExpanding the use of dissemination tool amongst SANSS members
Statistical reporting									
Subprogramme: SANSS (Programme 1: Administration)									
53.	Lead the coordination of the statistical system in SA	Statistical reporting protocols implemented	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	The MDG report was not completed Established NCC, SWG and CSO structures Developed the following: <ul style="list-style-type: none">MDG 2013 database2012 Development IndicatorsChildren's database	Facilitate production of statistics according to national, regional and international requirements Improve by: <ul style="list-style-type: none">Developing protocols for the development, compliance and reporting of indicators³⁹	Facilitate production of statistics according to national, regional and international requirements Improve by: <ul style="list-style-type: none">Piloting protocols for the development, compliance and reporting of indicators	Facilitate production of statistics according to national, regional and international requirements Improve by: <ul style="list-style-type: none">Implementing and maintain protocols for the development, compliance and reporting of indicators	Facilitate production of statistics according to national, regional and international requirements Improve by: <ul style="list-style-type: none">Implementing and maintaining protocols for the development, compliance and reporting of indicators

³⁹ Developing protocols is dependent on the finalisation of the legislative reform. This target will move to 2017/18.

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical support and advice									
Subprogramme: SANSS (Programme 1: Administration)									
54.	Lead the coordination of the statistical system in SA	Automated assessment system implemented	Technical support to health in self-assessment against SASQAF was not provided Technical support for development of data quality policy and standards was prioritised The use of statistical information in policy development has been addressed in the policy document	The quality improvement plan was not done The promotion of the use of statistical information in policy formulation is addressed in the policy document Conducted an independent quality assessment for the SNAP survey and compiled an improvement plan	Assisted departments to improve their understanding of the data production environment, identify gaps in their processes, assist with data improvement strategies that leads to improved data quality for policy formulation purposes SASQAF support was provided to the following 15 organs of state	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	Provide technical support and conduct diagnostic assessments of data within the SANSS Improve technical support to SANSS partners by: • Testing the automated readiness assessment system
Statistical coordination									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
55.	This target is under provinces								

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Economic and social statistics subsystems								
Subprogramme: SANSS (Programme 1: Administration)								
51.1	Reports/documents on improving coordination of economic and social statistics subsystems	2	2	2	3	5	5	4
Information management in the SANSS								
Subprogramme: SANSS (Programme 1: Administration)								
52.1	Number of agreements with organs of state on data sharing	3	4	0	2	2	2	2
52.2	Reports on improving information management in the SANSS				2	3	3	3
Statistical reporting								
Subprogramme: SANSS (Programme 1: Administration)								
53.1	National and international statistical reports	7	10	2	9	1	1	1
53.2	Report on improving statistical reporting				1	0	1	1
Statistical support and advice								
Subprogramme: SANSS (Programme 1: Administration)								
54.1	Technical support in statistical production provided to organs of state	7	10	15	4	6	8	10
54.2	Report on improving technical support				3	4	1	1

Table 3: Quarterly performance targets: 2016/17

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	Reports/documents on improving coordination of economic and social statistics subsystems	Annually	5				National Strategy for Development of Statistics (NSDS) by March 2017
							'Clearance' protocol implemented by March 2017
							Application of SASQAF Lite for 2 data sources by March 2017
							Economic statistics sub-system strategy and plan developed by March 2017
							Social statistics sub-system strategy and plan developed by March 2017
Information management in the SANSS							
52.1.1	Number of agreements with organs of state on data sharing	Annually	2		1		1
52.2.1	Reports on improving information management in the SANSS	Periodic	3				Blueprint for a SANSS-wide data repository by March 2017
							Report on expanding the use of the E-data transfer tool amongst SANSS members by March 2017
							Report on expanding the use of a dissemination tool amongst SANSS members by March 2017

Table 3: Quarterly performance targets: 2016/17 (concluded)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical reporting							
Subprogramme: SANSS (Programme 1: Administration)							
53.1.1	National and international statistical report	Annually	1				Report on SDG indicators by March 2017
Statistical support and advice							
54.1.1	Technical support in statistical production provided to organs of state	Annually	6				6 reports on technical support provided by March 2017
54.2.1	Reports on improving technical support in statistical production provided to organs of state	Periodic	4				3 reports on diagnostic assessments by March 2017
							Handbook on diagnostic assessments published by March 2017

1.3.3 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

Strengthening our engagements with Africa and the wider Southern Africa regions is a critical element in our growth and development strategy. Regional integration means practical collaboration in building infrastructure, investments promotion and growing trade linkages. South Africa continues to use membership of the G20 to support international cooperation in lifting growth and reducing global inequality. We welcome the detailed and wide-ranging commitments made by the global community in the 17 Sustainable Development Goals for the next 15 years and the related agreement on Financing for Development (MTBPS: 2015).

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, 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 promoting 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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 programme initiatives supported and implemented	Compiled and continuously updated the international events calendar	Compiled events calendar updated with events as they became known	The events calendar was maintained and updated in line with the work programme of United Nations Statistics Commission	Coordinate international collaboration and partnerships	Coordinate international collaboration and partnerships	Coordinate international collaboration and partnerships	Coordinate international collaboration and partnerships
			Participated and contributed in statistical development and international conferences	Participated and contributed in statistical development and international conferences	Developed SIC7 aligned to the International Standard on Industrial Classification (V4.0)	Improve by: • Developing a framework for hosting international events • Developing an international engagement framework	Improve by: • Implementing frameworks for the international programme • Developing guidelines for bilateral and multilateral collaboration • Developing an international statistical best practice benchmarking framework	Improve by: • Implementing guidelines for bilateral and multilateral relations • Developing an international programmes communication strategy • Implementing international statistical best practice benchmarking framework	Improve by: • Implementing international programme's communication strategy

Table 1: Strategic Plan targets (concluded)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical development in Africa									
57.	Strengthen international collaboration and partnerships and lead statistical development in Africa	African statistical programme initiatives supported and 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 ISlballo chapter officially in Rwanda for the ISlballo Young African Statisticians programme Conducted research on progress for 2010 RPHC Participated in the 8 th ASSD hosted by Côte d'Ivoire	Provided strategy and technical support to the AUC, UNECA, AfDB and RECs Led 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	Provided strategy and technical support to the AUC, UNECA, AfDB and RECs Provided strategy and technical support to various African countries on CRVS Collaborated with Brazil on ICT for census/survey operations to improve census taking in Africa Young African Statisticians (YAS) participated in: the 4th ISlballo YAS Conference in SA, the 10 th ASSD in Uganda The UNSC has adopted the 2020 Round of Population and Housing Census guidelines and principles	Lead statistical development efforts in Africa Improve by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Driving a process of establishing African Centres of Operational Excellence• Developing an African peer support framework• Supporting the evaluation of the APAL-CRVS Programme	Lead statistical development efforts in Africa Improve by: <ul style="list-style-type: none">• Implementing the African peer support framework• Developing a framework for monitoring and evaluating impact of African Centres of Operational Excellence	Lead statistical development efforts in Africa Improve by: <ul style="list-style-type: none">• Implementing framework for monitoring and evaluating impact of African Centres of Operational Excellence

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
International collaboration and partnerships								
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)								
56.1	Reports/documents on participation in international programmes	3	4	4	3	1	1	1
56.2	Strategic initiatives to improve international collaboration				2	3	3	3
Statistical development in Africa								
57.1	Reports/documents on participation in the African Statistical programme	2	3	3	2	1	2	2
57.2	Strategic initiatives to improve statistical development in Africa				4	3	2	1

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	Reports/documents on participation in international programmes	Annually	1				Report on Stats SA's participation in international programmes (UN, AUC and UNECA) by March 2017
56.2.1	Strategic initiatives to improve international collaboration	Periodic	3	International statistical best practice benchmarking framework by June 2016	Guidelines for bilateral and multilateral collaboration by September 2016		Report on implementation of frameworks for the international programme by March 2017
Statistical development in Africa							
57.1.1	Reports/documents on participation in the African Statistical programme	Annually	1				Plans on 12 th Africa Symposium on Statistical Development (ASSD) by March 2017
57.2.1	Strategic initiatives to improve statistical development in Africa	Periodic	3	African peer support framework by March 2016		Report on Stats SA's support establishing African Centres of Operational Excellence by December 2016	Report on Stats SA's support in the evaluation of the APAI-CRVS Programme by March 2017



