



Work Programme 2019/20

Book 2

THE SOUTH AFRICA I KNOW, THE HOME I UNDERSTAND

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Work Programme 2019/20

Book 2

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Contents

Introduction	1
Annual Performance Plan	3
1. Implementing the annual performance plan	4
1.1 Strategic Outcome 1: An informed nation	6
1.2 Strategic Outcome 2: Trusted statistics	74
1.3 Strategic Outcome 3: Partners in statistics	106
1.4 Strategic Outcome 4: A capable organisation	127
1.5 Strategic Outcome 5: Statistical leadership	157
2. Provincial Offices	170
2.1 Sustainable and responsive statistical infrastructure	170
Annexures	187
Annexure 1: Changes to the Strategic Plan	188
Annexure 2: Summary of publications	201
Annexure 3: List of abbreviations and acronyms	203

Tables – Performance Indicators

1. National Accounts – GDP releases	9
2. National Accounts – GDP reports	10
3. Economic Analysis	12
4. Short-term Indicators	14
5. Structural Industry Statistics	18
6. Social Statistics – Tourism	20
7. Health and Vital Statistics – International Tourism	22
8. Social Statistics – Transport	24
9. Private Sector Financial Statistics	25
10. Government Financial Statistics	27
11. Price Statistics – CPI	30
12. Price Statistics – PPI	31
13. Price Statistics	31
14. Labour Statistics – Employment	33
15. Labour Statistics – Labour Markets	34
16. Structural Industry Statistics – Agriculture	37
17. Economic Analysis – EEA	39
18. Social Statistics – GHS	42
19. Poverty and Inequality Statistics	44
20. Government Financial Statistics – Non-financial census of municipalities	47
21. Population Statistics	50
22. Demographic Analysis	52
23. Health and Vital Statistics – Vital statistics	54
24. Social Statistics – Vulnerable groups	56
25. Social Statistics – Gender statistics	56
26. Social Statistics – Crime and safety statistics	58
27. Health and Vital Statistics – Health statistics	60
28. Social Statistics– Education statistics	63
29. Social Statistics – Governance statistics	65
30. Government Financial Statistics – Research	68
31. Policy Research and Analysis	68

32. Methodology and Evaluation – Research	70
33. Office of the SG – Data revolution	72
34. Methodology and Evaluation – QMS	75
35. Methodology and Evaluation – Evaluation	77
36. Survey Coordination, Monitoring and Evaluation	79
37. Methodology and Evaluation – Value chain	82
38. Census and Community Survey	84
39. Household Survey Operations	86
40. Provinces – Plan, design, collect, process and disseminate	171
41. Corporate Data Processing	88
42. Publication Services	90
43. Stakeholder Relations and Marketing – Value chain	92
44. Survey Standards	95
45. Corporate Communications	98
46. Stakeholder Relations and Marketing – Stakeholder management	100
47. SANSS – Independent assessment	103
48. Geographic Frames	108
49. Provinces – Geospatial frame	172
50. Business Register	110
51. SANSS – Economic and social statistics subsystems	113
52. SANSS – Information management	115
53. SANSS – Statistical reporting	117
54. SANSS – Statistical support and advice	119
55. Provinces – Statistical coordination	173
56. International Statistical Development and Cooperation – International	122
57. International Statistical Development and Cooperation – Africa	124
58. SANSS – Legislative reform	129
59. Strategy	133
60. Programme Office	135
61. Internal Audit	137
62. Corporate Governance	139
63. Financial Administration	141
64. Human Resources Management and Development – HRM	144
65. Facilities Management, Logistics and Security	147

66. Human Resources Management – Talent management	149
67. Information and Communication Technology	152
68. Business Modernisation	154
69. Provinces – Sustainable provincial and district infrastructure	174
70. Human Resources Management and Development – Statistical leadership and management	158
71. Office of the SG – Statistical literacy at school level	161
72. Human Resources Management and Development – Statistical capacity at tertiary level	162
73. Office of the SG – Statistical capacity at tertiary level	163
74. Human Resources Management and Development – Building capacity inside Stats SA	164
75. Provinces – Building capacity in the SANSS	174
76. Office of the SG – Change management	167

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 of official statistics and the statistical principles contemplated in section 3 and both having been advised in this regard by the Statistics 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.

According to 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 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 (Economic Statistics), whilst data collected from households are managed by Programme 3 (Population and Social Statistics). It is for this reason that the strategic objectives are not designed according to budget programmes, but are aimed rather at delivering the strategic outcomes that the organisation aims to achieve. The outputs of these programmes are inter-linked to inform the development indicators of the country. However, all performance indicators and targets are individually linked to a programme and subprogramme.

The work programme for 2019/2020 consists of two books and an addendum.

Book 1: outlines the high-level strategic overview including the situational analysis, an overview of the 2018/19 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 that 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. Table 1 covers the 5-year strategic plan, Table 2 outlines the medium and annual targets, and Table 3 outlines the quarterly targets. The quarterly and annual reports and releases are based on the targets as set out in this book. Book 2 will be available in electronic format only and on the Stats SA website.

Addendum: The Technical Indicator Descriptions (TIDs) are attached as an addendum to the work programme. TIDs provide a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator. The TIDs are available on the Stats SA website.





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.

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. Stats SA reviewed its statistical value chain to better respond to emerging statistical demands. These changes include:

Impact: The social impact that the organisation aims to achieve has been defined as the development outcomes of the state in line with the National Development Plan (NDP) and Medium Term Strategic Framework (MTSF), as well as achieving sustainable development for a better life for all.

Outcome: The outcomes we wish to achieve have been described in line with the purpose of official statistics in the Statistics Act, which is to assist organs of state, businesses, other organisations and the public by providing statistics to inform planning, decision-making or other actions, and monitoring or assessment of policies.

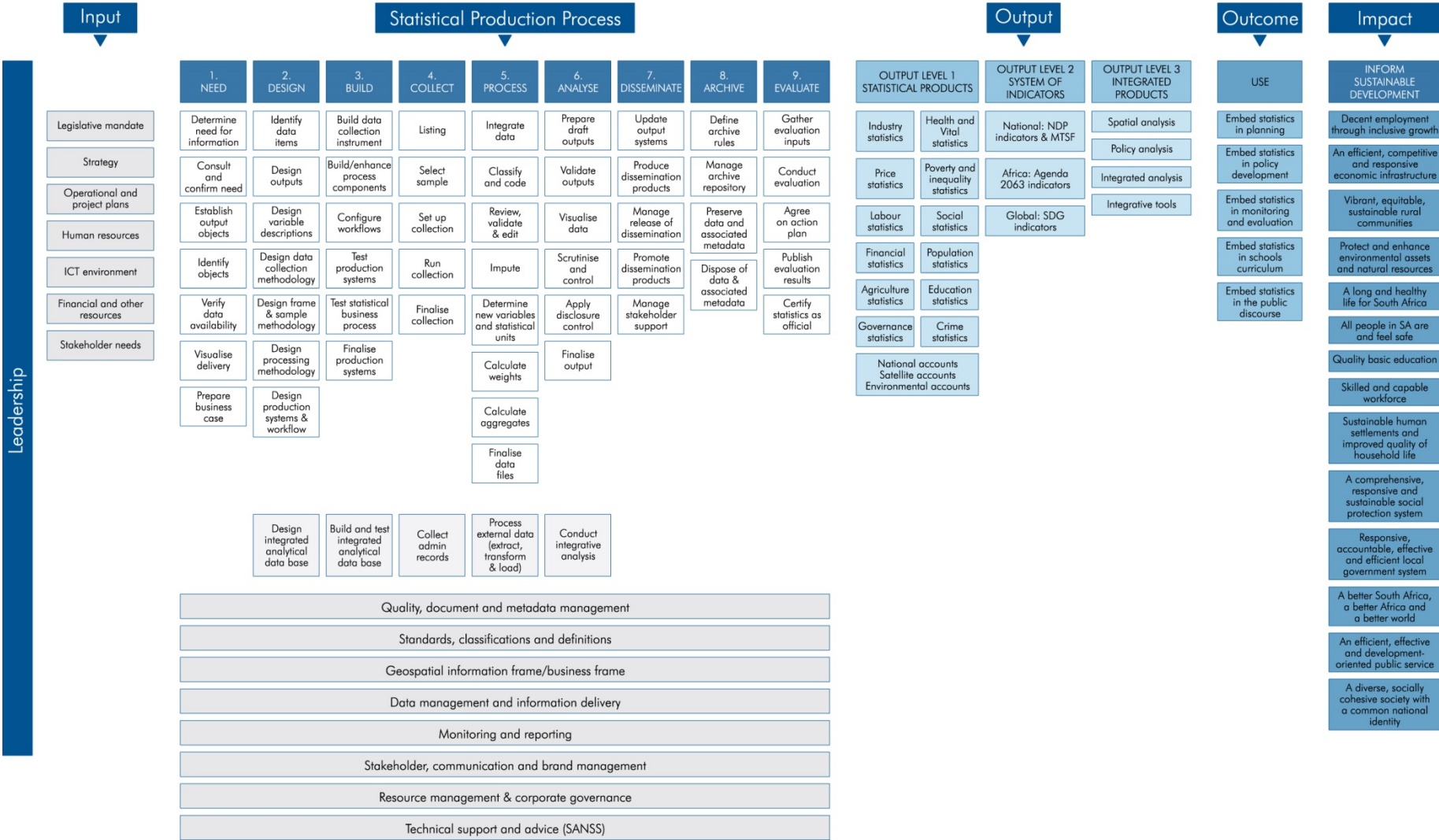
Outputs: The outputs have been defined at three levels, namely i) Level 1: The provision of basic statistics on various topics; ii) Level 2: Transforming basic statistics into indicators, as part of an indicator system in order to be responsive to national and international policy agendas; and iii) Level 3: The provision of integrated statistical information (products) using spatial analysis, integrative analysis and statistical tools to be responsive to sectoral and cross-sectoral demands.

Process: In order to achieve these outputs, outcomes and impact, Stats SA has introduced 'integration by design' in the value chain. This approach starts with conceptual design of a survey with integration as the end in mind. It implies an information hierarchy that will deliver all three levels of outputs. It implies the design of an integrated analytical database that will be available and accessible for any analysis and dissemination of basic statistics, integrated indicators and integrated products.

Input: The legislative mandate has been added as the critical input that will guide the statistical operations of the statistical system.

The Stats SA statistical value chain below illustrates the functioning of the organisation:

Statistical Value Chain



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. The economic environment today is uncertain. All citizens of this country must contribute and ensure a sustainable and resilient economy and that we leave future generations with a vibrant democracy, a society at peace, and progress in all the sustainable development goals. No one should be left behind in our march to a better life for all.

Stats SA's primary purpose is to publish statistics that inform the nation to make decisions that are evidence based. As such, it is the nation's primary provider of data on the economy, the population, the social conditions and the environment 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 Sustainable Development Goals (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	Population Dynamics
Decent employment through inclusive economic growth	Economic dynamics	
	Price stability	
An efficient, competitive and responsive economic infrastructure network	Employment, job creation and decent work	
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Rural development and food security	
Protect and enhance environmental assets and natural resources	Sustainable resource management	
A long and healthy life for South Africans	Health	
All people in South Africa are and feel safe	Safety and security	
Quality basic education	Education	
Skilled and capable workforce to support an inclusive growth path		
Sustainable human settlements and improved quality of household life	Living conditions, service delivery and poverty	
A comprehensive, responsive and sustainable social protection system (new)		
Responsive, accountable, effective and efficient local government system		
Create a better South Africa, a better Africa and a better world	Peace and stability	
An efficient, effective and development-oriented public service	Governance	
A diverse, socially cohesive society with a common national identity	Active citizenship/social cohesion	

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

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

i) Economic dynamics

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

During the first decade of our democracy, economic growth was closely linked with that of the rest of the world. Over the past decade, however, our growth has been significantly slower than our peers. With the right initiatives, we can once again recouple our growth performance with that of the global economy. Our growth agenda must raise potential output by boosting productivity, increasing competition and reducing the cost of doing business (MTBPS:2018).

Government remains committed to its goal of stabilising and bringing down the debt-to-GDP ratio. In recent months, deteriorating economic performance, revenue shortfalls and a weaker rand have all contributed to higher debt projections. The consolidated budget deficit is estimated at 4 per cent in 2018/19, compared with the 2018 Budget projection of 3.6 per cent of GDP. After rising to 4.2 per cent, the deficit stabilises at 4 per cent in the outer years. Gross debt is on pace to stabilise at 59.6 per cent of GDP in 2023/24 (MTBPS:2018).

Visa requirements will also be eased to boost tourism. We will make it easier for people with skills to work in South Africa. Ten-year multiple-entry visas will be extended to several countries. Given the land transport intensity of our economy, it is vital that our road network supports growth and development. Over the medium term, funds are reprioritised to enable the strengthening and rehabilitation of the national non-toll road network, of which about 75 per cent is beyond its design life (MTBPS:2018).

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.