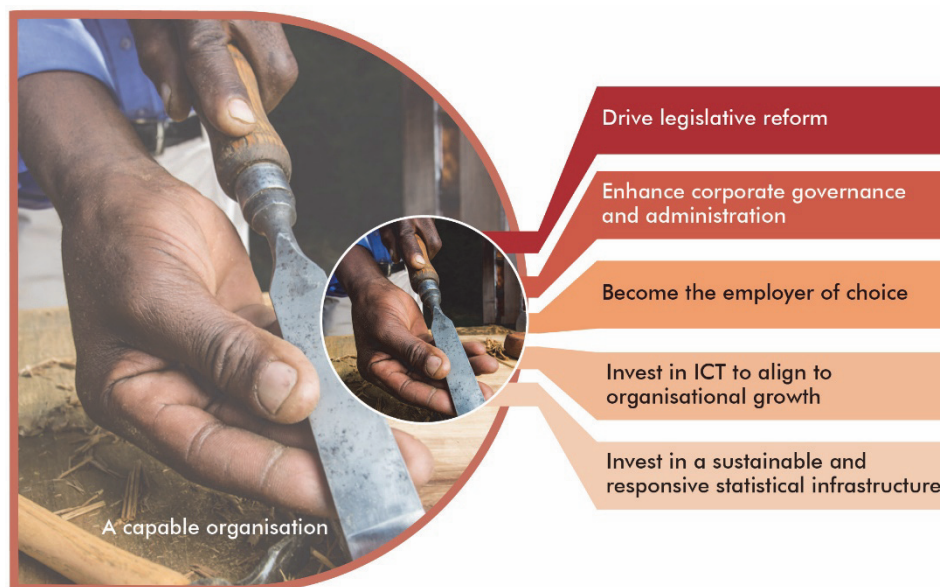
1.4 Strategic Outcome 4: A capable organisation

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



The following table is a detailed outline of each strategic objective.

1.4.1 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Legislative reform									
Subprogramme: SANSS (Programme 1: Administration)									
58.	Drive legislative reform of the statistical production and coordination environment	New Statistics legislation introduced	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	Stats SA has drafted a policy document for the implementation of statistical coordination. Amendment to the Act will not be achieved and will also affect plans in 2013/14 and 2014/15	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	Compile progress report on implementation of amendments

Table 2: Annual Performance Plan targets 2016/17

					Estimated performance	Medium-term targets		
					Audited/actual performance			
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Legislative reform								
Subprogramme: SANSS (Programme 1: Administration)								
58.1	Documents developed for legislative reform	1	1	0	2	3	1	1

Table 3: Quarterly performance targets 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Legislative reform							
Subprogramme: SANSS (Programme 1: Administration)							
58.1.1	Documents developed for legislative reform	Periodic	3				Draft Amendment Bill by March 2017
							Draft Statistics regulations to roll out Statistics Act by March 2017
							Strategy to roll out new legislation by March 2017

1.4.2 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.

In support of our long-term fiscal framework, the MTBPS proposes a fiscal guideline for the expenditure ceiling in the outer year of the fiscal framework. The proposal is that the spending ceiling should be linked to South Africa's long-term economic growth projections. Over the long term the guideline maintains spending as stable share of national income. A structural change in expenditure would have to be accompanied by corresponding revenue measures. *Without economic growth, revenue will not increase. Without revenue growth, expenditure cannot increase.* The main change in the fiscal framework by comparison with the February budget arises from the 2015 settlement of salary adjustments and benefits of public servants. The agreement provides for additional costs of 10,1 per cent in 2015 and improvements that will be at least two percentage points higher than the consumer inflation in the next two years. The shortfall in compensation budgets is accommodated in the expenditure framework largely by drawing down on the contingency reserve. Nonetheless, departments will need to reallocate spending from other priorities. For the period ahead the improvement in the compensation means there is no room for expanding government employment (MTBPS: 2015).

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).

Strategy and planning: Stats SA has tabled a new strategic direction under the theme “A Transformative Agenda for Official Statistics” for the period 2015/16–2019/20. The strategic direction is implemented through the annual Work Programme and monitored on a quarterly and annual basis.

Programme management: Programme management capabilities will be enhanced through facilitating annual integrated operational planning and monthly reporting across Stats SA and providing monthly integrated management information to management to inform decision-making. An integrated reporting system is in the process of being developed and will be rolled out over the medium term.

Project management: Project management capabilities will be enhanced through facilitating project management training and providing project management expertise to priority projects of Stats SA in accordance with the project management framework of Stats SA i.e. in planning, execution, monitoring and evaluation.

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

Corporate Services: As a strategic partner, contributes to the implementation of the strategic direction by delivering the right services, at the right time and the right place. This will be achieved by promoting good governance, improving the turnaround time of service delivery in line with the respective capacity of offices, and enhancing the financial and human resource management processes and systems. The budget process will have to take into account that everything cannot be implemented simultaneously as the economic outlook sets limits to what we can afford over the period that lies ahead. Corporate Services ensures that the organisation adheres to set governmental rules and regulations depicted in the country’s Constitution, Legislative Acts such as the PFMA, policies and procedures. The organisation continues to strive to achieve equity targets in relation to Women at SMS level (50%) and people living with disabilities (2%). When all of these legal documents are recognised and implemented effectively, they create an enabling and conducive working environment which will facilitate delivery of the Batho Pele Principles.

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

Table 1: Strategic Plan targets

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic planning, reporting and monitoring									
Subprogramme: Strategy (Programme 1: Administration)									
59.	Enhance corporate governance and administration	Strategic Plan 2015/16–2019/20 implemented	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 achieved as set out in the Strategic Plan and Work Programme were reported on in the quarterly and annual reports. The end-of-term report summarises performance and achievements over the past 5 years Compiled 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 • Driving and monitoring the Strategy-in-Action programme	Publish strategic planning and reporting documents Enhance strategic management by: • Facilitating strategic conversations within the organisation • Conducting a mid-term strategic review to assess performance	Publish strategic planning and reporting documents Enhance strategic management by: • Invest in technology to enhance strategic management processes

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Programme and project management									
Subprogramme: Programme Office (Programme 1: Administration)									
60.	Enhance corporate governance and administration	Programme and project management capability enhanced	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 ISlballo Institute project Facilitated operational planning, monitoring and reporting across 7 clusters	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 Facilitated operational planning and reporting across 7 clusters	Enhanced the monthly integrated programme and project management information through further enhancing the dashboard reports to reflect additional projects and operations Trained 45 staff in project management Provided project management support to 6 priority projects Facilitated operational planning and reporting across 8 clusters	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 CS 2016	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 CS 2016	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Enhancing management information repository (functionality)	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Consolidating management information repository (functionality)

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Internal audit services									
Subprogramme: Internal Audit (Programme 1: Administration)									
61.	Enhance corporate governance and administration	Internal audit services improved by implementing a combined assurance framework	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	Conducted 30 audits in line with the risk management register	Provide independent assurance and advisory internal audit services Improve internal audit services by: <ul style="list-style-type: none">Aligning internal audit system and methodologiesAssessing readiness to conduct the Community Survey in 2016Conducting an external quality assurance review	Provide independent assurance and advisory internal audit services Improve internal audit services by: <ul style="list-style-type: none">Developing a quality assurance frameworkConducting an internal audit on CS 2016Developing a combined assurance framework⁴⁰	Provide independent assurance and advisory internal audit services Improve internal audit services by: <ul style="list-style-type: none">Enhancing quality assurance according to IIA Standards and frameworkConducting a peer review of internal audit services	Provide independent assurance and advisory internal audit services Improve internal audit services by: <ul style="list-style-type: none">Introducing combined assurance

⁴⁰ New target: Developing a combined assurance framework.

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Governance, risk and compliance									
Subprogramme: Corporate Governance (Programme 1: Administration)									
62.	Enhance corporate governance and administration	Government’s accountability framework institutionalised	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	Strategic risks were monitored on a quarterly basis	Provide governance, legal, risk management, investigations and compliance services Improve accountability by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Embedding constitutional values into governance practices• Strengthening the risk management culture to enhance risk accountability• Building a resilient anti-corruption environment	Provide governance, legal, risk management, investigations and compliance services Improve accountability by: <ul style="list-style-type: none">• Institutionalising government's accountability framework in Stats SA• Evaluating anti-corruption strategy

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Financial administration and management									
Subprogramme: Financial Administration (Programme 1: Administration)									
63.	Enhance corporate governance and administration	Unqualified audit annually	<p>Implemented the accounts payable approach from August 2012 for the payment of supplier accounts</p> <p>Improved turnaround times in delivery and sourcing of quotations, including provinces</p> <p>Submitted MTEF, ENE, AENE, monthly EWS reports and the Annual Financial Statements, monthly IYM and Minister's report as scheduled</p>	<p>Documented and mapped SCM processes to ensure effectiveness and efficiency</p> <p>Interventions were introduced for the payroll certificate compliance which increased compliance by 21,75%</p> <p>Compiled a consolidated demand management plan planning. No further decentralisation took place</p> <p>Submit MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements as scheduled</p>	<p>The department received an unqualified audit for the 2013/14 financial year</p> <p>Conducted 100% planned provincial inspection visits (27), and reports were compiled</p> <p>Submitted MTEF, ENE, AENE, monthly IYM reports and the Annual Financial Statements as scheduled</p>	<p>Provide financial, supply chain and asset management services</p> <p>Enhance financial management and administration by:</p> <ul style="list-style-type: none">• Developing and implementing an asset disposal strategy for the move to the new building• Providing financial administration support to CS 2016• Developing specifications to modernise financial business processes	<p>Provide financial, supply chain and asset management services</p> <p>Enhance financial management and administration by:</p> <ul style="list-style-type: none">• Implementing an asset disposal strategy for the move to the new building• Providing financial administration and procurement support to CS 2016⁴¹• Testing the audit progress monitoring system• Researching a financial strategy for the SANSS⁴²	<p>Provide financial, supply chain and asset management services</p> <p>Enhance financial management and administration by:</p> <ul style="list-style-type: none">• Researching e-procurement and e-payroll certification• Implementing the audit progress monitoring system• Testing digital filing system• Drafting a financial strategy for the SANSS	<p>Provide financial, supply chain and asset management services</p> <p>Enhance financial management and administration by:</p> <ul style="list-style-type: none">• Implementing digital filing system• Facilitating approval of financial strategy for the SANSS

⁴¹ Procurement support to CS 2016 is added as a deliverable.

⁴² Target discontinued: Financial strategy for the SANSS will be included in the NSDS. The targets for the following years will also be discontinued.

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Human resource management systems									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
64.	Enhance corporate governance and administration	Computerised HRM system implemented	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	Implemented EAP programmes to improve the quality of work life for employees There were no changes to the structure approved in 2013	Provide efficient client-based human resource services Enhance human resource management by: <ul style="list-style-type: none">• 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 CS 2016	Provide efficient client-based human resource services Enhance human resource management by: <ul style="list-style-type: none">• Implementing revised standard operating procedures and management controls• Developing HRM systems specifications• Identifying staff affected by the organisational strategy• Providing HRM support to CS 2016	Provide efficient client-based human resource services Enhance human resource management by: <ul style="list-style-type: none">• Introducing client satisfaction survey• Piloting and testing HRM systems• Redeployment of staff affected by technology	Provide efficient client-based human resource services Enhance human resource management by: <ul style="list-style-type: none">• Developing intervention strategies to address client needs• Implementing computerised HRM system• Redeployment of staff affected by technology

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Safe and enabling work environment									
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)									
65.	Enhance corporate governance and administration	A new secure and safe working environment for Stats SA implemented	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	Sourced vehicles for all projects undertaken during the financial year. 655 vehicles were used for day-to-day operations during 2014/15 Established a centralised filing room for the organisation to store current records. Disposal of old documents as per the National Archive Act was done. Engagement with stakeholders in preparation for relocation to the new building has commenced The new building project is on track. Construction commenced in May 2014 and relocation to the new premises is scheduled for June 2016	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 CS 2016	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	Provide a secure, safe and healthy working environment. Provide efficient logistical services Enhance facility, security and logistics management by: • Reviewing fleet management policy and processes • Developing an electronic filing system • Assessing impact of relocation on staff

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
No.	Performance indicator							
Strategic planning, reporting and monitoring								
Subprogramme: Strategy (Programme 1: Administration)								
59.1	Strategic planning and reporting documents and reports	6	6	8	11	3	3	3
59.2	Documents on improving strategic management				1	2	2	1
Programme and project management								
Subprogramme: Programme Office (Programme 1: Administration)								
60.1	Monthly integrated management information reports	12	12	12	12	12	12	12
60.2	Clusters empowered in operational planning and reporting	7	7	8	8	8	8	8
60.3	Projects empowered in accordance with Stats SA's project management framework	4	8	6	1	1	1	1
60.4	Reports on improving programme and project management				2	1	1	1
Internal audit services								
Subprogramme: Internal Audit (Programme 1: Administration)								
61.1	Number of internal audits reports completed as per approved Audit coverage plan	9	6	30	22	32	34	34
61.2	Reports on improving internal audit services				3	4	2	1

Table 2: Annual Performance Plan targets: 2016/17 (concluded)

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Governance, risk and compliance								
Subprogramme: Corporate Governance (Programme 1: Administration)								
62.1	Number and timeliness of Corporate Governance reports to Exco, Risk Management Steering Committee (RMSC) and Audit Committee (AC)	10	10	8	4	4	4	4
62.2	Documents on improving corporate governance				4	3	3	2
Financial administration and management								
Subprogramme: Financial Administration (Programme 1: Administration)								
63.1	Financial management reports, documents and statements submitted to National Treasury/SARS	15	12	21	9	4	4	4
63.2	Unqualified audit opinion on financial information	1	1	1	1	1	1	1
63.3	Percentage goods and services procured from black-owned institutions (promotion of BEE)	53%	85%	78%	75%	75%	75%	75%
63.4	Strategic initiatives to improve financial management and administration				3	3	3	1
Human resource management systems								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
64.1	Percentage permanent staff appointed within 16 weeks of advertisement		33%	44%	70%	50%	55%	60%
64.2	Vacancy rate	11,5%	9,8%	9,5%	10%	8,9%	8,5%	8%
64.3	Percentage performance contracts signed	94%	97,3%	95%	98%	100%	100%	100%
64.4	Percentage performance evaluations signed	94%	99,3%	95%	98%	100%	100%	100%
64.5	Percentage grievance cases addressed within 30 days	35%	77,4%	85%	75%	80%	85%	85%
64.6	Percentage disciplinary cases addressed within 60 days	82%	61,6%	70%	75%	80%	85%	85%
64.7	Strategic initiatives to improve human resource management				5	4	3	3
Safe and enabling work environment								
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)								
65.1	Reports on security and OHSA	5	4	4	2	2	2	2
65.2	Reports on improving facilities management, security and logistics				5	5	4	3

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic planning, reporting and monitoring							
Subprogramme: Strategy (Programme 1: Administration)							
59.1.1	Strategic planning and reporting documents and reports	Annually	3	SDIP annual report by June 2016	Annual Report tabled in Parliament by September 2016		Work Programme (2017/18) tabled in Parliament by March 2017
59.2.1	Strategic initiatives to improve strategic management	Periodic	2				Evaluation framework developed by March 2017
							Report on Strategy-in-Action programme by March 2017
Programme and project management							
Subprogramme: Programme Office (Programme 1: Administration)							
60.1.1	Monthly integrated management information reports	Quarterly	12	3	3	3	3
60.2.1	Clusters empowered in operational planning and reporting	Annually	8				8 clusters empowered and supported in operational planning and reporting by March 2017
60.3.1	Projects empowered in accordance with Stats SA's project management framework	Annually	1				Stats SA priority project supported by March 2017
60.4.1	Reports on improving programme and project management	Periodic	1				Management information repository enhanced by March 2017

Table 3: Quarterly performance targets: 2016/17 (continued)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Internal audit services							
Subprogramme: Internal Audit (Programme 1: Administration)							
61.1.1	Number of internal audits reports completed as per approved Audit coverage plan	Annually	32				32 audit reports completed as per approved Audit coverage plan by March 2017
61.2.1	Reports on improving internal audit services	Periodic	4				Quality assurance framework developed by March 2017
							Report on conducting a CS 2016 internal audit by March 2017
							Combined assurance framework developed by March 2017
							Report on external quality assurance review by March 2017

Table 3: Quarterly performance targets: 2016/17 (continued)

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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 Corporate Governance reports to Exco, Risk Management Steering Committee (RMSC) and Audit Committee (AC)	Quarterly	4	1	1	1	1
62.2.1	Documents on improving corporate governance	Periodic	3				Compliance Plan reviewed by March 2017
							Governance programme reviewed by March 2017
							Report on strengthening the risk identification and assessment process by March 2017
Financial administration and management							
Subprogramme: Financial Administration (Programme 1: Administration)							
63.1.1	Financial management reports and documents submitted to National Treasury/SARS	Annually	3		Medium Term Expenditure Framework (MTEF) estimates by July 2016	Estimates of National Expenditure (ENE) by December 2016	
					Adjusted Estimates of National Expenditure (AENE) by September 2016		
63.1.2	Annual financial statements	Annually	1	1 set of annual financial statement to the National Treasury and Auditor-General by May 2016			
63.2.1	Unqualified audit opinion of financial statements	Annually	1		Unqualified audit opinion by September 2016		
63.3.1	Percentage goods and services procured from black-owned institutions (promoting BEE)	Annually	75%				75% goods and services procured from black-owned institutions by March 2017
63.4.1	Strategic initiatives to improve financial management and administration	Periodic	4				Asset disposal strategy for the move to the new building implemented by March 2017