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 remain 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 annual GDP and a report on TSA as scheduled	Published quarterly and annual GDP releases as scheduled Published supply and use tables as scheduled	Published GDP releases as scheduled Compiled supply and use tables as scheduled	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics
	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Economic statistics information base expanded	Research reports were not compiled	Compiled position paper on research and development satellite account Compiled position paper on integrated economic accounts	Compiled 2 research reports on factors affecting the economy	Expand and improve by: • Reviewing changes on national accounts statistics	Expand and improve by: • Rebasing and benchmarking of national accounts statistics • Reviewing and improving data sources • ¹ Conducting an evaluation of GDP expenditure estimates (discontinued)	Expand and improve by: • Rebasing and benchmarking of national accounts statistics	

¹ Discontinued: 'Conducting an evaluation of GDP expenditure estimates' is discontinued due to resource constraints

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
National accounts statistics									
Subprogramme: National Accounts (Programme 2: Economic Statistics)									
2.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	GDP estimates from the expenditure approach implemented	Compiled simulation report on GDP Compiled report on detailed SUT as scheduled Compiled report on improving data sources for all GDP approaches as scheduled	Compiled report on reviewing and improving data sources as scheduled	Conducted research on reviewing and improving data sources as scheduled	Expand national accounts statistics by: <ul style="list-style-type: none">Implementing recommendations of certification process (discontinued)Developing research plans for benchmarkingReviewing and improving data sources	Expand national accounts statistics by: <ul style="list-style-type: none">²Conducting an evaluation of GDP expenditure estimates (moved to target no. 1)		

² 'The evaluation of the GDP expenditure estimates activity' will move to the 2020/2021 financial year after the results of the benchmarking and rebasing exercise are published in 2020

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
National accounts statistics								
Subprogramme: National Accounts Statistics (Programme 2: Economic Statistics)								
1.1	Number of GDP releases published	4	4	4	4	4	4	4
1.2	Number of national accounts reports compiled (SUT) – Sub-set of 1.1	1	1	1	1	1	1	1
1.3	National accounts statistics rebased and benchmarked				1	1	1	1
1.4	Research to improve national accounts statistics conducted	3	1	1	2	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
National accounts statistics								
Subprogramme: National Accounts (Programme 2: Economic Statistics)								
1.1.1	Number of GDP releases published	Quarterly	4	GDP releases published as scheduled	1	1	1	1
1.2.1	Number of national accounts reports compiled (SUT) – Sub-set of 1.1.1	Annually	1	Supply and use tables compiled by March 2020				1
1.3.1	National accounts statistics rebased and benchmarked	Annually	1	National accounts statistics rebased and benchmarked (phase 1) by March 2020				1
1.4.1	Research to improve national accounts statistics conducted	Annually	1	Research on reviewing and improving data sources conducted by March 2020				1

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Compiled final regional estimation of GDP Published TFP estimation, total production index note and GAF concepts	Compiled discussion document on statistics of the non-profit sector Published tourism satellite account earlier than scheduled Published reports on: <ul style="list-style-type: none">• Information and communication technology satellite account• Input/output tables	Published report on tourism satellite account in March as scheduled A report on the social accounting matrix was not compiled Published quarterly flash GDP estimates as scheduled	Expand economic statistics by: <ul style="list-style-type: none">• Reviewing regional economic indicators (<i>discontinued</i>)• Publishing thematic reports on the dynamics of the economy	Expand economic statistics by: <ul style="list-style-type: none">• ³Publishing thematic reports on the dynamics of the economy (<i>discontinued</i>)	Expand economic statistics by: <ul style="list-style-type: none">• Researching the relationship between the different economic statistical information	Expand economic statistics by: <ul style="list-style-type: none">• Explore new developments in economic statistics

³ Discontinued: 'Publishing thematic reports on the dynamics of the economy' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
National accounts statistics								
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
3.1	Number of reports on tourism satellite accounts compiled		3	3	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
National accounts statistics								
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
3.1.1	Number of reports on tourism satellite accounts compiled	Annually	1	Report on tourism satellite accounts compiled by November 2019			1	

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 (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 industry and trade statistics as scheduled Introduced seasonal adjustment using X-12 for: Manufacturing: production and sales; Utilisation of manufacturing capacity; Building statistics Deflation for Tourist accommodation 2012 was not introduced. Introduced deflation for Food and beverages Introduced weights for Manufacturing utilisation of production capacity in April 2015	Published monthly, quarterly and annual industry and trade statistics as scheduled Implemented weights for Manufacturing and Manufacturing production capacity; base year changes; seasonal adjustments earlier; and calculated weights for deflators as scheduled	Published monthly, quarterly and annual industry and trade statistics as scheduled Completed seasonal adjustment for land transport Implemented weights for indices as follows: - Manufacturing production capacity - Manufacturing - Mining The research report on retail products and imputing size group 4 were not compiled Implemented base year changes for mining and manufacturing indices A SASQAF self-assessment was not conducted	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • <i>Introducing new survey(s) to measure services sector (selected in SIC 7, 8 or 9) (not funded)</i> • SASQAF self-assessment (Retail) (<i>discontinued</i>) • Test M&E research findings on different imputing size group 4 cases (<i>discontinued</i>) • Weights for indices (Manufacturing [2016]; Mining [2016]; Manufacturing production capacity [2016])	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • ⁴ SASQAF self-assessment (Electricity) (<i>discontinued</i>) • Weights for indices (Manufacturing [2017]; Mining [2017]; Manufacturing production capacity [2017]) • ⁵ Base year changes for deflation: Wholesale (2015); Tourist accommodation (2016); Retail (2016); Food and beverages (2015) (<i>done in 2017/18</i>) • ⁶ Weights for deflator (Retail [2015])	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • Weights for indices (Manufacturing [2018]; Manufacturing capacity [2018]) • Weights for indices (Mining [2018])	Publish monthly, quarterly and annual industry and trade statistics Expand and improve by: • Weights for indices (Manufacturing [2019]; Manufacturing production capacity [2019]) • Weights for indices (Mining [2019])

⁴ Discontinued: 'SASQAF self-assessment' (Electricity) is discontinued due to resource constraints

⁵ 'Base year changes for deflation: Wholesale (2015); Tourist accommodation (2016); Retail (2016); Food and beverages (2015)' were completed in 2017/18

⁶ 'Weights for deflator (Retail [2015])' was completed in 2017/18

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 (Programme 2: Economic Statistics)								
4.1	Number of releases on industrial statistics published	150	150	150	150	150	150	150
4.2	Reports on improving short-term industry statistics compiled	3	4	3	2	4	3	3

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 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 (Programme 2: Economic Statistics)								
Mining and quarrying								
4.1.1	Number of releases on mining: production and sales published, 6 weeks after the reference month	Quarterly	12	Monthly releases on mining: production and sales published as scheduled	3	3	3	3
Manufacturing								
4.1.2	Number of releases on manufacturing: production and sales published, 6 weeks after the reference month	Quarterly	12	Monthly releases on manufacturing: production and sales published as scheduled	3	3	3	3
4.1.3	Number of releases on manufacturing: utilisation of production capacity by large enterprises published, 10 weeks after the reference month	Quarterly	4	Quarterly releases on manufacturing: utilisation of production capacity by large enterprises published as scheduled	1	1	1	1
Electricity, gas and water supply								
4.1.4	Number of releases on generation and consumption of electricity published, 5 weeks after the reference month	Quarterly	12	Monthly releases on generation and consumption of electricity published as scheduled	3	3	3	3

Table 3: Quarterly performance targets: 2019/20 (continued)

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 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 (Programme 2: Economic Statistics)								
Construction								
4.1.5	Number of releases on selected building statistics published, 7 weeks after the reference month	Quarterly	12	Monthly releases on selected building statistics published as scheduled	3	3	3	3
4.1.6	Number of releases on construction statistics published, 6 months after year-end report	Annually	1	Annual release for 2018 on selected building plans passed and completed published by June 2019	1			
4.1.7	Number of reports on construction statistics published, 20 months after year-end report	Annually	1	Annual report for 2017 on completed buildings published by August 2019		1		
Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods								
4.1.8	Number of releases on retail trade sales published, 7 weeks after the reference month	Quarterly	12	Monthly releases on retail trade sales published as scheduled	3	3	3	3
4.1.9	Number of releases on motor trade sales published, 7 weeks after the reference month	Quarterly	12	Monthly releases on motor trade sales published as scheduled	3	3	3	3
4.1.10	Number of releases on wholesale trade sales published, 7 weeks after the reference month	Quarterly	12	Monthly releases on wholesale trade sales published as scheduled	3	3	3	3
Transport, storage and communication								
4.1.11	Number of releases on land transport published, 8 weeks after the reference month	Quarterly	12	Monthly releases on land transport published as scheduled	3	3	3	3
Financial intermediation, insurance, real estate and business services								
4.1.12	Number of releases on liquidations and insolvencies published, 8 weeks after the reference month	Quarterly	12	Monthly releases on liquidations and insolvencies published as scheduled	3	3	3	3
4.1.13	Number of releases on civil cases for debt published, 7 weeks after the reference month	Quarterly	12	Monthly releases on civil cases for debt published as scheduled	3	3	3	3

Table 3: Quarterly performance targets: 2019/20 (concluded)

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 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 (Programme 2: Economic Statistics)								
Hotels and restaurants								
4.1.14	Number of releases on food and beverages published, 8 weeks after the reference month	Quarterly	12	Monthly releases on food and beverages published as scheduled	3	3	3	3
4.1.15	Number of releases on tourist accommodation published, 8 weeks after the reference month	Quarterly	12	Monthly releases on tourist accommodation published as scheduled	3	3	3	3
4.2.1	Reports on improving short-term industry statistics compiled	Annually	4	Weights for indices Manufacturing [2017] by June 2019	1			
				Weights for indices Manufacturing production capacity by August 2019		1		
				Weights for Mining 2017 compiled by October 2019			1	
				Weights for Retail 2015 compiled by June 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 periodic structural industry statistics Published reports on manufacturing and construction as scheduled	Published reports on 2015 mining industry survey; 2014 manufacturing industry survey; and 2014 construction industry survey as scheduled	Published report on wholesale trade survey in October 2017 Published report on retail trade survey in October 2017 Published report on motor trade survey in October 2017 Published report on food and beverages survey in October 2017 Published report on tourist accommodation survey in October 2017	Publish periodic structural industry statistics • Electricity, gas and water survey (moved from 2017/18) • Transport, post and telecommunications survey (moved from 2017/18) • Manufacturing survey (moved to 2019/20) • Construction survey (moved to 2019/20) • Business services (new)	Publish periodic structural industry statistics • Manufacturing survey • ⁷ Construction survey (moved from 2018/19)	Publish periodic structural industry statistics Trades survey • Personal services survey	Publish periodic structural industry statistics • Electricity, gas and water supply • Transport, post and telecommunication • Mining survey

⁷ The Construction survey was moved from 2018/19 to 2019/20

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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)								
5.1	Number of reports on structural industry statistics published	5	3	5	4	3	3	3

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 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								
Manufacturing								
5.1.1	Number of periodic reports on manufacturing industry (financial) published (SIS)	Annually	1	Report on 2017 manufacturing industry (financial) survey by September 2019		1		
Financial intermediation, insurance, real estate and business services								
5.1.2	Number of reports on manufacturing industry (production) published (SIS)	Annually	1	Report on 2017 manufacturing industry (production) survey published by September 2019		1		
Construction								
5.1.3	Number of reports on construction industry published (SIS)	Annually	1	Report on 2017 construction industry survey by September 2019		1		

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 biannual and annual domestic tourism statistics	Published report on domestic tourism survey later than scheduled	Published annual report on DTS in September 2017	Publish biannual and annual domestic tourism statistics	Publish biannual and annual domestic tourism statistics	Publish biannual and annual domestic tourism statistics	Publish biannual and annual domestic tourism statistics
			Compiled report on testing sample allocation and weighting methodologies as scheduled	Biannual report was not published The comparative analysis was not conducted	Published biannual report on the DTS in December 2017 as scheduled Conducted assessment on the future of the DTS as scheduled	Expand and improve by: • Implementing the evaluation outcome	Expand and improve by: • ⁸ Stabilising domestic tourism surveys (discontinued)		

⁸ Discontinued: 'Stabilising domestic tourism surveys' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Tourism statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
6.1	Number of reports on domestic tourism statistics published	2	1	2	2	2	2	2

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Tourism statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
6.1.1	Number of reports on domestic tourism statistics published	Annually	2	Annual report on Domestic Tourism Survey published by September 2019		1		
				Biannual report on Domestic Tourism Survey published by December 2019			1	

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 tourism statistics The report on strengthening collaboration with Home Affairs was not compiled	Published monthly releases on international tourism as scheduled and 1 additional release Published report on international tourism as scheduled The quality self-assessment on tourism statistics was not done	Published 11 monthly releases on international tourism as scheduled Published annual report on international tourism in July 2017 The quality self-assessment on international tourism statistics was not conducted Commenced with research on the availability of other data sources on tourism. Liaison with South African Tourism (SAT) is in progress	Publish monthly and annual international tourism statistics Expand and improve by: <ul style="list-style-type: none">Assessing supplementary data sources	Publish monthly and annual international tourism statistics Expand and improve by: <ul style="list-style-type: none">⁹Compiling a thematic report on tourism statistics (<i>discontinued</i>)	Publish monthly and annual international tourism statistics Expand and improve by: <ul style="list-style-type: none">Publishing a report based on alternative tourism data sources	Publish monthly and annual international tourism statistics Expand and improve by: <ul style="list-style-type: none">Undertaking SASQAF of tourism data

⁹ Discontinued: 'Compiling a thematic report on tourism statistics' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Tourism statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
7.1	Number of releases on international tourism published, 3 months after the reference period	12	14	12	12	12	12	12
7.2	Number of reports on international tourism published	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					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 of releases on international tourism published, 3 months after the reference period	Quarterly	12	Monthly releases on international tourism published as scheduled	3	3	3	3
7.2.1	Number of reports on international tourism published	Annually	1	Annual report on international tourism published by June 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Compiled thematic report on transport as scheduled A technical report on RTMC editing, analysis and reporting systems was not compiled	The research report was compiled as scheduled The report on RTMC was drafted	Compiled report on technical support provided to RTMC as scheduled	Publish 5-yearly transport statistics (publish NHTS national statistical report, user-paid survey) Expand and improve by: • Providing technical support to improve RTMC (replace with transport) data systems	Publish 5-yearly transport statistics (publish NHTS provincial statistical reports, user-paid survey) Expand and improve by: • ¹⁰ Publishing a thematic report on transport (not funded)		

¹⁰ Not funded. Publishing a thematic report on transport is dependent on the NHTS. The NHTS is a user paid survey. Stats SA has not yet finalised the proposal on the NHTS

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 private sector financial statistics as scheduled Compiled reports on reviewing QFS at lower SIC level as scheduled Compiled report on engaging stakeholders on research initiatives as scheduled	Published quarterly and annual private sector financial statistics as scheduled Compiled reports on proposed capital expenditure survey and on engaging stakeholders in research initiatives as scheduled	Published quarterly releases on financial statistics of private sector enterprises as scheduled Published annual release on financial statistics of private sector enterprises 2016 as scheduled Submitted report on detailed capital expenditure data to National Accounts as scheduled Compiled report on stakeholder engagement as scheduled	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 (target replaced)• Engaging stakeholders and focusing on survey education• Integrate capital expenditure project focusing on data quality (new)	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 (target replaced)• SASQAF self-assessment (move to 2020/21)• Engaging stakeholders and focusing on survey education• ¹¹Publish Integrated capital expenditure (target reviewed)	Publish quarterly and annual private sector financial statistics Expand and improve by: <ul style="list-style-type: none">• Investigating the possibility of publishing capital expenditure survey results• SASQAF self-assessment	Publish quarterly and annual private sector financial statistics Expand and improve by: <ul style="list-style-type: none">• Investigate the possibility of publishing capital expenditure survey results• Investigate feasibility of providing lower disaggregated information / estimates

¹¹ Target reviewed: A discussion document on quarterly estimates of capital expenditure in the private sector will be compiled

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Financial statistics								
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)								
9.1	Number of releases on financial statistics of private sector enterprises published	5	5	5	5	5	5	5
9.2	Number of documents on quarterly estimates of capital expenditure compiled			1	1	1	1	1
9.3	Private sector financial surveys promoted	1	2	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Financial statistics								
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)								
9.1.1	Number of releases on financial statistics of private sector enterprises published	Quarterly	4	Quarterly releases on financial statistics of private sector enterprises published as scheduled	1	1	1	1
9.1.2	Number of releases on financial statistics published	Annually	1	Annual release on financial statistics of private sector enterprises 2018 published by November 2019			1	
9.2.1	Number of documents on quarterly estimates of capital expenditure compiled	Annually	1	Discussion document on quarterly estimates of capital expenditure in the private sector compiled by March 2020				1
9.3.1	Private sector financial surveys promoted	Annually	1	Stakeholders engaged to promote private sector financial surveys by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Financial statistics									
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 government financial statistics as scheduled Compiled report on QFSM data at provincial level Compiled report on user-specific groups as scheduled Compiled report on response rates for QFSM and reducing time frame for annual surveys	Published quarterly and annual government financial statistics as scheduled Completed the QFSM pilot earlier than scheduled Compiled report on collaboration and partnering earlier than scheduled	Published quarterly and annual government financial statistics as scheduled Compiled report on time series data for GFS as scheduled	Publish quarterly and annual government financial statistics Expand and improve by: <ul style="list-style-type: none">• Updating time series data for GFS surveys• Implementing revised survey outputs• Piloting quarterly estimates of general government expenditure (not funded)• Maintaining selected databases for municipal data (discontinued)	Publish quarterly and annual government financial statistics Expand and improve by: <ul style="list-style-type: none">• ¹²Publishing time series data for GFS surveys (reviewed)• ¹³Compiling discussion document on quarterly estimates of general government expenditure (not funded)• ¹⁴Assessing and evaluating selected databases for all municipal data (discontinued)	Publish quarterly and annual government financial statistics Expand and improve by: <ul style="list-style-type: none">• Compiling discussion document on quarterly estimates of general government expenditure	Publish quarterly and annual government 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

¹² Reviewed: The GFS report was compiled in 2017/18, and for consecutive years only updates will be done annually as part of GFS

¹³ Not funded: Funding was not secured in the ENE for *Compiling a discussion document on quarterly estimates of general government expenditure*

¹⁴ Discontinued: 'Assessing and evaluating selected databases for all municipal data' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
10.1	Number of releases on government financial statistics published	7	7	7	7	7	7	7
10.2	Number of releases on financial statistics of municipalities, published with a quarterly lag	4	4	4	4	4	4	4

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Financial statistics								
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
10.1.1	Number of releases on government financial statistics published	Annually	7	Annual release on the financial statistics of national government with audited data published by June 2019	1			
				Annual release on the financial census of municipalities published by June 2019	1			
				Annual release on the financial statistics of extra-budgetary accounts and funds with audited data published by August 2019		1		
				Annual release on the financial statistics of provincial government with audited data published by September 2019		1		
				Annual release on the capital expenditure of the public sector published by October 2019			1	
				Annual release on the financial statistics of higher education institutions with audited data published by October 2019			1	
				Annual release on the financial statistics of consolidated general government with audited data published by November 2019			1	
10.2.1	Number of releases on financial statistics of municipalities published with a quarterly lag	Quarterly	4	Quarterly releases on financial statistics of municipalities published as scheduled	1	1	1	1

ii) Price stability

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

Developing countries are now expected to grow by 4.7 per cent in 2018 and 2019. For 2018, South Africa’s growth forecast has been revised down from 1.5 per cent to 0.7 per cent. Growth is expected to recover gradually to over 2 per cent in 2021 as confidence returns and investment gathers pace. Some of the critical things the country is facing today are on reprioritisation and effective spending. Spending is projected to be R5.9 trillion over the medium term. Spending will still grow faster than inflation. This is a lot of money and need to be cautious about the inflation rate in the country (MTBPS:2018).

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. An electronic data collection methodology will be tested and rolled out over the next two years.

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

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 0,06%	Published monthly CPI as scheduled	Published monthly CPI releases as scheduled	Publish monthly CPI	Publish monthly CPI	Publish monthly CPI	Publish monthly CPI
			Published rebased and reweighted CPI as scheduled		Compiled research report on alternative collection methodologies as scheduled	Expand and improve by: <ul style="list-style-type: none">Researching alternative collection methodologies (moved to 2017/18)Piloting (testing) alternative collection methodologiesPublishing residential property price index (not funded)	Expand and improve by: <ul style="list-style-type: none">¹⁵Researching alternative collection methodologies (reviewed)	Expand and improve by: <ul style="list-style-type: none">Developing a plan for reweighting and rebasing of CPIPublish RPPI (if research shows it as viable)	Expand and improve by: <ul style="list-style-type: none">Reweight CPI
			Compiled report on CPI systems review as scheduled						
			Compiled research report on residential property price index as scheduled						

¹⁵ Target reviewed: The researching of alternative data collection methodologies was completed in 2017/18. Implementation of alternative collection methodologies will commence in 2019/20 and will be rolled out over 2 years

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 monthly PPI releases as scheduled with an average response rate of 99% Compiled research report on construction services	Published monthly PPI as scheduled Continuing research on residential property price index was not conducted Research on transport, storage and communication services was not conducted	Published monthly PPI, UVI and CMPI releases as scheduled Compiled research report on services PPI as scheduled Compiled research report on transport, storage and communication services as scheduled	Publish statistics on producer prices (monthly PPI, UVI and CMPI) Expand and improve by: <ul style="list-style-type: none">• Publishing construction services (target achieved in 2017/18)• Publishing business services (non-financial) (not funded)• Researching transport, storage and communication services	Publish statistics on producer prices (monthly PPI, UVI and CMPI) Expand and improve by: <ul style="list-style-type: none">• ¹⁶Publishing construction services (target achieved in 2017/18)• ¹⁷Publishing business services (financial) (not funded)• ¹⁸Publishing transport, storage and communication services (not funded)• ¹⁹Testing transport, storage and communication services (new)	Publish statistics on producer prices (monthly PPI, UVI and CMPI) Expand and improve by: <ul style="list-style-type: none">• Researching services PPI	Publish statistics on producer prices (monthly PPI, UVI and CMPI) Expand and improve by: <ul style="list-style-type: none">• Researching services PPI
13.	²⁰ Price stability								

¹⁶ Publishing construction services (target achieved in 2017/18)

¹⁷ Not funded: funding was not secured in the ENE for *Publishing business services (financial)*

¹⁸ Not funded: funding was not secured in the ENE for *Publishing transport, storage and communication services*

¹⁹ New target: Testing transport, storage and communication services

²⁰ Target no. 13 has been combined with target no. 12

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2020/21
Consumer and producer price statistics								
Subprogramme: Price Statistics (Programme 2: Economic Statistics)								
11.1	Number of CPI releases published on the second last Wednesday of every month	12	12	12	12	12	12	12
11.2	Research on improving CPI	1	1	1	1	1	1	0
12.1	Number of PPI releases published on the last Thursday of every month	36	36	36	36	36	36	36
12.2	Research on improving PPI	2	0	2	1	1	0	0

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Consumer and producer price statistics								
Subprogramme: Price Statistics (Programme 2: Economic Statistics)								
11.1.1	Number of CPI releases published on the second last Wednesday of every month	Quarterly	12	Monthly CPI releases published as scheduled	3	3	3	3
11.2.1	Research on improving CPI	Annually	1	Alternative collection methodologies (phase 1) implemented by March 2020				1
12.1.1	Number of PPI releases published on the last Thursday of every month	Quarterly	36	Monthly PPI releases published as scheduled	9	9	9	9
12.2.1	Research on improving PPI	Annually	1	Transport, storage and communication services tested by March 2020				1

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).

One of the key elements in stimulating the country's economy is to implement growth-enhancing economic reforms. Rebuilding confidence will unlock private sector investment. Investors are in it for the long run. They want to know that our policies are clear and consistent. We must stop talking in contradictory terms. The recent jobs jummit brought together business, labour, community and government to leverage our collective strength towards the urgent need to protect and create jobs. The recently concluded power-purchase agreements will create an estimated 61 000 jobs and enable investment of R56 billion (MTBPS: 2018).

Stats SA conducts two surveys on the labour market, namely the Quarterly Employment Survey (which is a business-based survey) and the Quarterly Labour Force Survey (which is a household-based 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 quarterly statistical releases on employment and earnings, and average monthly earnings with an average response rate of 89,1% Compiled draft research report on use of administrative data for the employment frame	Published 3 releases on employment and earnings as scheduled	Published quarterly releases on employment and earnings as scheduled Compiled report on lower level industry data as scheduled	Publish quarterly employment and earnings statistics Expand and improve by: • Researching vacancy rates in the formal economy	Publish quarterly employment and earnings statistics Expand and improve by: • ²¹ Expanding series to cover industry data and vacancy rates (reviewed)	Publish quarterly employment and earnings statistics Expand and improve by: • Including Vacancy rates as part of QES publication	Publish quarterly employment and earnings statistics Expand and improve by: • Including Vacancy rates as part of QES publication

²¹Reviewed: 'Expanding series to cover industry data and vacancy rates' to 'Researching vacancy rates in the formal economy' as the research has not been concluded in 2018/19

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 quarterly and annual releases on labour market statistics Published report on the Volunteer Activities Survey Developed Time Use Survey questionnaire as scheduled	Published 3 quarterly releases on labour market information as scheduled; Q4 release was done in April 2017 to allow for linking of historical series Published annual report on labour market dynamics later than scheduled Published SAYP report later than scheduled The SESE module was not developed The SWTS report was not published	Published quarterly releases on labour market information Published Annual report on labour market dynamics in SA in March 2018 Compiled research report on Volunteer Activities Survey as scheduled	Publish quarterly and annual labour market statistics Expand and improve by: <ul style="list-style-type: none">• Publishing Survey of Employers and Self-employed• Publishing the Volunteer Activities Survey (moved to 2019/20)• Developing Survey of Activities of Young People module	Publish quarterly and annual labour market statistics Expand and improve by: <ul style="list-style-type: none">• Publishing annual report on labour market dynamics in SA• ²²Developing Time Use Survey (reviewed)• Publishing the Volunteer Activities Survey (moved from 2018/19)	Publish quarterly and annual labour market statistics Expand and improve by: <ul style="list-style-type: none">• Publishing the Survey of Activities of Young People module• Developing the Survey of Employers and Self-employed	Publish quarterly and annual labour market statistics Expand and improve by: <ul style="list-style-type: none">• Developing of the Volunteer Activities Survey

²²Reviewed: Target reviewed to 'Researching Time Use survey'

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Labour market statistics								
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)								
14.1	Number of releases on employment and earnings and average monthly earnings published, 12 weeks after the reference month	4	3	4	4	4	4	4
14.2	Research on improving employment and earnings conducted			1	1	1	0	0
15.1	Number of releases on labour market information published, 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)	4	4	4	4	4	4	4
15.2	Number of reports on labour market statistics published	1	1	1	2	1	1	1
15.3	Volunteer Activities Survey (VAS) report published					1	2	1
15.4	Labour market statistics expanded	2	1	1	1	1	0	0

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Labour market statistics								
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)								
14.1.1	Number of releases on employment and earnings and average monthly earnings published, 12 weeks after the reference month	Quarterly	4	Quarterly releases on employment and earnings and average monthly earnings published as scheduled	1	1	1	1
14.2.1	Research on improving employment and earnings conducted	Annually	1	Research on job vacancy rates conducted by March 2020				1
15.1.1	Number of releases on labour market information published, 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)	Quarterly	4	Quarterly releases on labour market information published as scheduled	1	1	1	1
15.2.1	Number of reports on labour market statistics published	Annually	1	Annual report on labour market dynamics in South Africa published by September 2019			1	
15.3.1	Volunteer Activities Survey (VAS) report published	Annually	1	Volunteer Activities Survey (VAS) report published by March 2020				1
15.4.1	Labour market statistics expanded	Annually	1	Research on Time Use Survey conducted by March 2020				1

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).

Agriculture will be an important driver of our economic recovery. The Land Bank will continue to support emerging farmers. Our reprioritisation efforts will support the Bank to conclude transactions worth R16.2 billion over the next 3 to 5 years that will create jobs in agriculture. A significant portion of the funding will go towards export-oriented crops that are highly labour intensive (MTBPS:2018).