Table 3: Quarterly performance targets: 2016/17 (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)							
63.4.1	Strategic initiatives to improve financial management and administration (continue)						Financial administration and procurement support to CS 2016 provided by March 2017
							Audit progress monitoring system tested by March 2017
							Research report on the financial strategy for the SANSS by March 2017
Human resource management systems							
Subprogramme: Human Resource Management and Development (Programme 1: Administration)							
64.1.1	Percentage permanent staff appointed within 16 weeks of advertisement	Annually	50%				50%
64.2.1	Vacancy rate (permanent)	Annually	8,9 %				8,9 %
64.3.1	Percentage performance contracts signed	Annually	100%	100% performance contracts signed by June 2016			
64.4.1	Percentage performance evaluations signed	Annually	100%	100% performance evaluations signed by June 2016			
64.5.1	Percentage grievance cases addressed within 30 days	Annually	80%				80% grievance cases addressed within 30 days
64.6.1	Percentage disciplinary cases addressed within 60 days	Annually	80%				80% disciplinary cases addressed within 30 days
64.7.1	Strategic initiatives to improve human resource management	Periodic	4				Revised standard operating procedures and management controls implemented by March 2017
							HRM systems specifications developed by March 2017

Table 3: Quarterly performance targets: 2016/17 (concluded)

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 and Development (Programme 1: Administration)							
64.7.1	Strategic initiatives to improve human resource management (continue)						Staff identified affected by the organisational strategy by March 2017
							Report on providing HRM support to CS 2016 by March 2017
Safe and enabling work environment							
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)							
65.1.1	Reports on security and OHSA	Annually	2				Security and compliance appraisal conducted in all Stats SA buildings by March 2017
							Report on OHSA by March 2017
65.2.1	Strategic initiatives to improve facilities management, security and logistics	Periodic	5				Records management and registry services implemented by March 2017
							Security classification system implemented by March 2017
					Stats SA head office relocated to new premises by July 2016		
							Post-relocation programme rolled out by March 2017
							Logistical services provided to CS 2016 by March 2017

1.4.3 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 are 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Talent management									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
66.	Become the employer of choice	Talent management institutionalised			A talent management strategy was developed	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">Finalising skills audit and skills gapDeveloping organisational criteria for selection of talentDeveloping a talent management process	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">Developing a scarce skills matrix and strategyDeveloping generic career pathwaysIdentifying the pool of talent	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">Developing personal career pathwaysDeveloping a succession plan for critical skills (phase 1)	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">Driving the implementation of a succession plan (phase 1)Developing a succession plan for critical skills (phase 2)

Table 2: Annual Performance Plan targets: 2016/17

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Talent management and employee wellness								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
66.1	Strategic initiatives to institutionalise talent management				3	3	2	2

Table 3: Quarterly performance targets: 2016/17

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 and Development (Programme 1: Administration)							
66.1.1	Strategic initiatives to institutionalise talent management	Periodic	3				

Scarce skills matrix and strategy developed by March 2017

Generic career pathways developed by March 2017

Report on the pool of talent by March 2017

1.4.4 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 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		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	ICT life-cycle management implemented	Implemented 2 data protection systems	Expanded network and server environment	One data protection system was implemented with the completion of a vulnerability assessment conducted by SITA	Provide a stable, reliable and functional ICT environment	Provide a stable, reliable and functional ICT environment	Provide a stable, reliable and functional ICT environment	Provide a stable, reliable and functional ICT environment
			Implemented workflows for 2 corporate services processes	Expanded ICT services	Over 95% of services met service level standards, approved ICT policy	Invest in ICT by: <ul style="list-style-type: none">• 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	Invest in ICT by: <ul style="list-style-type: none">• 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 partners⁴³	Invest in ICT by: <ul style="list-style-type: none">• 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	Invest in ICT by: <ul style="list-style-type: none">• Implementing ICT life-cycle management• Researching a policy-based management approach for a new generation mobile workers• Developing an information management strategy in collaboration with SANSS partners• Researching and testing readiness of ICT environment for big data
			ICT Continuity Plan and ICT Disaster Recovery Plan approved by the SG. A functional ICT business continuity programme is in place	Maintained effective and efficient ICT operations	Business and ICT strategic alignment was done through the completed and approved ICT Plan, implementation plan and operational plan document				
			Phase 1 was not rolled out	Roll out phase 2: Implement knowledge management approach	Phase 3 was not rolled out				

⁴³ Target discontinued: Collaboration opportunities with SANSS partners are dependent on partnerships established between Stats SA and partners.

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Modernising and innovating business processes									
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)									
68.	Invest in ICT to align to organisational growth	Enterprise architecture programme implemented	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	2 technology reports were completed and implemented: • Application optimisation • Infrastructure optimisation 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 ⁴⁴ • Implementing an enterprise architecture programme and capability • Implementing knowledge management practices ⁴⁵ • Automating support services business processes (see footnote 42)	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	Modernise business processes through information management systems and the application of technology Modernise and innovate by: • Continuing the roll-out of automated data collection, processing and dissemination systems • Aligning enterprise architecture programme and capability to SANSS environment • Automating support services business processes
Sustainable provincial and district infrastructure									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
69.	This target is under provinces								

⁴⁴ Testing and piloting automated systems as well as automating support services will be reported under 68.1.1

⁴⁵ Knowledge management has moved to Corporate Communication.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
No.	Performance indicator							
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	Data protection systems implemented	2	1	1	2	1	1	1
67.2	Infrastructure initiatives implemented	2	2	1	2	2	2	2
67.3	Strategic initiatives to improve ICT				5	3	6	4
Modernising and innovating business processes								
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)								
68.1	Percentage IT solution requests implemented on time	100%	100%	100%	75%	80%	80%	80%
68.2	Documents on innovating business processes		2	3	5	1	3	2

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	Data protection systems implemented	Annually	1				Data protection system (Comprehensive Log Management capability) implemented by March 2017
67.2.1	Infrastructure initiatives implemented	Annually	2				Infrastructure initiative (performance management systems for servers and storage) implemented by March 2017
							Infrastructure initiative (remote accessibility to internal systems) implemented by March 2017
67.3.1	Strategic initiatives to improve ICT	Periodic	3				Broadband capability and reach expanded by March 2017
							Self-service environment for application choices created by March 2017
							Effectiveness of ICT governance assessed by March 2017
Modernising and innovating business processes							
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)							
68.1.1	Percentage IT solution requests implemented on time	Annually	80%				80% of solutions developed in line with stakeholder needs by March 2017
68.2.1	Documents on innovating business processes	Annually	1				Enterprise Architecture programme implemented by March 2017



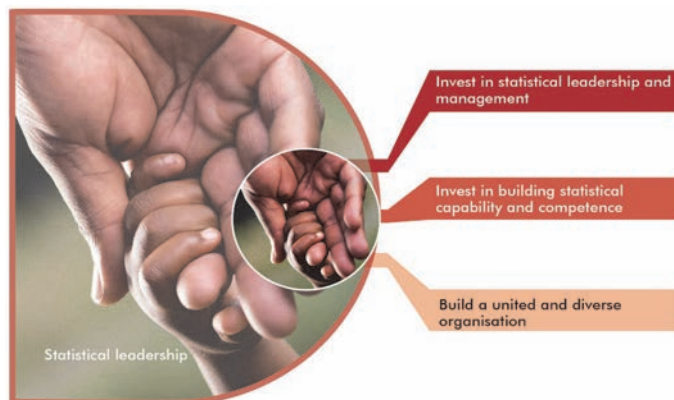
1.5 Strategic Outcome 5: Statistical leadership

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



The following table is a detailed outline of each strategic objective.

1.5.1 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

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

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical leadership and management									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
70.	Invest in statistical leadership and management	Leadership and management programme implemented	Compiled 12 research papers under CRUISE	Compiled 11 research papers under CRUISE	Tertiary programme: Enrolled 11 staff for the Masters Programme in Urban and Regional Statistics	Build statistical leadership and management capability Invest by: <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Expanding CRUISE participation to municipalities• Developing a statistical leadership and management programme	Build statistical leadership and management capability <ul style="list-style-type: none">• Expanding CRUISE participation to municipalities• Developing a statistical leadership and management programme	Build statistical leadership and management capability <ul style="list-style-type: none">• Piloting the leadership and management programme

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical leadership and management								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
70.1	Research papers compiled by students enrolled at CRUISE	12	11	11	12	12	12	12
70.2	Reports on improving the statistical leadership and management programme				4	2	2	1

Table 3: Quarterly performance targets: 2016/17

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical leadership and management							
Subprogramme: Human Resource Management and Development (Programme 1: Administration)							
70.1.1	Research papers compiled by students enrolled at CRUISE	Annually	12				12 Research reports from CRUISE by March 2017
70.2.1	Strategic initiatives to enhance statistical leadership and management programme	Periodic	2				CRUISE participation expanded to municipalities by March 2017
							Statistical leadership and management programme developed by March 2017

1.5.2 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 leadership and management, capability and competence:

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical literacy at school level									
Subprogramme: Office of the SG (Programme 1: Administration)									
71.	Invest in building statistical capability and competence	Statistical literacy programme implemented	Conducted 118 Maths4Stats workshops in 8 provinces	Conducted 126 Maths4Stats workshops	Conducted 112 Maths4Stats workshops	Build statistical capability and competence <ul style="list-style-type: none">• 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 ⁴⁶ <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Expand mathematics and geography learning to Grade 9 and 10• Expand national footprint of schools in programme	Build statistical capability and competence <ul style="list-style-type: none">• Implement an integrated national schools programme with other government departments towards achieving the target of the NDP of producing at least 450 000 learners eligible for tertiary education each year

⁴⁶ Additional funding has not been secured in the ENE over the MTEF period. This target is discontinued.

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical capacity at tertiary level									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
72.	Invest in building statistical capability and competence	Centres of excellence institutionalised				48 Employees were enrolled for SALDRU course and 25 employees for CRUISE short course	Create learning opportunities at tertiary level <ul style="list-style-type: none">Aligning MoUs with organisational needs	Create learning opportunities at tertiary level <ul style="list-style-type: none">Assessing and review course content and curriculum of tertiary partners	Create learning opportunities at tertiary level <ul style="list-style-type: none">Institutionalising centres of excellenceIdentify training opportunities at other tertiary institutions
Subprogramme: Office of the SG (Programme 1: Administration)									
73.	Invest in building statistical capability and competence	Statistics student work programme within the SANSS institutionalised				Coordinate a tertiary support programme <ul style="list-style-type: none">Develop a university statistics student mentoring programme	Coordinate a tertiary support programme ⁴⁷ <ul style="list-style-type: none">Implement 1st year university statistics students mentoring programmeDevelop a NSS-wide work programme for students of statistics-related studies	Coordinate a tertiary support programme <ul style="list-style-type: none">Institutionalise statistics student work programme within the SANSS	Coordinate a tertiary support programme <ul style="list-style-type: none">Monitor statistics student work programme within the NSS

⁴⁷ Tertiary support programme is discontinued due to reprioritisation in the work programme.

Table 1: Strategic Plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Building capacity inside Stats SA									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
74.	Invest in building statistical capability and competence	Re-skilling programmed (for data revolution) implemented	Inside Stats SA: <ul style="list-style-type: none">Appointed 38 interns, awarded 71 bursaries, developed 2 modules for post-graduate diploma and enrolled 42 students in the course for Official Statistics	Inside Stats SA: <ul style="list-style-type: none">Appointed 50 interns1 972 staff trained445 bursaries awarded12 study bursaries awarded to students35 students enrolled in the Official Statistics course15 students enrolled for tertiary education	Appointed 57 interns The establishment of Statistics Training Institute is under review and this target was not achieved	Coordinate capacity building in Stats SA Improve by: <ul style="list-style-type: none">Developing an HRD evaluation frameworkDeveloping an HCD strategy to align to organisational strategyResearching accreditation of Diploma in Official StatisticsPiloting e-learning induction programme	Coordinate capacity building in Stats SA Improve by: <ul style="list-style-type: none">Developing and rolling out a re-skilling programmeProviding training support to all surveysAligning training material with unit standards for accreditation⁴⁸Assessing e-learning programme	Coordinate capacity building in Stats SA Improve by: <ul style="list-style-type: none">Implementing a re-skilling programme (for new technology)Obtaining accreditation in Official StatisticsPiloting new e-learning systemRe-aligning all training initiatives	Coordinate capacity building in Stats SA Improve by: <ul style="list-style-type: none">Implementing a re-skilling programme (for data revolution)Piloting training on Diploma in Official Statistics
Building capacity inside Stats SA									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
75.	This target is under provinces								

⁴⁸ This target is dependent on the research outcomes and funding for accreditation and implementation.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Statistical literacy at school level								
Subprogramme: Office of the SG (Programme 1: Administration)								
71.1	Reports on improving capability at schools level				5	0	0	0
Statistical capacity at tertiary level								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
72.1	Number of study bursaries awarded to learners at local universities	0	12	11	15	15	15	15
72.2	Reports on improving capacity building				1	1	1	1
Subprogramme: Office of the SG (Programme 1: Administration)								
73.1	Reports on improving capacity building				1	0	0	0
Building capacity inside Stats SA								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
74.1	Training plans and documents approved and submitted	6	6	6	6	2	2	2
74.2	Interns appointed	38	50	57	30	100	70	80
74.3	Staff trained (internally and externally; inclusive of short courses)	1 790	1 972	1 885	1 067	1 100	1 200	1 200
74.4	Bursaries awarded to employees	71	445	244	250	200	200	200
74.5	Foreign study bursaries awarded to Stats SA employees	0	0	6	5	5	5	5
74.6	Students enrolled in the Official Statistics course	42	35	87	30	30	30	30
74.7	Strategic initiatives to enhance capacity building inside Stats SA				4	4	4	2

Table 3: Quarterly performance targets: 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical capacity at tertiary level							
Subprogramme: Human Resource Management and 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 2017
72.2.1	Reports on improving capacity at tertiary level	Periodic	1				Course content and curriculum of tertiary partners assessed by March 2017
Building capacity inside Stats SA							
Subprogramme: Human Resource Management and Development (Programme 1: Administration)							
74.1.1	Training plans and documents approved and submitted	Annually	2	HRD implementation plan submitted to DPSA by May 2016			
				Workplace skills plan by June 2016			
74.2.1	Interns appointed	Annually	30				100 interns appointed by January 2017
74.3.1	Staff trained (internally and externally: inclusive of short courses)	Annually	1 100				1 100 staff trained by March 2017
74.4.1	Bursaries awarded to employees	Annually	200				200 bursaries awarded to employees by March 2017
74.5.1	Foreign study bursaries awarded to Stats SA employees	Annually	5				5 foreign study bursaries awarded by March 2017
74.6.1	Students enrolled in the Official Statistics course	Annually	30				30 students enrolled in 1-year certificate in Official Statistics by March 2017

Table 3: Quarterly performance targets: 2016/17 (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 Resource Management and Development (Programme 1 : Administration)							
74.7.1	Strategic initiatives to enhance capacity building inside Stats SA	Periodic	4				Re-skilling programme developed and rolled out by March 2017
							Training support provided to all surveys by March 2017
							Training material aligned with unit standards for accreditation by March 2017
							E-learning programme assessed by March 2017

1.5.3 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 with 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	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Transformation and change									
Subprogramme: Office of the SG – Change Management (Programme 1: Administration)									
76.	Building a united and diverse organisation	Transformation and change agenda implemented	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	An assessment amongst staff and senior management was conducted including an assessment of values. Based on this profile, organisational values and behaviours were developed for the new Strategic Plan	Drive the Transformation and Change Agenda <ul style="list-style-type: none">• Developing the Transformation and Change Agenda• Rolling out an awareness campaign• Adopting the Transformation and Change Agenda	Drive the Transformation and Change Agenda <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Implementing a values programme• Implementing a diversity programme• Alignment of the talent management programme (policies, strategies and practices)	Drive the Transformation and Change Agenda <ul style="list-style-type: none">• Implementing a values programme• Implementing a diversity programme• Alignment of the talent management programme (policies, strategies and practices)

Table 2: Annual Performance Plan targets: 2016/17

					Estimated performance	Medium-term targets		
					Audited/actual performance			
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Transformation and change								
Subprogramme: Office of the SG – Change Management (Programme 1: Administration)								
76.1	Documents on transformation and change	1	1	1	3	3	3	3

Table 3: Quarterly performance targets: 2016/17

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	Documents on transformation and change	Periodic	3				Values programme developed by March 2017
							Diversity programme developed by March 2017
							Assessment report on Talent management programme by March 2017



2. Provincial Offices

2.1 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: As we know, provinces account for 70 per cent of all public service employees. They therefore have to make substantial adjustments to accommodate the increased cost of the wage agreement. To assist with the adjustments, R3,8 billion is added to the provincial equitable share this year and a further R49 billion over the MTEF. However, this will not fully fund the shortfalls. Provinces will have to seek further cost-efficiencies in order to maintain service levels. Provinces have already taken steps to contain costs. Personnel numbers have declined by about 2 per cent since 2012, including a reduction of over 10 000 since the start of 2015. Provincial spending has been reduced to non-essential goods and services, like advertising, travel and consultants. Budget allocations to municipalities continue to prioritise the roll-out of basic services to historically disadvantaged areas. This has led to millions more households having clean water, safe toilets and lights to switch on in the evening (MTBPS: 2015).