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 Updated the Agriculture Survey questionnaire to include the forestry and fisheries industries as scheduled Included questions on household agriculture production in the 2016 Community Survey as scheduled	Published report on 2015 Agriculture Survey as scheduled Compiled discussion documents on forestry and fisheries industries as scheduled	Published report on 2016 Agriculture Survey as scheduled	Publish annual commercial agriculture statistics Expand and improve by: • Including forestry and fisheries industries (financial and non-financial information) (discontinued)	²³ Publish annual commercial agriculture statistics (reviewed) Expand and improve by: • Including forestry and fisheries industries (financial and non-financial information)	Publish annual commercial agriculture statistics	Publish annual commercial agriculture statistics

²³ Reviewed: For 2019/20 the annual commercial agriculture statistics has been replaced by the 2017 Census of Commercial Agriculture (CoCA)

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Agriculture statistics								
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
16.1	Report on Commercial Agriculture	1	1	1	1	1	1	1
16.2	Report on Fishery and Forestry statistics compiled	2	2	0	0	2	0	0

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Agriculture statistics								
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
16.1.1	Report on Commercial Agriculture	Annually	1	Report on 2017 Census of Commercial Agriculture (CoCA) by November 2019			1	
16.2.1	Report on Fishery and Forestry statistics compiled	Annually	2	Report on Fishery statistics compiled by September 2019		1		
				Report on Forestry statistics compiled by September 2019		1		

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 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).

On carbon tax, we have heard the concerns of business and labour during the parliamentary hearings. The carbon budgeting system and the carbon tax will be aligned. This is done by imposing a higher tax rate as a penalty for emissions exceeding the carbon budget. The original date of implementation was 1 January 2019, but this will be postponed to 1 June 2019 (MTBPS:2018).

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Compiled research report on EEA indicators as scheduled	Compiled compendium on EEA indicators as scheduled	Research complementary data sources (discontinued)	Publish EEA statistics	Publish EEA statistics	Publish EEA statistics	
			Compiled document on the ecosystem accounts which was included in the EEA compendium as scheduled			Expand and improve by: <ul style="list-style-type: none">Assessing complementary data sources (discontinued)	Expand and improve by: <ul style="list-style-type: none">²⁴Assessing complementary data sources (discontinued)		
			Compiled internal position paper on air emission accounts as scheduled						

²⁴ Discontinued: 'The assessment of complementary data sources for Environmental Economic Accounts' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Environmental economic accounts								
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
17.1	Natural Capital Accounting and Valuation of Ecosystem Services project coordinated	1	1	0	1	1	1	0

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Environmental economic accounts								
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)								
17.1.1	Natural Capital Accounting and Valuation of Ecosystem Services project coordinated	Annually	1	Project document on coordinating the European Union-funded project on Natural Capital Accounting and Valuation of Ecosystem Services compiled by March 2020				1

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.

One of the five measures in stimulating the country's economy is addressing urgent and pressing matters in education and health. The largest allocations in the medium-term are for education, health, social development and community development. Together, these four areas will receive more than 60 per cent of non-interest expenditure. Nobody should learn in a school that is unsafe. Our children must have access to adequate sanitation. We have committed to eradicating pit latrines at schools. The President has directed that there is a plan to ensure that all schools have safe and appropriate sanitation (MTBPS: 2018).

Housing subsidies amounting to R1 billion will be centralised to help low- to middle-income households access affordable home loans, which will result in more South Africans acquiring their own homes. Restructuring of the electricity sector is underway. This must include a long-term plan to restructure Eskom and deal with its debt obligations. A review of the current Electricity Pricing Policy will form a part of this process. Water is critical. Current water delivery models are not working in many cases and we need to consider new ideas and models (MTBPS: 2018).

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

Stats SA is currently collecting statistical information on living conditions, service delivery and poverty through the General Household Survey (GHS), the Income and Expenditure Survey (IES), the Living Conditions Survey (LCS) and the Community Survey (CS).

In response to growing user demands and ensuring high-quality timely products, Stats SA embarked on a process of reviewing the content of the questionnaires of these surveys as well as 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 a continuous population survey for household surveys. Continuous collection is expected to better capture seasonality in the data and to provide more opportunities for quality assurance.

The Continuous Population Survey (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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 GHS 2014 as scheduled Compiled report on development indicators Published thematic report on housing Compiled report on impact of digital data collection	Published release on General Household Survey 2015 later than scheduled Published report on development indicators later than scheduled Published thematic report on water and sanitation earlier than scheduled Published report on service delivery based on CS 2016 data as scheduled	Published report on development indicators as scheduled Published report on metro development indicators as scheduled Compiled thematic report on the environment as scheduled	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 (discontinued)• Compiling municipal estimates on service delivery and education) (not funded)• Providing technical support to improve service delivery statistics (new)	Publish annual social and household service delivery statistics Expand and improve by: <ul style="list-style-type: none">• ²⁵Publishing a thematic report on information and communication technology (discontinued)	Publish annual social and household service delivery statistics	Publish annual social and household service delivery statistics

²⁵ Discontinued: 'The thematic report on information and communication technology' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Life circumstances, service delivery and poverty								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
18.1	Number of releases on social and household service delivery statistics published	2	2	1	1	1	1	1
18.2	Reports on improving social and household service delivery statistics compiled	2	2	3	2	2	2	2

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	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 of releases on social and household service delivery statistics published	Annually	1	Annual statistical release on General Household Survey 2018 published by May 2019	1			
18.2.1	Reports on improving social and household service delivery statistics compiled	Annually	2	Development indicators compiled by May 2019	1			
				Metro development indicators compiled by May 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	<p>A document on editing and imputation of LCS was not compiled as scheduled</p> <p>Compiled assessment on poverty indicators included in the GHS 2014 as scheduled</p> <p>Compiled document on testing small-area estimation techniques as scheduled</p> <p>Compiled document on urban nodes later than scheduled</p>	<p>Compiled methodologies for generation of poverty estimates for small areas using IES, LCS and Census data which included estimates at provincial level</p> <p>Published release on the poverty profile and expenditure patterns of households in South Africa later than scheduled</p>	<p>Developed and tested CPS modules as scheduled</p> <p>Compiled report on poverty indicators as scheduled</p> <p>The thematic report on subjective poverty was not compiled</p> <p>Published thematic report on men, women and children as scheduled</p>	<p>Publish periodic statistics on life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none">• Editing and imputing CPS data (<i>discontinued</i>)• Thematic report on the size and nature of the middle class in South Africa (<i>discontinued</i>)• Statistical release on the poverty profile and expenditure patterns of households in South Africa (<i>discontinued</i>)• Compiling methodology document on CPS (expenditure year) (<i>new</i>)• Compiling the Inequality Trends report (<i>new</i>)	<p>Publish periodic statistics on life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none">• ²⁶Thematic report on household food security (<i>discontinued</i>)• Improving the South African Multidimensional Poverty Index (SAMPI (<i>new</i>))• Compiling national poverty lines of 2019 (<i>new</i>)• Compiling child poverty report (<i>new</i>)• Compiling the Inequality Trends report (<i>new</i>)• Assessing NIDS data (<i>new</i>)	<p>Publish periodic statistics on life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none">• SAMPI 2019 at provincial level• Compiling 2020 poverty lines• Report on food security• Preparing for CPS	<p>Publish periodic statistics on life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none">• Subjective Poverty Report• SAMPI 2020 at provincial level• 2021 poverty lines• Report on household income and expenditure patterns• Implementing CPS

²⁶ Discontinued: The 'Thematic report on household food security' is discontinued and replaced with 5 new targets namely: Improving the South African Multidimensional Poverty Index (SAMPI); Compiling national poverty lines of 2019; Compiling child poverty report; Compiling the Inequality Trends report; Assessing NIDS data

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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				<p>Publish periodic statistics on life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none">• Compiling a report on food security in South Africa <i>(new)</i>• Compiling the poverty mapping report based on money metric measures of poverty <i>(new)</i>• Computing the poverty lines for 2018 <i>(new)</i>			

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Life circumstances, service delivery and poverty								
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)								
19.1	Reports on life circumstances, poverty and inequality statistics compiled	2	2	3	6	5	4	5

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Life circumstances, service delivery and poverty								
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)								
19.1.1	Reports on life circumstances, poverty and inequality statistics compiled	Annually	5	The South African Multidimensional Poverty Index (SAMPI): A technical document on the compilation of and improvements on the SAMPI compiled by December 2019			1	
				National poverty line (2019) compiled by September 2019		1		
				Child poverty report compiled by June 2019	1			
				Inequality trends report compiled by December 2019			1	
				NIDS data assessed by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Life circumstances, service delivery and poverty									
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 annual non-financial statistics as scheduled Researched spatial analysis relating to basic and free basic services provided by municipalities as scheduled	Published annual release on the non-financial census of municipalities for 2014/15 earlier than scheduled	Published annual release on the non-financial census of municipalities in May 2017	Publish annual non-financial statistics Expand and improve by: • Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)	Publish annual non-financial statistics Expand and improve by: • ²⁷ Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)	Publish annual non-financial statistics Expand and improve by: • Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)	Publish annual non-financial statistics Expand and improve by: • Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)

²⁷ Not funded: Additional funding was not secured in the ENE to Publish the spatial analysis relating to basic and free basic services provided by municipalities

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Life circumstances, service delivery and poverty								
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
20.1	Number of releases on the non-financial census of municipalities published	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Life circumstances, service delivery and poverty								
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)								
20.1.1	Number of releases on the non-financial census of municipalities published	Annually	1	Annual release on the non-financial census of municipalities published by August 2019		1		

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. The trajectory for Vision 2030 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 World Health Organization (WHO) perspective (MTSF: 2014–2019).

Access to health care services is enshrined in our Constitution and in our Bill of Rights. We will continue to work closely with the National Department of Health and other role players to ensure that the gradual phased implementation of National Health Insurance is adequately financed. We are immediately reprioritising R350 million to recruit in excess of 2 000 health professionals into public health facilities. We are further reprioritising R150 million to purchase beds and linen for hospitals where the need is most dire. These two interventions build on the Presidential Health Summit have brought new focus to improving the quality of health care (MTBPS: 2018).

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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Finalised CS 2016 questionnaire and conducted behind-the-glass testing of new questionnaire as scheduled Designed draft CS 2016 products plan Compiled a tabulation plan for CS 2016 as scheduled Conducted analysis of CS 2016 test data as scheduled Conducted questionnaire validation and product prototypes development as scheduled	Published results of CS 2016 in June 2016 as scheduled Rules were compiled later than scheduled Discussion document on CS 2016 data quality was not compiled Discussion document on assessing data quality of emerging population and spatial issues was not compiled Compiled report on institutionalised population as scheduled Compiled 3 research papers as scheduled	The report on an in-depth analysis of the NPR, emerging population and socio-economic issues and findings of the Census 2021 test were not compiled Compiled reports on living arrangements of persons with disabilities, strategic and operational plan, household size definitions, output data between PAPI and CAPI systems as scheduled Concluded research on emerging population and socio-economic issues including selected SADC countries as scheduled	Publish periodic population statistics • Compile thematic reports on CS 2016 data Expand and improve by: • Assessing data quality of administrative data sources (discontinued) • Compiling discussion document on data quality of administrative data sources (discontinued) • Conducting research on emerging population and spatial development issues (not funded) • Publishing provincial profiles on CS 2016 (new) • Compiling report on hard-to-count populations (new)	Compile population statistics documents • Content development for Census 2021 Expand and improve by: • ²⁸ Assessing data quality of CPS (discontinued) • ²⁹ Compiling discussion document on data quality of CPS (discontinued) • ³⁰ Conducting comparative research on emerging population and socio-economic issues among selected sub-Saharan African countries (not funded)	Compile population statistics documents • Evaluation reports on Census 2021 processes • Data quality reports for Census 2021 • Approved Census 2021 questionnaire • Manual on manual questionnaire completion	Compile population statistics documents • User consultation on census data products

²⁸ Discontinued: Assessing data quality of CPS. CPS is not funded.

²⁹ Discontinued: Compiling discussion document on data quality of CPS. CPS is not funded.

³⁰ Not funded: Additional funding was not secured for *Conducting comparative research on emerging population and socio-economic issues among selected sub-Saharan African countries*

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Population statistics								
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)								
21.1	Census 2021 mini-test tools and methodologies developed					3		
21.2	Census 2021 mini-test report compiled					1		
21.3	Homeless population national definition developed					1		

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Population statistics								
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)								
21.1.1	Census 2021 mini-test tools and methodologies developed	Annually	3	Census 2021 mini-test tools and methodologies developed by July 2019		1		
				Census 2021 mini-test report (data collected through self-enumeration) compiled by March 2020				1
				Report on administrative data of institutionalised population compiled by March 2020				1
21.2.1	Census 2021 mini-test report compiled	Annually	1	Census 2021 mini-test report (data quality, data confrontation and analysis) compiled by March 2020				1
21.3.1	Homeless population national definition developed	Annually	1	Discussion document on Homeless population national definition compiled by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Population statistics									
Subprogramme: Demographic Analysis (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	Published annual mid-year population estimates as scheduled Compiled thematic report on exploring childlessness and delayed childbearing in South Africa as scheduled Compiled research report on testing the childhood disability measurement module as scheduled	Published annual mid-year population estimates as scheduled Compiled 2 reports on thematic analysis of demography, based on CS 2016	Published mid-year population estimates at national, provincial, district, council and metro level as scheduled Local municipality and household estimates were not compiled Compiled thematic reports on adolescent and grandparenthood as scheduled	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Conducting content and methodology research for Census 2021 (discontinued)• Thematic reports on demography, based on CS 2016 data• Publishing municipal level estimates• Publishing household estimates	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• ³¹Conducting content and methodology research for Census 2021 (discontinued)• Thematic report on emerging demographic issues, based on various data sources• Publishing municipal level estimates• Publishing household estimates	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Publishing municipal level estimates• Publishing household estimates• Conceptualising migration profiles	Publish annual mid-year population estimates Expand and improve by: <ul style="list-style-type: none">• Publishing municipal level estimates• Publishing household estimates• Publishing migration profiles