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

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	Digital data collection programme implemented	Implemented the IFWS in KZN, Northern Cape, and Western Cape, economic survey programme was not implemented, decentralised corporate services functions in 6 provinces, conducted Census launches in provinces, conducted household surveys with an average response rate of 89%, MDG workshops and consultation workshops	Implemented the Continuous Data Collection methodology, conducted Census 2011 dissemination and SuperCross training. Decentralisation of corporate support services partially implemented and conducted household surveys with an average response rate of 95% and consultation workshops	Continued with the implementation of the Continuous Data Collection methodology for all household surveys in all provinces, decentralisation of corporate support services partially implemented due to financial constraints, conducted household surveys with an average response rate of 94% and consultation workshops	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: <ul style="list-style-type: none">• Conducting CS 2016 with new methodologies• Reviewing the integrated fieldwork strategy (Western Cape)• Researching the state of quality in the provinces to reduce the error rate• Developing an integrated provincial communication and marketing strategy and plan (Limpopo)	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: <ul style="list-style-type: none">• Conducting and disseminating CS 2016• Developing and implementing a quality management framework for provinces (Western Cape)• Implementing the integrated provincial communication and marketing strategy and plan	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: <ul style="list-style-type: none">• Assessing the state of quality• Implementing the digital data collection programme• Intensifying dissemination and use of statistics• Preparing for CPS	Conduct integrated fieldwork. Conduct integrated communication, marketing and publicity Improve by: <ul style="list-style-type: none">• Planning for Census 2021• Conducting CPS at district level

Table 1: Strategic Plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic Outcome 3: Partners in statistics – Strengthen collaboration to build statistical sampling frames									
Geospatial frame									
49.	Strengthen collaboration to build statistical sampling frames	Spatial information frame rolled out	Updated master sample in 6 provinces	Maintenance of the master sample was done in 7 provinces as scheduled	Maintenance of the master sample was done in 6 provinces 202 129 addresses were allocated in 5 provinces	Update and maintain the provincial spatial information frame Improve the SIF by: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Developing an implementation plan for provincial geo-database maintenance (Northern Cape)• Establishing partnerships with municipalities for collaborative mapping• Establishing coordination mechanisms and protocols ⁴⁹	Update and maintain the provincial spatial information frame Improve the SIF by: <ul style="list-style-type: none">• Rolling out devolution of the spatial information frame• Expanding partnerships with municipalities and provincial stakeholders	Update and maintain the provincial spatial information frame Improve the SIF by: <ul style="list-style-type: none">• Rolling out collaborative mapping to maintain and update the spatial information frame

⁴⁹ The coordination mechanisms and protocols will be included in the implementation plan.

Table 1: Strategic Plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Strategic Outcome 3: Partners in statistics – Lead the development and coordination of SANSS									
Statistical coordination									
55.	Lead the development and coordination of SANSS	Technical support to provincial partners in self-assessment provided	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	Provided statistical support to 11 SANSS partners. Compiled 7 profiles and 51 fact sheets Compiled assessment reports in Free State, Gauteng, Northern Cape, and Limpopo IDP analysis was done in Free State, Gauteng, Mpumalanga, Limpopo and Western Cape	Lead coordination of provincial statistics <ul style="list-style-type: none">Developing a coordination framework (Northern Cape)Assessing supply, demand and use of statistical information of provincial stakeholdersIdentifying the provincial information gap	Lead coordination of provincial statistics <ul style="list-style-type: none">Institutionalising the provincial coordination frameworkAssessing statistical capability and infrastructure among provincial organs of statePartnering with municipalities on IDP⁵⁰Mining existing data sources to respond to provincial demand	Lead coordination of provincial statistics <ul style="list-style-type: none">Developing a provincial strategy for development of statisticsStrengthening critical administrative records and sourcesDeveloping research papers to respond to provincial policy	Lead coordination of provincial statistics <ul style="list-style-type: none">Provide technical support to provincial partners in self-assessmentDevelop a monitoring and evaluation framework for statistical coordination activitiesDevelop research papers to respond to provincial policy

⁵⁰ Partnering with municipalities on IDP is discontinued as it forms part of statistical support provided to SANSS partners.

Table 1: Strategic Plan targets (concluded)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	Improved and maintained good governance and administrative systems Improved and responded to audit recommendations	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 (Gauteng) • Developing mobility options for remote field staff ⁵¹	Provide an efficient governance and administration service Improve productivity and service delivery by: • Preparing for implementation of statistical regions	Provide an efficient governance and administration service Improve productivity and service delivery by: • Implementing 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	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	Conducted 9 SASQAF and 14 SuperCross training/ installations Conducted 93 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 ⁵² • Developing a statistical training programme in the provinces for SANSS (Mpumalanga)	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	Coordinate capacity building in the provinces for the SANSS • Implementing an integrated provincial statistical capability plan

⁵¹ Mobility options for remote field staff will be incorporated in the proposal on statistical regions.⁵² Skills gap will form part of the statistical training plan.

Table 2: Annual Performance Plan targets: 2016/17

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Trusted statistics – Plan, design, build, collect, process and disseminate								
40.1	Response rate for quarterly and annual household surveys	90%	95%	94%	90%	90%	90%	90%
40.2	Number of stakeholder workshops	21	42	42	25	18	18	18
40.3	Number of fact sheets			51	40	44	40	40
40.4	Innovation initiatives or projects implemented				20	37	36	18
Partners in statistics – Geospatial frame								
49.1	Percentage municipalities updated				20	50%	75%	100%
49.2	Collaboration initiatives implemented to improve the SIF				18	10	18	9
Partners in statistics – Statistical coordination								
55.1	Percentage SANSS partners provided with statistical support	28	30	11	25	100%	100%	100%
55.2	Assessments/data inventory reports compiled	4	9	3	8	2	2	2
55.3	Number of initiatives implemented leading statistical coordination				19	24	19	11
Capable organisation – Sustainable provincial and district infrastructure								
69.1	Percentage audit findings implemented	100%	100%	100%	100%	100%	100%	100%
69.2	Strategic initiative towards a sustainable provincial and district infrastructure				10	1	1	1
Statistical leadership – Building capacity in the SANSS								
75.1	Statistical capacity building sessions conducted	13	15	23	28	33	28	28
75.2	Capacity building initiatives to improve statistical capacity in the SANSS in the provinces				1	1	1	1

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	90%	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	90%				90%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	2				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017

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

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	14		1 SASQAF capacity building session conducted by September 2016		1 SASQAF capacity building session conducted by March 2017
					6 Maths4Stats sessions conducted by September 2016		6 Maths4Stats sessions conducted by March 2017

Table 3: Quarterly performance targets: Free State

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	90%	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	90%				90%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	8	2	2	2	2
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.2.1	Assessments/data inventory reports compiled	Annually	1				Assessment/data inventory report by March 2017
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	1				Statistical capability and infrastructure assessed for one organ of state by March 2017

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
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	4	1	1	1	1

Table 3: Quarterly performance targets: Gauteng 2016/17

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	80%	80%	80%	80%	80%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	80%				80%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017
							Data sources mined in one municipality by March 2017

Table 3: Quarterly performance targets: Gauteng 2016/17 (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
69.2.1	Strategic initiative towards a sustainable provincial and district infrastructure	Periodic	1				Proposal on statistical regions developed by March 2017
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	2		1		1

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	90%	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	90%				90%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017
							Data sources mined in one municipality by March 2017

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
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%	100%			
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	1	1			

Table 3: Quarterly performance targets: Northern Cape

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	90%	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	90%				90%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	8	2	2	2	2
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	2				Partnership established with one organ of state on SIF by March 2017
						Provincial geo-database maintenance plan by December 2016	
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%

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 initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017
							Data sources mined in one municipality by March 2017
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	3	1	1	1	

Table 3: Quarterly performance targets: Mpumalanga

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	90%	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	90%				90%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
							Quality improvements implemented by March 2017
							Communication, Advocacy and Publicity plan implemented by March 2017
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.2.1	Assessments/data inventory reports compiled	Annually	1				Assessment report/data inventory by March 2017

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 initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017
							Data sources mined in one municipality by March 2017
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1	Statistical capacity building sessions conducted	Annually	4	1	1	1	1
75.2	Capacity building initiatives to improve statistical capacity in the SANSS in the provinces	Periodic	1				Statistical capacity building plan for SANSS in provinces developed by March 2017

Table 3: Quarterly performance targets: Limpopo

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	95%	95%	95%	95%	95%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	95%				95%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017
							Data sources mined in one municipality by March 2017

Table 3: Quarterly performance targets: Limpopo (concluded)

No.	Performance indicator	Reporting period	Annual target	Quarterly targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	2		1		1

Table 3: Quarterly performance targets: North West

				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	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	90%	90%	90%	90%	90%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	90%				90%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	4	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
						Quality improvements implemented by March 2017	
						Communication, Advocacy and Publicity plan implemented by March 2017	
Partners in statistics – Geospatial frame							
49.1.1	Percentage municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for 1 organ of state by March 2017
							Data sources mined in one municipality by March 2017

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
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	2		1		1

Table 3: Quarterly performance targets: Western Cape

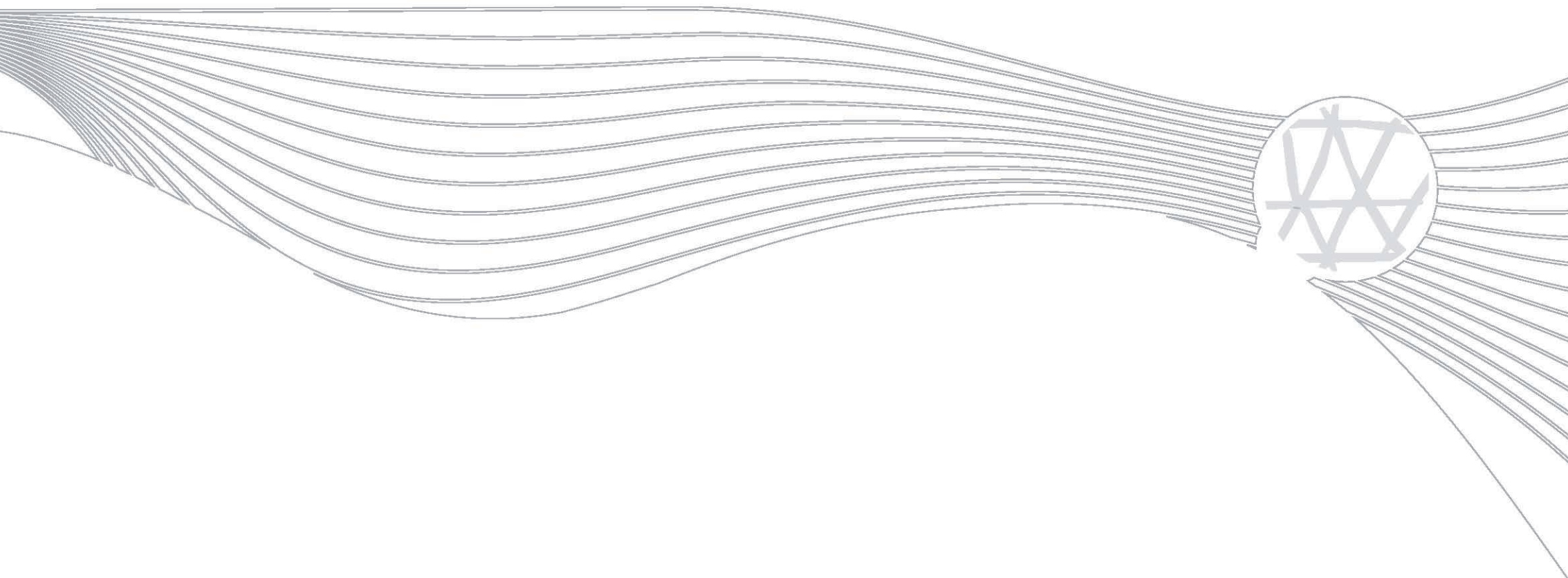
				Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate							
40.1.1	Response rate for quarterly household surveys (QLFS)	Quarterly	87%	87%	87%	87%	87%
40.1.2	Response rate for annual household surveys (GHS, VOCS & DTS)	Annually	87%				87%
40.2.1	Number of stakeholder workshops	Annually	2		1		1
40.3.1	Number of fact sheets	Quarterly	4	1	1	1	1
40.4.1	Innovation initiatives or projects implemented	Periodic	5	Conducted CS 2016 by June 2016			Disseminated CS 2016 by March 2017
					Quality management framework developed by September 2016		Quality improvements implemented by March 2017
							Communication, Advocacy and Publicity plan implemented by March 2017
Partners in statistics – Geospatial frame							
49.1.1	Percentage of municipalities updated	Annually	50%				50%
49.2.1	Collaboration initiatives implemented to improve the SIF	Annually	1				Partnership established with one organ of state on SIF by March 2017
Partners in statistics – Statistical coordination							
55.1.1	Percentage SANSS partners provided with statistical support	Annually	100%				100%

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							
55.3.1	Number of initiatives implemented leading statistical coordination	Periodic	3				Provincial statistical coordination structure established by March 2017
							Statistical capability and infrastructure assessed for one organ of state by March 2017
							Data sources mined in one municipality by March 2017
Capable organisation – Sustainable provincial and district infrastructure							
69.1.1	Percentage audit findings implemented	Annually	100%				100%
Statistical leadership – Building capacity in the SANSS							
75.1.1	Statistical capacity building sessions conducted	Annually	1				1



Annexures



Annexure 1: Changes to the Strategic Plan

Part A: The changes listed below coincide with the footnotes in Book 2 and must be read in conjunction with the information in the tables.

1. Improvement targets under National Accounts have moved to Nr 3 under Economic Analysis due to restructuring of work.
2. Stats SA will publish GDP expenditure estimates in June 2016 which will replace all targets relating to shadow accounts from 2016/17 onwards.
3. Discussion document on regional economic indicators is discontinued and replaced by the Growth Accounting Framework
4. The statistical release on Trade (financial estimates) will not be released in 2016/17 as financial information on Trade is published in the AFS. A full report on Trade will be released in 2017.
5. New target: The manufacturing survey has been brought forward to 2018/19 financial year
6. A report on proposed Capital Expenditure Survey will replace the report on the review of the QFS at lower SIC level
7. Funding was not secured in the ENE for Researching quarterly estimates of general government expenditure
8. CPI reweighting has been brought forward to 2016/17
9. Funding was not secured in the ENE for Publishing Construction services.
10. Researching business services has moved to 2017/18. Researching Transport, storage and communication services has been brought forward to 2016/17.
11. Statistics published on the new sample will not be a separate publication as it will form part of the quarterly release.
12. Chapters on Ecosystems services and Emissions will be included in the EEA compendium in 2016/17.
13. Funding was not secured in the ENE to commence with data collection for GHS at municipal level
14. A new statistical release on the poverty profile and expenditure patterns of households in South Africa will be published in 2016/17.
15. No additional funding was secured in the ENE for Piloting spatial analysis relating to basic and free basic services provided by municipalities
16. Funding was not secured in the ENE for conducting research on emerging population and spatial development issues.
17. Research for CPS discontinued for 2016/17 and following years due to restructuring.
18. Thematic analysis on demography using CS2016 data will be conducted in 2016/17 and on DHS data in 2017/18.
19. The compilation of the CRVS strategic plan will move to 2016/17. Implementation will only start after the approval of the CRVS strategic plan.
20. Self-assessment on mortality and causes of death is moved to 2017/18 due to reprioritisation of resources
21. Funding was not secured in the ENE for the release on adoptions and the discussion document of legitimations and recognitions in 2016/17 and will move to 2017/18 if funds become available
22. The report on Violence against Women is dependent on the DHS as the main statistical data source. The DHS has not been conducted in 2015/16. This report will be replaced by the Report on Gender disparities that was scheduled for 2017/18.
23. The module on Crime against women has been developed in 2015/16 and included in VOCS for collection in 2016/17.
24. The user-paid survey CABS has not taken place during 2015/16 due to a lack of funds impacting on the release of the thematic report on CABS.
25. The thematic report on housebreaking/home robbery has moved to 2016/17 due to the delay in the CABS survey.

26. The SADHS (user-paid) data collection is now scheduled for 2016/17, impacting on the release of the main SADHS report. A thematic report on key indicators will replace the SADHS report which will be released in 2017/18.
27. New target introduced as preparatory work to establish a Governance and public sector management statistics unit in 2017/18.
28. Future in-depth research will depend on research outcomes and additional funding allocation
29. Funding not secured in the ENE to pilot the using of series that have been assessed through SASQAF
30. New target: The development of a Quality Management System (QMS) is scheduled for 2016/17
31. The evaluation schedule will not be compiled as the quality management system has been prioritised
32. Pronouncing on the quality of household surveys is included in the M&E reports. Separate documents will not be issued.
33. Researching the impact of SIC7 on time series will move to 2017/18 due to the delay in the implementation of ISIC. Validating the impact of SIC7 in 2017/18 will therefore move to 2018/19.
34. The implementation of the quality assurance tool will not take place in 2016/17 as the development was not undertaken in 2015/16 due to methodological changes and the introduction of CAPI.
35. Funding was not secured in the ENE for GHS at municipal level.
36. New targets: Establishing a SIF maintenance platform and a geo-statistical analytics platform for 2016/17.
37. Funding was not secured in the ENE for conducting a quality assessment of a sample of SARS SIC7 classified units
38. Targets revised: now includes plans for both the economic and social statistics subsystems.
39. Developing protocols is dependent on the finalisation of the legislative reform. This target will move to 2017/18.
40. New target: Developing a combined Internal Audit assurance framework.
41. Procurement support to CS2016 is added as a deliverable
42. Target discontinued: Financial strategy for the SANSS will be included in the NSDS. The targets for the following years will also be discontinued
43. Promoting and enable wider collaboration opportunities between Stats SA and SANSS partners discontinued: Collaboration opportunities with SANSS partners are dependent on partnerships established between Stats SA and partners
44. Testing and piloting automated systems as well as automating support services will be reported under 68.1.1
45. Knowledge management has moved to Corporate Communication
46. Additional funding has not been secured in the ENE over the MTEF period. All 3 targets relating to the statistical literacy programme are discontinued.
47. Tertiary support programme is discontinued due to reprioritisation in the work programme
48. Aligning training material with unit standards for accreditation is dependent on the research outcomes and funding for accreditation and implementation
49. Establishing coordination mechanisms and protocols will be included in the implementation plan.
50. Partnering with municipalities on IDP is discontinued as it forms part of statistical support provided to SANSS partners
51. Mobility options for remote field staff will be incorporated in the proposal on statistical regions
52. Skills gap will form part of the statistical training plan