³¹ Discontinued: Research discontinued due to restructuring from 2016/17 onwards

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Population statistics								
Subprogramme: Demographic Analysis (Programme 3: Population and Social Statistics)								
22.1	Number of population estimates published	1	1	2	3	5	6	5
22.2	Research on improving demographic statistics	2	2	2	3	2	2	2

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Population statistics								
Subprogramme: Demographic Analysis (Programme 3: Population and Social Statistics)								
22.1.1	Number of population estimates published	Annually	5	Mid-year population estimates at national and provincial levels published by July 2019		1		
				Mid-year population estimates at district and metro levels published by November 2019			1	
				Local municipality and household estimates published by March 2020				1
				Mid-year short and medium-term population projections released by March 2020			1	1
22.2.1	Research on improving demographic statistics	Annually	2	Thematic demographic reports on multiple sources compiled by March 2020				2

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 annual releases on recorded live births; documented immigrants in SA; 2014 marriages and divorces; and mortality and causes of death Report on perinatal deaths (2014) was not published Published 2014 datasets on mortality and causes of death; marriages and divorces; and recorded live births Research report on data from the NPR and a CRVS strategic plan was not compiled Compiled assessment report on improving acquisition of divorce forms as scheduled	The annual reports on documented immigrants including asylum seekers (2015), 2015 marriages and divorces, and perinatal deaths (2015) were not published Published reports on recorded live births (2015) and mortality and causes of death (2015) later than scheduled Published datasets on recorded live births, and mortality and causes of death. The dataset on marriages and divorces (2015) was not published Compiled research report on alternative data sources for mortality and outcomes of NPR The CRVS strategic plan was not compiled	Annual releases on documented immigrants, marriages and divorces were not compiled Published annual releases on recorded live births, mortality and causes of death, and perinatal deaths as scheduled A report on assessing availability of additional variables for immigrants was not compiled A self-assessment on the mortality and causes of death release was not conducted A CRVS strategic plan was not compiled	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• <i>Introducing quarterly release of birth statistics (not funded)</i>• <i>Piloting quarterly release of death statistics (not funded)</i>• <i>Conducting a quality self-assessment on divorces (discontinued)</i>• <i>Researching survey on family dynamics (not funded)</i>• <i>Conducting a quality self-assessment on marriages and recorded live births (discontinued)</i>	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• ³²Publishing a report on injuries, accidents and violence (<i>discontinued</i>)• ³³Introducing quarterly release of death statistics (<i>not funded</i>)• ³⁴Conducting a quality self-assessment on documented immigrants (<i>discontinued</i>)• ³⁵Conducting a comparative analysis of births data with maternity and school enrolment (<i>not funded</i>)	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• <i>Piloting biannual releases of causes of death statistics</i>	Publish annual vital statistics and international migration Expand and improve by: <ul style="list-style-type: none">• <i>Introducing quarterly releases of death statistics (not funded)</i>

³² Discontinued: 'Publishing a report on injuries, accidents and violence' is discontinued due to resources constraints

³³ Not funded: Funding has not been secured in the ENE for *Introducing quarterly release of death statistics*

³⁴ Discontinued: 'Conducting a quality self-assessment on documented immigrants' is discontinued due to resources constraints

³⁵ Not funded: Funding has not been secured in the ENE for *Conducting a comparative analysis of births data with maternity and school enrolment*

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Vital statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
23.1	Number of statistical releases on vital statistics (births, deaths, marriages and divorces) published	3	4	3	3	3	3	3

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	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 of releases on vital statistics (births, deaths, marriages and divorces) published	Annually	3	Annual release on recorded live births (2018) published by September 2019		1		
				Annual release on mortality and causes of death (2018) published by March 2020				1
				Annual release on marriages and divorces (2018) published by February 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Published Series 1: Report on youth as scheduled Published report on key vulnerable group indicators as scheduled	Compiled reports on vulnerable group indicators and on the elderly as scheduled	Compiled report on vulnerable group indicators in August 2017 A report on vulnerable group indicators Series 3: The social profile of children was compiled	Publish statistics on vulnerable groups • Series 4: Report on youth (<i>discontinued</i>) • Providing technical support to improve vulnerable groups statistics (<i>new</i>)	³⁶ Publish statistics on vulnerable groups (<i>reworded to marginalised groups</i>) • ³⁷ Series 5: Report on the elderly (<i>discontinued</i>) • ³⁸ Marginalised groups indicator report (<i>new</i>)	Publish statistics on marginalised groups	Publish statistics on marginalised groups
25.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on gender expanded	Published Series 2: Report on education as scheduled	Compiled report on gender disparities earlier than scheduled	A report on violence against women was not completed	Publish statistics on gender • Series 5: Report on economic empowerment • Providing technical support to improve gender statistics (<i>new</i>)	Publish statistics on gender • Series 6: Report on education	Publish statistics on gender • Series 7: Report	Publish statistics on gender • Series 8: Report

³⁶ Reworded: Vulnerable groups have been renamed to marginalised groups in line with international practices

³⁷ Discontinued: The 'Report on the elderly' is discontinued due to resource constraints

³⁸ New target: Marginalised groups indicator report

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Gender and vulnerable groups statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
24.1	Number of statistical reports on marginalised groups published	2	2	1	1	1	1	1
25.1	Number of statistical reports on gender published	1	1	0	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Gender and vulnerable groups statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
24.1.1	Number of statistical reports on marginalised groups published	Annually	1	Statistical report on marginalised groups indicators published by March 2020				1
25.1.1	Number of statistical reports on gender published	Annually	1	Gender Series 6: Gender and education published by December 2019			1	

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 (MTSF: 2014–2019).

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 (DoJ&CD), 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

			Audited/actual performance			Estimated performance	Medium-term targets		
No.	Strategic objective	Target	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 crime statistics as scheduled Published thematic report on contact crime Compiled report on technical support and advice to stakeholders as scheduled	Published release on Victims of Crime Survey later than scheduled Compiled report as scheduled on technical support provided to stakeholders The report on housebreaking/home robbery was not published	Published annual statistical release on victims of crime as scheduled The thematic report on crime against women was not compiled Compiled report on technical support to crime and safety stakeholders as scheduled	Publish annual crime statistics Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on perceptions of justice and human rights (discontinued)• Including a module on drugs, narcotics and corruption (discontinued)• Providing technical support and advice to stakeholders	Publish annual crime statistics Expand and improve by: <ul style="list-style-type: none">• ³⁹Publishing thematic report on drugs, narcotics and corruption (discontinued)• ⁴⁰Including a module on crime against women (discontinued)	Publish annual crime statistics	Publish annual crime statistics

³⁹ Discontinued: 'Thematic report on drugs, narcotics and corruption' is discontinued due to resource constraints

⁴⁰ Discontinued: The 'Module on crime against women' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Crime and safety statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
26.1	Number of statistical releases on crime statistics published	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Crime and safety statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
26.1.1	Number of statistical releases on crime statistics published	Annually	1	Annual statistical release on crime statistics published by December 2019			1	

ix) Health

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

The 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Compiled report on Demographic and Health Survey as scheduled	The key indicators report on SADHS was not published	The SADHS report was compiled but not published	Publish annual health reports Expand and improve by: <ul style="list-style-type: none">• Publishing a thematic report on non-communicable diseases• Researching alternative data sources on health	Publish annual health reports Expand and improve by: <ul style="list-style-type: none">• Conducting a comparative analysis between various data sources	Publish annual health reports Expand and improve by: <ul style="list-style-type: none">• Developing the SADHS 2021 plan	Publish annual health reports Expand and improve by: <ul style="list-style-type: none">• Publishing the SADHS 2021 plan

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Health statistics								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
27.1	Research on improving health statistics conducted	1	0	0	2	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	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	Research on improving health statistics conducted	Annually	1	Analytical report on various data sources compiled by March 2020				1

x) Education

Policy context: Education is seen as an important instrument in equalising individuals' life chances and preparing next generations to be economically mobile and successful, and is 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 levels of development and with similar levels 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).

Regarding education, we cannot hope to grow and develop without the skills and intellectual capabilities that our universities and technical training colleges produce. The budget already makes an enormous contribution. The sector's budget is the fastest-growing element of expenditure over the medium term, rising from R77 billion this year to R97 billion in 2020/21. This includes the provision of financial assistance to subsidise the education of more than 450 000 students every year and building new schools and refurbishing existing schools, libraries and laboratories at R44 billion. But clearly more needs to be done (MTBPS:2017).

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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	A thematic report on schooling in the Eastern Cape was included in the Education Series: 2 (Report on Education) published in February 2016	Published thematic report on education earlier than scheduled	Compiled thematic report on early childhood development in February 2018	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 (not funded)• Compiling a thematic report on education (new)• Providing technical support and advice to stakeholders	Publish education statistics (annual education statistics are published as part of GHS release) Expand and improve by: <ul style="list-style-type: none">• ⁴¹Publishing a thematic report on education at municipal level (not funded)• ⁴²Education Series 6 report (new)	Publish education statistics (annual education statistics are published as part of GHS release) Expand and improve by: <ul style="list-style-type: none">• Education Series 7 report	Publish education statistics (annual education statistics are published as part of GHS release) Expand and improve by: <ul style="list-style-type: none">• Education Series 8 report

⁴¹ Not funded: Additional funding was not secured in the ENE for *Publishing a thematic report on education at municipal level*

⁴² New target: Education Series 6 report

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Education statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
28.1	Research on expanding education statistics published	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Education statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
28.1.1	Research on expanding education statistics published	Annually	1	Education statistics: Series 6 published by March 2020				1

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.

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 citizens' priorities, and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. Outcomes 9 and 12 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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		Compiled report on scoping exercise as scheduled	Established functional governance unit within the existing structure	Conduct a comprehensive assessment of the existing data sources, data quality and the data gap (not funded)	⁴³ Develop measurement tools and processes (not funded) Publish annual governance statistics	Publish annual governance statistics	Publish annual governance statistics
						Develop a sector strategy and plan for measurement of governance and public sector management			

⁴³ Not funded: Funding was not secured in the ENE for *Developing measurement tools and processes*

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Governance statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
29.1	Governance statistics published	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Education statistics								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
29.1.1	Governance statistics published	Annually	1	Governance statistics published by August 2019		1		

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 provides 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Compiled research report on emerging issues regarding service delivery and financial profile of municipalities as scheduled	Compiled research report on specific aspects of selected municipalities earlier than scheduled	In-depth research on selected municipalities (risks of municipalities) <i>(discontinued)</i>	In-depth research on selected municipalities (impact on survey areas) <i>(discontinued)</i>	⁴⁴ In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources) <i>(discontinued)</i>	In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources)	In-depth research on selected municipalities (risks of municipalities)
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 2 research reports on spatial analysis as scheduled • 4 research reports on government’s socio-economic planning: applications of estimation models/the development of estimates were not compiled as scheduled Growth Accounting Framework (GAF) concept developed	Compiled 4 research reports as scheduled Compiled 2 research reports on spatial analysis as scheduled Reports on socio-economic, demographic and development issues were not compiled Developed a Growth Accounting Framework	Compiled 3 research reports: analysis on emerging socio-economic issues Compiled 2 research reports: spatial analysis Redefined experimental Growth Accounting Framework	Conduct research and analysis on emerging socio-economic issues Conduct research on spatial analysis Refinement of experimental GAF Conduct research on demographic dividend (new)	Conduct research and analysis on emerging socio-economic issues Conduct research on spatial analysis Experimental piloting of GAF ⁴⁵ Conduct research on demographic dividend <i>(discontinued)</i>	Conduct research and analysis on emerging socio-economic issues Conduct research on spatial analysis Implementing candidate GAF version	Conduct research and analysis on emerging socio-economic issues Conduct research on spatial analysis Running adopted GAF version

⁴⁴ Discontinued: 'In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources)' is discontinued due to resource constraints

⁴⁵ Discontinued: 'Conduct research on demographic dividend' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Integrative research and analysis								
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Evaluation and Research)								
31.1	Research on government’s socio-economic planning conducted	0	4	3	3	3	3	3
31.2	Research on spatial analysis conducted	2	2	2	2	2	2	2
31.3	Experimental Growth Accounting Framework piloted	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrative research and analysis								
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Evaluation and Research)								
31.1.1	Research on improving government’s socio-economic planning conducted	Annually	3	Research on the government’s socio-economic planning: development of estimates conducted by March 2020				3
31.2.1	Research on spatial analysis conducted	Annually	2	Research on spatial analysis conducted by March 2020				2
31.3.1	Experimental Growth Accounting Framework piloted	Annually	1	Experimental Growth Accounting Framework piloted by March 2020				1

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Integrative research and analysis									
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	Compiled research report on availability of data sources linked to the poverty and inequality statistics agenda as scheduled	Compiled report on the use of external data sources later than scheduled	Compiled SA Poverty and Inequality report	Publish a report on household expenditure patterns, poverty and inequality using external data sources (discontinued)	⁴⁶ Evaluate and improve the use of external data sources (discontinued)	Evaluate and improve the use of external data sources	Evaluate and improve the use of external data sources

⁴⁶ Discontinued: 'Evaluate and improve the use of external data sources' is discontinued due to resource constraints

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 are 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.

The following tables outline 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	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Data revolution									
Subprogramme: Office of the SG (Programme 1: Administration)									
33.	To revolutionise data systems	Data revolution framework developed and strategy implemented	A concept paper on data revolution was compiled as scheduled	The framework and strategy were not developed	Compiled data revolution research document on the application possibilities in measuring the demographic dividend	Lead and share data revolution initiatives in South Africa	⁴⁷ Lead and share data revolution initiatives in Africa (reviewed)	Lead and share data revolution initiatives in Africa	Lead and share data revolution initiatives in Africa

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Data revolution								
Subprogramme: Office of the SG (Programme 1: Administration)								
33.1	Document on data revolution developed	1	0	0	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Data revolution								
Subprogramme: Office of the SG (Programme 1: Administration)								
33.1.1	Document on data revolution developed	Annually	1	Document on data revolution developed by March 2020				1

⁴⁷ Reviewed: Lead and share data revolution initiatives in Africa changed to conceptualise coordination of data revolution activities



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.

The following diagram summarises the strategic objectives to achieve the strategic outcome *Trusted statistics*:



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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Quality management									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
34.	To institutionalise quality management	A quality management system (QMS) implemented	The concept note was not compiled The report was not compiled	Compiled proposal on a quality management system as scheduled	Outlined practices and procedures for a quality management system in December 2017 The piloting of series assessed through SASQAF was not completed	<ul style="list-style-type: none">• Institutionalise integrated quality management (not funded)• Developing a quality management system (phase 1)	<ul style="list-style-type: none">• ⁴⁸Roll out an integrated quality management system (not funded and move to 2021/22)• ⁴⁹Developing a quality management system phase 2 (new)	<ul style="list-style-type: none">• Pilot the QMS• Review the QMS procedures• Review QMS tools	<ul style="list-style-type: none">• Roll out an integrated quality management system

⁴⁸ Not funded; Funding was not secured in the ENE to Roll out an integrated quality management system

⁴⁹ New target: Developing a quality management system (phase 2)

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Quality management								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
34.1	Quality management system developed	0	1	1	1	1	3	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quality management								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
34.1.1	Quality management system developed	Annually	1	Quality management system developed (phase 2) by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Quality management									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
35.	To institutionalise quality management	Independent evaluations conducted	Compiled evaluation report on domestic tourism as scheduled CS 2016 evaluation was not compiled Compiled report on building evaluation capacity for economic statistics as scheduled	Conducted evaluation earlier than scheduled	<ul style="list-style-type: none">Reviewing evaluation framework (<i>discontinued</i>)Assessing the impact of evaluations conducted (<i>discontinued</i>)	Evaluate adherence to statistical methods, standards and practices Improve by: <ul style="list-style-type: none">Designing PES survey methodology	Evaluate adherence to statistical methods, standards and practices Improve by: <ul style="list-style-type: none">⁵⁰Conducting PES pilot for Census 2021 (<i>moved to 2020/21</i>)⁵¹Conducting PES 2021 tests (<i>new</i>)	Evaluate adherence to statistical methods, standards and practices Improve by: <ul style="list-style-type: none">Conducting PES pilot for Census 2021	Evaluate adherence to statistical methods, standards and practices Improve by: <ul style="list-style-type: none">Conducting PES for Census 2021

⁵⁰ Target moved: PES pilot for Census 2021 moved to 2020/21

⁵¹ New target: Conducting PES 2021 tests

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Quality management								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
35.1	PES for Census 2021 conducted	0	0	0	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quality management								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
35.1.1	PES for Census 2021 conducted	Annually	1	PES tests conducted by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Quality management									
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)									
36.	To institutionalise quality management	Conduct independent survey monitoring and evaluation of surveys	Compiled monitoring and evaluation reports for the GHS, QLFS, CS 2016 and DTS as scheduled Conducted tests on monitoring and evaluation methodologies for CS 2016 and DHS as scheduled	Compiled report on monitoring of CS 2016 as scheduled Compiled report on evaluation of CS 2016 later than scheduled Compiled report on monitoring and evaluation of SADHS as scheduled Compiled 2 CDC reports Compiled conducting verification of out-of-scope cases report as scheduled	Compiled reports on monitoring: QLFS, CDC, GHS, DTS and QES (monitoring and evaluation) as scheduled <i>Monitoring and evaluation of GHS (municipal level) (not funded)</i>	Conduct independent process monitoring and evaluation of surveys and censuses Improve by: Expanding survey quality control and auditing function to Economic Statistics surveys (<i>discontinued</i>) <ul style="list-style-type: none">Pronouncing on the quality of household surveysBuilding relations and collaboration with Economic Statistics (<i>discontinued</i>)Monitoring and evaluation of CPS (<i>discontinued</i>)	Conduct independent process monitoring and evaluation of surveys and censuses Improve by: <ul style="list-style-type: none">⁵²Expanding survey quality control and auditing function to Economic Statistics surveys (<i>not funded</i>)⁵³Pronouncing on the quality of household surveys⁵⁴Strengthening collaboration with Economic Statistics (<i>discontinued</i>)⁵⁵Conducting tests on monitoring and evaluation methodologies for Census 2021 (<i>not funded</i>)	Conduct independent process monitoring and evaluation of surveys and censuses Improve by: <ul style="list-style-type: none">Conducting monitoring and evaluation for Census 2021 tests/pilotFurther refining the Census monitoring and evaluation processes and methodsImproving the digital monitoring and evaluation processes	Conduct independent process monitoring and evaluation of surveys and censuses Improve by: <ul style="list-style-type: none">Reviewing of Monitoring and Evaluation strategiesModernising Monitoring and Evaluation processes for household surveysConducting monitoring and evaluation for the main Census 2021Refining and improving the digital monitoring and evaluation processes

⁵² Not funded: Funding was not secured in the ENE for *Expanding survey quality control and auditing function to Economic Statistics surveys*

⁵³ Pronouncing on the quality of household surveys is included in the M&E reports. A separate document will not be compiled.

⁵⁴ Discontinued: 'Strengthening collaboration with Economic Statistics' is discontinued'. It will move to the coming years following the roll-out of CAPI

⁵⁵ Not funded: Conducting tests on monitoring and evaluation methodologies for Census 2021

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Quality management								
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)								
36.1	Number of survey monitoring and evaluation reports compiled	7	6	5	3	2	3	3

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quality management								
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)								
36.1.1	Number of survey monitoring and evaluation reports compiled	Annually	2	Report on monitoring of the CDC (GHS, DTS and GPSJS)- compiled by September 2019		1		
				Report on evaluation of QLFS compiled by December 2019			1	

1.2.2 Innovate the statistical value chain for better efficiency

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

Objective statement: Innovate the statistical 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 has embarked on a process to improve efficiency of its statistical operations by investing in a programme to modernise production systems and leveraging on opportunities that new technologies offer. This strategic change is enabling the organisation to be more agile in responding 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;
- Rolling out digital data collection to other household surveys;
- Streamlining and optimising logistical, publicity and administrative processes; and
- Improving the management and coordination of fieldwork operations at provincial and district levels.

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

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

Dissemination: 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.

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	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
37.	To innovate the statistical value chain	Innovative methodological practices implemented	Provided 100% methodological support on time Compiled seasonal adjustment methodological notes for the monthly food and beverages and accommodation surveys; and quarterly manufacturing capacity surveys as scheduled Compiled small-area estimates for the QLFS Q4: 2015 and a report on exploring model-based small-area estimation as scheduled	Provided 100% methodological support on time Completed weighting and estimation later than scheduled Implemented small-area estimation (SAE); conducted comparative studies for validating SAE; assessed quality of master sample frame; and designed capacity building programme as scheduled	Provided 100% methodological support to stakeholders Compiled report on methodological procedures in sampling in December 2017 Compiled research report on analytical techniques, pattern analysis for survey areas, statistical applications, surveying, statistical applications as scheduled Researching expansion of economic statistics scope of sampling frame (discontinued)	Provide methodological expertise and support Improve support by: <ul style="list-style-type: none">Researching the design of the new master sample (moved to 2019/20)Conducting comparative studies of SAE (discontinued)Researching methodological practices in economic and social statistics	Provide methodological expertise and support Improve support by: <ul style="list-style-type: none">⁵⁶Researching the design of the new master sample (moved to 2020/21)⁵⁷Researching methodological practices in economic and social statistics (new)	Provide methodological expertise and support Improve support by: <ul style="list-style-type: none">Researching the design of the new master sample (moved from 2019/20)Researching methodological practices in economic and social statistics	Provide methodological expertise and support Improve support by: <ul style="list-style-type: none">Researching the design of the new master sampleResearching methodological practices in economic and social statistics

⁵⁶ Moved: Researching the design of a new master sample will only be done in 2020/21

⁵⁷ New target: Researching methodological practices in economic and social statistics

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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%	90%	100%	90%	90%	90%	90%
37.2	Research methodological practices in economic and social statistics conducted	5	8	5	4	4	4	4

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
37.1.1	Percentage methodological support provided on time	Annually	90%	Methodological support to stakeholders provided by March 2020				90%
37.2.1	Research methodological practices in economic and social statistics conducted	Annually	4	Research reports on methodological practices in economic and social statistics compiled by March 2020				4

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate									
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)									
38.	To innovate the statistical value chain	CS 2016 draft project charter and schedule of activities have been developed	Compiled report on coordination and testing of plans for CS 2016 as scheduled	Data collection for CS 2016 and SADHS were completed later than scheduled	Compiled research report on: dwelling frame, ‘Reach-out’ interview design test and on field operation methodology test as scheduled	Drive CPS and Census 2021 through planning, organising, leading and coordination	Drive CPS and Census 2021 through planning, organising, leading and coordination	Drive Census 2021 through planning, organising, leading and coordination	Drive the Census 2021 data collection and community mobilisation
		14 SuperCross installations and training sessions were done in the provinces	Reports on data collection for CS and DHS were not compiled	The report on collaborating and partnering in design of innovative data collection methodologies for censuses/surveys was not compiled	Review and improve data collection methodologies (not funded)	<ul style="list-style-type: none">Commence with Census 2021 planning (which includes revision methodologies, quality, publicity and advocacy, and conducting various tests)	<ul style="list-style-type: none">⁵⁸Coordinate and test plans for Census 2021 (target reviewed)⁵⁹Conduct mini-test in preparation for Census 2021 (new)	<ul style="list-style-type: none">Finalisation and approval of Census 2021 planningImplementation of logistical services for Census 2021Drive the Census 2021 pilot operations	<ul style="list-style-type: none">Debriefing and field operations report

⁵⁸ Reviewed: Coordinate and test plans for Census 2021 reviewed to 'Compile plans for Census 2021 pilot'

⁵⁹ New target: Conduct mini-test in preparation for Census 2021

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate								
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)								
38.1	Census 2021 documents compiled	1	2	3	5	3	2	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate								
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)								
38.1.1	Census 2021 documents compiled	Annually	3	Census 2021 mini-test conducted by December 2019		1		
				Plans for Census 2021 pilot compiled by March 2020				1
				Report on Census 2021 mini-test conducted by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate									
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)									
39.	To innovate the statistical value chain	CPS data collection implemented	Checked 6 404 household survey questionnaires for quality Trained 506 staff on SAYP, MS, CDC and VOCS A report on assessing data collection systems was not compiled Research on international practice on data collection methodologies was not done A report on developing quality assurance tools was not done	Quality checked 20 710 questionnaires, conducted 6 training sessions Compiled report on collaborating and partnering in design of digital data collection system and 2 reports on maintenance of the master sample as scheduled Implemented quality assurance tool as scheduled	Compiled CAPI report as scheduled Compiled PAPI report in March 2018 • Driving GHS collection at municipal level (not funded) • Commencing with CPS at provincial level (not funded)	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Driving CPS data collection (at provincial level) (partial funding received) • Driving the implementation of the digital data collection system – CAPI transition (GPSJS) • Assessment of digital data collection methodology (QLFS, VOCS and DTS) (discontinued) • Evaluating the quality assurance tool (discontinued)	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • ⁶⁰ Driving CPS data collection at district level (Not funded) • ⁶¹ Evaluating impact of digital data collection (moved to SCME) • Implementing digital data collection – CAPI transition (GHS, DTS & QLFS parallel)	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Evaluating impact of digital data collection – CAPI transition (GHS, DTS & QLFS parallel) • Implementing digital data collection QLFS Testing of multiple modes of data collection (Focusing on hard-to-count areas) • Evaluation of the QA monitoring tool	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance Improve by: • Implementation of multiple mode data collection • Re-engineering and coordination of the Publicity and Advocacy Strategy for household-based surveys • Implementation of e-learning • Evaluating impact of digital data collection QLFS.

⁶⁰ Not funded: Funding was not secured in the ENE for *Driving CPS data collection at district level*

⁶¹ Target moved to SCME

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate								
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)								
39.1	Number of reports on quality assurance conducted				2	1	2	2
39.2	Number of staff training sessions in survey operations	3	3		5	4	5	5
39.3	Report on improving household survey operations	3	3	3	1	1		

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate								
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)								
39.1.1	Number of reports on quality assurance conducted	Annually	1	Reports on quality assurance conducted by March 2020				1
39.2.1	Number of training sessions on household surveys	Annually	4	Training sessions on household surveys conducted by March 2020		1	1	2
39.3.1	Report on improving household survey operations	Annually	1	Digital data collection for DTS, GHS and QLFS (parallel) implemented by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Coordinated data processing of censuses, household-based surveys, civil registration and ad hoc surveys Processed 340 800 questionnaires Compiled reports on strengthening a common data processing platform; pre-testing digital data collection; and enhancing the data processing platform to cater for administrative records as scheduled	Coordinated data processing of household-based surveys, civil registration and ad hoc surveys Processed 739 588 questionnaires Finalised CS dataset later than scheduled Processed 5 623 PSUs Digital data collection for household surveys was not piloted The report on processing Community Survey data using new technology was compiled as scheduled	Processed and edited 265 870 questionnaires (106%) and 479 981 death notification forms (95%) Processed 6 143 PSUs (184%) Compiled report on implementation of phase 1 of digital data collection as scheduled	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys Improve by: <ul style="list-style-type: none">Implementing digital data collection for household surveys (phase 2)Processing additional administrative sources (user paid)	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys Improve by: <ul style="list-style-type: none">Preparation for Census 2021 processingProcessing additional administrative sources (user paid)	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys Improve by: <ul style="list-style-type: none">Preparation for Census 2021Processing additional administrative sources (user paid)	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys Improve by: <ul style="list-style-type: none">Processing Census 2021Processing additional administrative sources (user paid)