Part B: The strategic objective goals are listed below:

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
Strategic objective goal statement:	By 2020, the socio-economic statistics information base have expanded and/or improved in terms of: National accounts; turnover and volumes; tourism; international tourism; transport sector; Financial statistics of private sector enterprises and of Government; consumer price changes; producer price changes; employment and earnings, and average monthly earnings; labour market; agriculture; environmental economic accounts; life circumstances of South Africans; poverty levels in South Africa; service delivery of municipalities; population dynamics; demography expanded at a lower geographic level; vital statistics; vulnerable groups; gender; the crime situation in South Africa; health; education and statistics on governance.
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
Strategic objective goal statement:	By 2020, the statistics information base have expanded and improved in terms of: a. Research reports on government financial statistics b. Integrative economic, socio-economic trends and spatial dynamics reports c. Research reports on poverty and inequality statistics
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
Strategic objective goal statement:	By 2020, a data revolution framework is developed and a strategy implemented on the use of alternative and supplementary data sources for official statistics

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

Strategic objective goal statement: By 2020, a quality management system has been developed and implemented; and Independent survey monitoring and evaluations conducted.

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

Strategic objective goal statement: By 2020, better efficiency in the statistics value chain will be achieved through:

- a. Innovative methodological practices implemented
- b. Community survey and population censuses planned and coordinated using new efficient survey methodology
- c. CPS data collection implemented (dependent on additional fund allocation)
- d. Digital data collection implemented for all household surveys
- e. Increased access to statistical information
- f. Increased access and use of statistical information

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

Strategic objective goal statement: By 2020, 48 statistical standards have been developed and reviewed in line with international statistical standards to guide the compilation of official statistics

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
Strategic objective goal statement:	By 2020, innovative communication products, channels and tools have been developed and implemented to enhance the public image and credibility of the organisation; and Stakeholder management has been institutionalised
Strategic objective 2.5:	To designate statistics as official
Objective statement:	To designate statistics as official by conducting ten independent assessments of statistical series in the national statistics system against the South African Quality Assessment Framework (SAQAF)
Strategic objective goal statement:	By 2020, ten statistical series have been certified by the Statistician-General as official based on an independent quality assessment against SASQAF
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
Strategic objective goal statement:	By 2020, the spatial information frame is completed at local level (metro, cities, and regional service centres); and a comprehensive and updated business sampling frame is available
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
Strategic objective goal statement:	By 2020, a National Strategy for Development of Statistics (NSSD) has been developed and implementation commenced; National Statistics System information sharing expanded; Statistical reporting protocols implemented; and an automated assessment system implemented

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
Strategic objective goal statement:	By 2020, the International statistical programme initiatives are supported and implemented; and the African statistical programme are supported and implemented
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
Strategic objective goal statement:	By 2020, the Statistics Act has been revised and new statistics legislation is introduced
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
Strategic objective goal statement:	By 2020, corporate governance and administration have improved through: <ul style="list-style-type: none"> a. Strategic Plan 2015/16–2019/20 implemented b. Programme and project management capability enhanced c. Internal audit services has implemented a combined assurance framework d. Government’s accountability framework institutionalised e. Unqualified audit annually f. Computerised HRM system implemented g. A new secure and safe working environment for Stats SA implemented (Stats SA moves to a new building)

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

Strategic objective goal statement: By 2020, talent management is institutionalised

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

Strategic objective goal statement: By 2020, ICT life-cycle management is implemented; and an Enterprise architecture programme is implemented

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

Strategic objective goal statement: By 2020, Stats SA has a sustainable and responsive statistical infrastructure in the provinces demonstrated by:

- a. Digital data collection programme implemented
- b. Spatial information frame rolled out
- c. Technical support to provincial partners in self-assessment provided
- d. Unqualified audit
- e. Staff trained in the SANSS

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

Strategic objective goal statement: By 2020, a statistical leadership and management programme is implemented

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

Strategic objective goal statement: By 2020, a statistical literacy programme is implemented; Centres of excellence is institutionalised; staff is reskilled for the new environment.

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

Strategic objective goal statement: By 2020, an Agenda for Transformation and Change is implemented

Annexure 2: 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
 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 3: List of abbreviations and acronyms

AC	Audit Committee	DOH	Department of Health
ADAPT	Application Development and Processing Techniques	DoJCD	Department of Justice and Constitutional Development
AENE	Adjustment Estimates of National Expenditure	DPME	Department of Planning, Monitoring and Evaluation
AfDB	African Development Bank	DPSA	Department of Public Service and Administration
AFS	Annual financial statistics	DST	Department of Science and Technology
AGSHA	Africa Group on Statistical Harmonisation	dti	Department of Trade and Industry
AME	Average monthly earnings	DTS	Domestic Tourism Survey
ANA	Annual National Assessments	DWCPD	Department of Women, Children and People with Disabilities
ASS	African Statistics System	EA	Enumeration area
ASSD	Africa Symposium on Statistical Development	EAP	Employee Assistance Programme
AU	African Union	EAS	Economic Activity Survey
AUC	African Union Commission	ECD	Early Childhood Development
BAS	Basic Accounting System	EEAs	Environmental Economic Accounts
BEE	Black Economic Empowerment	ENE	Estimates of National Expenditure
BSF	Business Sampling Frame	EPWP	Expanded Public Works Programme
CABS	Crime Against Business Survey	EXCO	Executive Committee
CDC	Continuous data collection	FMLS	Facilities Management, Logistics and Security
CFO	Chief Financial Officer	GDP	Gross domestic product
CPI	Consumer price index	GFS	Government Financial Statistics
CPS	Continuous Population Survey	GHS	General Household Survey
CRM	Client Relationship Management	GIS	Geographic Information System
CRUISE	Centre for Regional and Urban Innovation and Statistical Exploration	HCD	Human Capacity Development
CRVS	Civil Registration and Vital Statistics	HR	Human Resources
CS	Community Survey	HRM	Human Resources Management
CSS	Community Satisfaction Survey	ICT	Information Communication Technology
DBE	Department of Basic Education	ICP	International Comparison Project
DC	Data collection	IDPs	Integrated Development Plans
DDG	Deputy Director-General	IES	Income and Expenditure Survey
DHA	Department of Home Affairs	IFWS	Integrated Fieldwork Strategy
DHS	Domestic Household Survey		
DOC	Department of Correctional Services		

ILO	International Labour Organisation
IMF	International Monetary Fund
ISI	International Statistical Institute
ISIC	International Standard Industrial Classification of all Economic Activities
IT	Information technology
IYM	In-Year-Monthly
KZN	KwaZulu-Natal
LCS	Living Conditions Survey
LOGIS	Logistical Information System
LSS	Large Sample Survey
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCC	National Coordination Committee
NDP	National Development Plan
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
PES	Post-enumeration Survey
PFMA	Public Finance Management Act
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
RECs	Regional Economic Communities
RFQ	Request for quotation
RMSC	Risk Management Steering Committee
RPHC	Round of Population and Housing Censuses
RTMC	Road Traffic Management Corporation
SA	South Africa/n
SADC	Southern African Development Community
SADHS	South Africa Demographic and Health Survey
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

SHERQ	Safety, Health, Environment, Risk and Quality programme	TaCT	Transformation and Change Team
SIC	Standard Industrial Classification	TSA	Tourism Satellite Account
SIS	Structural Industry Statistics	TUS	Time Use Survey
SMS	Stakeholder Management System	UNECA	United Nations Economic Commission for Africa
SNA	System of National Accounts	UNSC	United Nations Statistics Commission
SRM	Stakeholder Relationship Management	VAT	Value added tax
Stats SA	Statistics South Africa	VOCS	Victims of Crime Survey
SWG	Sectoral Working Groups	WHO	World Health Organization
SWTS	School to Work Transition Survey	YASC	Young African Statisticians Conference



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