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate								
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)								
41.1	Percentage questionnaires for QLFS, SAYP and EPWP processed	340 800	235 987	106% (265 870 questionnaires)	100%	100%	100%	100%
41.2	Number of edited data sets compiled					7	7	7
41.3	Percentage of death notification forms for mortality and causes of death processed	490 397	503 601	95% (479 981 forms)	100%	100%	100%	100%
41.4	Census 2021 processing conducted					1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	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	Percentage questionnaires processed	Annually	100%	Received questionnaires for QLFS and EPWP processed by March 2020				100%
41.2.1	Number of edited data sets compiled	Annually	7	Number of edited data sets compiled as scheduled				7
41.3.1	Percentage death notification forms for mortality and causes of death processed	Annually	100%	Received death notification forms processed by November 2019			100%	
41.4.1	Census 2021 processing conducted	Annually	1	Census 2021 mini-test processing conducted by January 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate									
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)									
42.	To innovate the statistical value chain	Increased access to statistical information	Compiled 16 multidisciplinary publications as scheduled	Compiled 11 publications as scheduled	Compiled 11 Mbalo Brief and 1 Stats in Brief editions as scheduled (100%)	Compile multidisciplinary publications	Compile multidisciplinary publications	Compile multidisciplinary publications	Compile multidisciplinary publications
			Developed 206 electronic datasets for statistical data	Updated 206 series		Develop electronic datasets for statistical data	Develop electronic datasets for statistical data	Develop electronic datasets for statistical data	Develop electronic datasets for statistical data
			Compiled report on data repository	The research on data repository and alternative data delivery channels was not conducted	The proposal on the establishment of a data repository was not compiled	Increase access by: • <i>Implementing a data repository for Stats SA (not funded)</i>	Increase access by: • ⁶² <i>Implementing a data repository (not funded)</i>	Increase access by: • Piloting municipal publication for IDP compilation	Increase access by: • Compiling municipal publication for IDP compilation
			Compiled report on data delivery channels		The implementation of data delivery channels was not done	• Consolidating and implementing data delivery channels	• ⁶³ Evaluating data delivery channels (<i>discontinued</i>)	• Reviewing data warehouse procedures	
			Reviewed curriculum for writing skills				• ⁶⁴ Implementing data warehouse procedures (<i>new</i>)		
							• ⁶⁵ Researching municipal publication for IDP compilation (<i>new</i>)		

⁶² Not funded: Funding was not secured in the ENE for *Implementing a data repository*

⁶³ Discontinued: 'Evaluating data delivery channels' is discontinued due to resource constraints

⁶⁴ New target: Implementing data warehouse procedures

⁶⁵ New target: Researching municipal publication for IDP compilation

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate								
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)								
42.1	Percentage publications compiled	100% (16)	100% (11)	100% (11)	100%	100%	100%	100%
42.2	Report on improving publication services	3	0	0	1	1	1	1
42.3	Research on municipal publication for IDP conducted					1		

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Plan, design, build, collect, process and disseminate								
Subprogramme: Publication Services (Programme 5: Statistical Support and Informatics)								
42.1.1	Percentage publications compiled	Annually	100%	Publications compiled by March 2020 (10 Mbalo Brief and 1 Stats in Brief)				100%
42.2.1	Report on improving publication services	Annually	1	Data warehouse procedures implemented by March 2020				1
42.3.1	Research on municipal publication for IDP conducted	Annually	1	Research on municipal publication for IDP conducted by March 2020				1

Table 1: Strategic plan targets

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate									
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	Recorded 959 929 visitor sessions Recorded 115 209 downloads Compiled report on integrating census data and geography for special needs of users Compiled microdata dissemination framework	Recorded 1 625 473 visitor sessions Recorded 260 456 publication downloads Dissemination was completed as scheduled Integration was not done Access was not improved	Recorded 2 087 007 visitor sessions Recorded 349 820 publication downloads Integrating CS 2016 data and geography for special needs of users (discontinued) Improving access to anonymised microdata (discontinued)	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Assessing data integration (discontinued) • Improving access to a secure data facility for microdata (discontinued) • Compiling a joint statistical publication of BRICS countries (new)	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Developing a dissemination plan for Census 2021 • Evaluating dissemination platforms • ⁶⁶ Developing a Branding Strategy (new)	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Formulating stakeholder consolidation framework	Disseminate statistical products of Stats SA Improve dissemination and increase usage by: • Developing specific stakeholder engagement plans

⁶⁶ New target: Developing a Branding Strategy

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Plan, design, build, collect, process and disseminate								
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)								
43.1	Percentage increase of visitor sessions to the website	955 929	1 625 473	208% (2 087 007)	10%	10%	10%	10%
43.2	Percentage increase of publications downloaded from the website	115 209	260 456	233% (349 820)	10%	10%	10%	10%
43.3	Census 2021 dissemination plan developed					1	1	1
43.4	Census 2021 dissemination platforms evaluated					1	1	1
43.5	Branding strategy developed					1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	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	Percentage increase of visitor sessions to the website	Annually	10%	Visitor sessions to website per annum: (baseline 1 600 000) 10% increase in visitor sessions to the website by March 2020				10%
43.2.1	Percentage increase of publications downloaded from the website	Annually	10%	Publications downloaded from website: (baseline 260 000) 10% increase in publications downloaded from the website by March 2020				10%
43.3.1	Census 2021 dissemination plan developed	Annually	1	Census 2021 dissemination plan developed by March 2020				1
43.4.1	Census 2021 dissemination platforms evaluated	Annually	1	Census 2021 dissemination platforms evaluated by March 2020				1
43.5.1	Branding strategy developed	Annually	1	Branding strategy developed by March 2020				1

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 classifications 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: 7 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	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Developed/ reviewed 8 standards as scheduled Conducted awareness campaigns as scheduled Compiled standards registry as scheduled Compiled report on SABS training programmes as scheduled	Developed/ reviewed 9 standards as scheduled Created awareness about standards for provinces, compiled standards registry and identified priority standards as scheduled	Developed new standards: Planning a new survey, survey design, variable naming, determining customer satisfaction and maintenance of the dwelling frame Reviewed standards: Data dissemination, data imputation and questionnaire development sample maintenance for economic statistics Research was conducted on BEC and SICTA The domain-specific data revision policy was not compiled	Drive development and review of statistical standards Improve by: • Coordinating the development and review of statistical standards in Stats SA and the SANSS (SANSS part not funded)	Drive development and review of statistical standards Improve by: • ⁶⁷ Reviewing and evaluating standards development processes and methodology (reviewed) • ⁶⁸ Supporting SANSS with standards development (not funded) • ⁶⁹ Implementing a standards advocacy programme (new)	Drive development and review of statistical standards Improve by: • Online registration of standards through Central Metadata Repository • Identifying gaps in standards using the standards registry • Supporting SANSS with standards development	Drive development and review of statistical standards Improve by: • Online registration of standards through Central Metadata Repository • Identifying gaps in standards using the standards registry • Supporting SANSS with standards development

⁶⁷ Reviewed: The target reviewing and evaluating standards development processes and methodology changed to reviewing standards development processes

⁶⁸ Not funded: Funding was not secured in the ENE for *Support SANSS with standards development*

⁶⁹ New target: Implementing a standards advocacy programme

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance 2018/19	2019/20	Medium-term targets	
		2015/16	2016/17	2017/18			2020/21	2021/22
Statistical standards development								
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)								
44.1	Number of standards developed	5	6	5	3	1	4	3
44.2	Number of standards reviewed	3	3	4	4	3	9	10
44.3	Standards development processes reviewed					1	1	1
44.4	Standards advocacy projects conducted					1	1	1

Table 3: Quarterly performance plan targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical standards development								
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)								
44.1.1	Number of standards developed	Annually	1	New standard developed on acronyms for Stats SA by March 2020				1
44.2.1	Number of standards reviewed	Annually	3	Number of standards reviewed by March 2020				3
44.3.1	Standards development processes reviewed	Annually	1	Standards Development Life Cycle (SDLC) reviewed by March 2020				1
44.4.1	Standards advocacy projects conducted	Annually	1	Standards advocacy projects conducted by March 2020				1

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.

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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Integrated communications and stakeholder management									
Subprogramme: Corporate Communications (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	Compiled/ developed 365 communication products (<i>Stats Today, Pulse, Stats Bulletin</i> , external newsletters, articles and advocacy products) Compiled reports on media training, investigating new social media platforms for dissemination of statistics, innovative communication products and services to Economic Statistics and rolling out of CS 2016 communication campaign and NBP information sessions The report on investigating new dissemination channels for CS 2016 was not compiled	Compiled 53 editions, 2 reports on perceptions, new communication channels, products developed as scheduled Rolled out CS 2016 communication campaign, new building relocation communication plan as scheduled The knowledge management environment was not established	Compiled 48 editions, quarterly dashboard of media perception, report on media training as scheduled Developed communication training programme as scheduled Communications products for municipalities and schools were not developed New approaches and channels for dissemination of other releases/ products were not developed	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • Building relationships and training of community media • Developing communication products for municipalities and schools (<i>discontinued</i>) • Providing communication support to SANSS • Enhancing employee engagement between management and staff	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • ⁷⁰ Assessing media relationships (<i>discontinued</i>) • Measuring and evaluating effectiveness of communication products and services • ⁷¹ Compiling Census 2021 communication plan (<i>new</i>)	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • Implementing integrated communication and marketing strategy • Implementing Census 2021 communication plan (phase 1)	Position and enhance the public image and credibility of the organisation Improve internal and external communication by: • Implementing Census 2021 communication plan (phase 2)

⁷⁰ Discontinued: 'Assessing media relationships' is covered under 'Measuring and evaluating effectiveness of communication products and services'

⁷¹ New target: Compiling Census 2021 communication plan

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Integrated communications and stakeholder management								
Subprogramme: Corporate Communications (Programme 6: Statistical Collection and Outreach)								
45.1	Percentage internal communication products compiled	365 products	100%	100%	100%	100%	100%	100%
45.2	Dashboard of media perception compiled	4	4	4	4	4	4	4
45.3	Communication products and services evaluated	4	5	2	5	1	1	1
45.4	Census 2021 preparations implemented					3	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Integrated communications and stakeholder management								
Subprogramme: Corporate Communications (Programme 6: Statistical Collection and Outreach)								
45.1.1	Percentage internal communication products compiled	Annually	100%	Pulse editions compiled by March 2020 (48 per annum)				100%
45.2.1	Dashboard of media perception compiled	Quarterly	4	Dashboard of media perception compiled	1	1	1	1
45.3.1	Communication products and services evaluated	Annually	1	Communication products and services evaluated by March 2020				1
45.4.1	Census 2021 preparations implemented	Annually	3	Census 2021 communication plan compiled by March 2020				1
				Census 2021 communication and community mobilisation tools tested by December 2019			1	
				Report on communication approaches compiled by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Provided stakeholder management support services through the CRM system and compiled stakeholder satisfaction report The report on the administration of the CRM system was not done The integrated stakeholder management framework in line with Batho Pele principles was drafted A draft document on segmentation of stakeholders and developing engagement strategies for the various sectors was compiled	Compiled report later than scheduled Monitoring usage of CRM system and institutionalising integrated stakeholder management were not done	Handled 96,5% of simple queries within 15 minutes, 96,8% of normal queries within 24 hours, and 93,5% of complex queries within 5 days Compiled user satisfaction report in March 2018 The CRM system was not assessed	Provide stakeholder management support services Improve by: • Implementing improvements to CRM system (<i>discontinued</i>)	Provide stakeholder management support services Improve by: • Developing a stakeholder management and marketing plan for Census 2021	Provide stakeholder management support services Improve by: • Rolling out the organisational communication and marketing plan • Launching and monitoring Stats SA website	Provide stakeholder management support services Improve by: • Reviewing the implementation of ICMS • Reviewing and monitoring the Stats SA website

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Integrated communications and stakeholder management								
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)								
46.1	Percentage telephonic queries handled within 15 minutes	96,5%	96%	96,0%	95%	95%	95%	95%
46.2	Percentage email queries handled within 24 hours	98,3%	97%	96,8%	90%	90%	90%	90%
46.3	Percentage queries handled within 5 days	95,2%	98%	93,5%	90%	90%	90%	90%
46.4	User Satisfaction Survey (USS) conducted	1	1	1	1	1	1	1
46.5	Percentage of user training sessions conducted				100%	100%	100%	100%
46.6	Stakeholder management and marketing plan for Census 2021 developed					1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	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 telephonic queries handled within 15 minutes	Quarterly	95%	Simple queries handled within 15 minutes	95%	95%	95%	95%
46.2.1	Percentage email queries handled within 24 hours	Quarterly	90%	Normal queries handled within 24 hours	90%	90%	90%	90%
46.3.1	Percentage queries handled within 5 days	Quarterly	90%	Complex queries handled within 5 days	90%	90%	90%	90%
46.4.1	User Satisfaction Survey (USS) conducted	Annually	1	User satisfaction survey report compiled by March 2020				1
46.5.1	Percentage of user training sessions conducted	Quarterly	100%	User training sessions conducted by March 2020	100%	100%	100%	100%
46.6.1	Stakeholder management and marketing plan for Census 2021 developed	Annually	1	Stakeholder management and marketing plan for Census 2021 developed by March 2020				1

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 Statistical Quality Assessment Framework (SASQAF)

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	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Designate statistics as official									
Subprogramme: SANSS (Programme 1: Administration)									
47.	Designate statistics as official	10 statistical series certified as official	Compiled quality SASQAF assessment for the GHS Developed practice guidelines and protocols for assessment Developed a handbook for independent assessments Developed a SASQAF roll-out strategy and plan for South Africa Developed a SASQAF for administrative records	Produced 1 quality statement as scheduled Published guidelines and handbook as scheduled Compiled report on implementing a SASQAF roll-out strategy and plan as scheduled	2 SASQAF quality statements were not compiled Reviewed SASQAF as scheduled	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: <ul style="list-style-type: none">• Reviewing SASQAF for administrative records (moved to 2021/22)• Developing specification for modernising the assessment process	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: <ul style="list-style-type: none">• Reviewing SASQAF• ⁷²Developing SASQAF for spatial data (moved to 2021/22)• Testing automated assessment system	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: <ul style="list-style-type: none">• Reviewing SASQAF for administrative data	Assessment and certification of statistics in the SANSS Enhance trust in statistics by: <ul style="list-style-type: none">• Reviewing SASQAF for surveys/census

⁷² Moved:: 'Developing SASQAF for spatial data' moved to 2021/22

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Designate statistics as official								
Subprogramme: SANSS (Programme 1: Administration)								
47.1	SASQAF quality statements produced	3	2	0	2	2	2	2
47.2	SASQAF reviewed		4	1	1	1	1	1
47.3	Automated assessment system tested					1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Designate statistics as official								
Subprogramme: SANSS (Programme 1: Administration)								
47.1.1	SASQAF quality statements produced	Annually	2	Quality statements produced by March 2020				2
47.2.1	SASQAF reviewed	Annually	1	SASQAF reviewed by March 2020				1
47.3.1	Automated assessment system tested	Annually	1	Automated assessment system tested by March 2020				1



1.3 Strategic Outcome 3: Partners in statistics

Coordination in statistical development and strengthening partnerships in statistical systems cannot be overemphasised. The United Nations 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.

The following diagram summarises the strategic objectives to achieve the strategic outcome *Partners in statistics*:



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: An annual sampling frame for Economic Statistics based on the business register. An annual sampling frame for Social and Population Statistics based on the geospatial 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

South Africa is an urbanising country; over 70 per cent of households will live in urban areas by 2030. Government is on course to position cities and towns as the engines of future economic growth. To do so, it has embarked on a programme to radically transform the spatial footprint of our urban areas and rid ourselves of the distorted, inefficient and highly unequal spatial legacy of apartheid, as clearly set out in the NDP. Recently, Cabinet approved the Integrated Urban Development Framework (IUDF) that will guide our response to urbanisation, across all its dimensions. Already, the Cities Support Programme (CSP) is under implementation in metropolitan municipalities, and will be scaled up from 2018 (MTBPS: 2017).

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

The geospatial information frame is provided through a technological infrastructure underpinned by geographic knowledge across the statistical value chain, and it comprises geographic information systems (GISs), geographic frames, geographic methods and standards, geographic support and geographic analysis. The geospatial information frame is the base for the sampling frame for household-based 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 SBR, it is also a rich source of information that could be used to generate business register-based statistics.

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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 (metros, cities, and regional service centres)	Provided an updated spatial frame through the creation of points in 8 metros and 22 RSCs and all municipalities containing towns and settlements; demarcated 12 072 EAs in Limpopo Published a dwelling frame at metro level, compiled report on continuous demarcation methodology, prepared spatial information frame for CS 2016 The geospatial research report was not compiled The development of research and development applications was not done	Quality assured and updated 64 municipalities, demarcated 2 provinces (Free State and Northern Cape), published dwelling frame at metro, city and regional service centre levels as scheduled The paper on geospatial research was not compiled The collaborative SIF maintenance and geostatistical analytics platforms were not established	Demarcated 4 provinces (Gauteng, Mpumalanga, North West and Western Cape) as scheduled Migrated master sample to the SIF as scheduled Compiling geo-spatial research reports to inform the NDP (reviewed)	Provide an updated spatial information frame for the collection of household statistics Improve the SIF (GIF) by: <ul style="list-style-type: none">• Publishing a complete dwelling frame at metro, city and regional service centre levels• Validating and verifying complete enumeration area (EA) frame with provinces (6 provinces) (reviewed)• Updating and maintaining the EA/PN layer (1 province)	Provide an updated spatial information frame for the collection of household statistics Improve the GIF by: <ul style="list-style-type: none">• Publishing a complete dwelling frame at metro, city, regional service centre, local and niche town and clustered and dispersed settlement levels• ⁷³Preparing and publishing updated EA layer for Census 2021 (reviewed)• ⁷⁴Preparing sampling frame for household surveys (new)	Provide an updated geospatial information frame for the collection of household statistics Improve the GIF by: <ul style="list-style-type: none">• Publishing a complete dwelling frame• Preparing updated EA and placenames layers for Census 2021 pilot• Updating and maintaining web portal	Provide an updated geospatial information frame for the collection of household statistics Improve the GIF by: <ul style="list-style-type: none">• Publishing a complete dwelling frame• Publishing updated EA and placenames layers for Census 2021• Updating and maintaining web portal

⁷³ Target reviewed: Target changed from 'Preparing and publishing updated EA layer for Census 2021' to 'Preparing EA and place name layers for Census 2021 mini-test'

⁷⁴ New target: Preparing sampling frame for household surveys

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Geospatial frame								
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)								
48.1	Dwelling frame at metro, city and regional service centre levels published	3	2	1	1	1	1	1
48.2	Number of provinces demarcated (EAs layers)	1	2	4	1	1	9	9
48.3	EA and PN layers for Census 2021 prepared	1				3	1	1
48.4	Sampling frames for household surveys prepared					10	10	10

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	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	Dwelling frame at metro, city and regional service centre levels published	Annually	1	Dwelling frame at metro, city and regional service centre levels published by March 2020				1
48.2.1	Number of provinces demarcated (EAs layers)	Annually	1	Provinces demarcated by March 2020				1
48.3.1	EA and PN layers for Census 2021 prepared	Annually	3	EA layer for Census 2021 mini-test prepared by June 2019	1			
				PN layer for Census 2021 mini-test prepared by June 2019	1			
				GIF update on selected EAs for Census 2021 mini-test by July 2019		1		
48.4.1	Sampling frames for household surveys prepared	Quarterly	10	Sampling frames for household surveys prepared as scheduled	3	3	2	2

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Provided an updated sampling frame for the collection of economic statistics by completing 96% of large business surveys; compiling reports on quality indicators; and providing quarterly snapshots and frames as scheduled	Compiled sampling frames, 4 reports on performance and quality indicators for the business register, business rules, quality management framework and 2 reports on register-based statistics as scheduled	Compiled preliminary financial sampling frame, final financial sampling frame, reports on business register statistics as scheduled	Provide an updated sampling frame for the collection of economic statistics	Provide an updated sampling frame for the collection of economic statistics	Provide an updated sampling frame for the collection of economic statistics	Provide an updated sampling frame for the collection of economic statistics
			Compiled reports on a review of the business register; a business case statistical unit model; and an analysis of business rules as scheduled	Completed 99% of large business surveys	Commenced with implementation of the units model as scheduled	Improve the business register by: Implementing new business rules (discontinued) • Conducting quality assessment of a sample of SARS SIC7 classified unit (not funded)	Improve the business register by: • ⁷⁵ Evaluating the impact of new business rules (discontinued) • ⁷⁶ Conducting quality assessment of a sample of SARS SIC7 classified unit (not funded)	Improve the statistical business register by: • Identify possible sources to be evaluated as secondary maintenance source for SBR	Improve the statistical business register by: • Engage with possible data source owner/s for secondary source for maintenance of the SBR
				Developed business case for unit model as scheduled	Finalised revised business rules as scheduled	Further implementation of reviewed BSF quality management framework (discontinued) • Further implementation of unit model	• Full implementation of the units model		
				Compiled research report on improving the functionality of the BSF as scheduled	Commenced with implementation of the reviewed BSF quality management framework as scheduled				

⁷⁵ Discontinued: 'Evaluating the impact of new business rules' is discontinued due to dependency on a fully functional Integrated Business Register (IBR), which is the responsibility of SARS

⁷⁶ Not funded: Funding was not secured in the ENE for *Conducting quality assessment of a sample of SARS SIC7 classified unit*

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Business register								
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)								
50.1	Number of financial sampling frames compiled	6	2	2	2	2	2	2
50.2	Strategic initiatives to improve business register implemented	5	6	3	1	1	3	3

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Business register								
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)								
50.1.1	Number of financial sampling frames compiled	Annually	2	Preliminary financial sampling frame compiled by November 2019			1	
				Final financial sampling frame compiled by March 2020			1	
50.2.1	Strategic initiatives to improve business register implemented	Annually	1	Units model fully implemented by March 2020				1

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Economic and social statistics subsystems									
Subprogramme: SANSS (Programme 1: Administration)									
51.	Lead the coordination of the statistical system in South Africa	National Strategy for Development of Statistics (NSDS) implemented	Compiled report on economic and social statistics subsystems as scheduled An NSDS was not developed due to legislative reform Developed clearance protocol as scheduled Applied SASQAF Lite to SAPS crime statistics	The NSDS was not developed Implemented protocol for SAPS Applied SASQAF Lite in the SAPS and the Department of Science and Technology The economic and social subsystems strategy and plan were not developed	The NSDS was not developed Applied clearance protocols for Department of Science and Technology and the SAPS as scheduled Applied SASQAF Lite to surveys for Department of Science and Technology and the SAPS as scheduled Compiled consolidated report on social and economic subsystems activities as scheduled Implementing economic and social subsystem strategies (moved to 2019/20)	Coordinate the production of statistics in the economic and social statistics subsystems Improve coordination by: • Implementing the NSDS • Applying the 'clearance' protocol • Applying SASQAF Lite to relevant data • Developing specifications for a web-based SASQAF Lite • Developing social and economic sub-systems strategies and plans (moved from 2016/17 to 2020//21)	Coordinate the production of statistics in the economic and social statistics subsystems Improve coordination by: • ⁷⁷ Implementing the NSDS (discontinued) • Applying the 'clearance' protocol • Applying SASQAF Lite to relevant data • ⁷⁸ Revising and updating the economic subsystem strategy (moved to 2021/22) • ⁷⁹ Revising and updating the social subsystem strategy (moved to 2021/22) • ⁸⁰ Formalising partnership and coordination through MoUs/SLAs (new)	Coordinate the production of statistics in the economic and social statistics subsystems Improve coordination by: • Developing the NSDS • Formalising partnership and coordination through MoUs/SLAs • Developing social and economic sub-systems strategies and plans (moved from 2016/17)	Coordinate the production of statistics in the economic and social statistics subsystems Improve coordination by: • Implementing the NSDS • Formalising partnership and coordination through MoUs/SLAs • Revising and updating the economic and social statistics subsystem strategies

⁷⁷ Discontinued: Implementing the NSDS is discontinued. The development and implementation of the NSDS will commence after the amended legislation is passed

⁷⁸ Moved: 'Revising and updating the economic subsystem strategy' is moved to 2021/22

⁷⁹ Moved: 'Revising and updating the social subsystem strategy' is moved to 2021/22

⁸⁰ New target: Formalising partnership and coordination through MoUs/SLAs

Table 2: Annual performance plan targets: 2019/2020

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Economic and social statistics subsystems								
Subprogramme: SANSS (Programme 1: Administration)								
51.1	Coordination of economic and social statistics subsystems improved	3	2	4	3	4	4	4

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Economic and social statistics subsystems								
Subprogramme: SANSS (Programme 1: Administration)								
51.1.1	Coordination of economic and social statistics subsystems improved	Annually	4	Clearance protocol applied by March 2020				1
				SASQAF Lite on relevant data applied by March 2020				1
				Partnerships with stakeholders formalised (MoUs/SLAs by March 2020)				2

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Information management in the SANSS									
Subprogramme: SANSS (Programme 1: Administration)									
52.	Lead the coordination of the statistical system in South Africa	National Statistics System information sharing expanded	Compiled reports on information management in the SANSS as scheduled Developed a blueprint for SANSS as scheduled Compiled reports on expanding the use of the e-data transfer tool amongst SANSS members Compiled report on the use of a dissemination tool amongst SANSS members	Signed agreements with SAPS and the DST Developed data repository as scheduled Compiled reports on expanding the use of the e-transfer tool and expanding the use of the dissemination tool as scheduled	Agreements on data sharing were not signed (by both parties) Piloted data repository as scheduled Expanded the use of the e-data transfer tool as scheduled Expanded the use of dissemination tools amongst SANSS partners as scheduled	Facilitate information sharing amongst SANSS partners Improve information sharing by: • Implementing the data repository (moved to 2021/22) • Expanding the use of e-data transfer tool amongst SANSS members • Expanding the use of dissemination tool amongst SANSS members • Developing system specifications for SASQAF (new)	Facilitate information sharing amongst SANSS partners Improve information sharing by: • ⁸¹ Maintaining and improving the data repository (moved to 2021/22) • ⁸² Expanding the use of e-data transfer tool amongst SANSS members (discontinued) • ⁸³ Expanding the use of dissemination tool amongst SANSS members (reviewed) • ⁸⁴ Developing strategy and protocol for data sharing (new) • ⁸⁵ System specifications for SASQAF online Assessment (new)	Facilitate information sharing amongst SANSS partners Improve information sharing by: • Piloting strategy and protocol for data sharing • Implementing dissemination tool for SANSS • Reviewing of revised SASQAF systems specifications • Facilitating data sharing through implementation of e-data transfer solution	Facilitate information sharing amongst SANSS partners Improve information sharing by: • Maintaining and improving the data repository • Implementing strategy and protocol for data sharing • Facilitating the use of dissemination tool for SANSS • Specifications for derived SASQAF online assessment • Facilitating data sharing through implementation of e-data transfer solution

⁸¹ Moved: 'Maintaining and improving the data repository' moved to 2021/22

⁸² Discontinued: 'Expanding the use of e-data transfer tool amongst SANSS members' is discontinued

⁸³ Reviewed: 'Expanding the use of dissemination tool amongst SANSS members' reviewed to 'Implementing the dissemination tool'

⁸⁴ New target: Developing strategy and protocol for data sharing

⁸⁵ New target: System specifications for SASQAF online assessment

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Information management in the SANSS								
Subprogramme: SANSS (Programme 1: Administration)								
52.1	Protocol on data sharing piloted	1	1	0	1	1	1	1
52.2	SASQAF specifications for online assessment developed					1	1	1
52.3	Information management in the SANSS improved	2	3	3	3	1	2	2

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Information management in the SANSS								
Subprogramme: SANSS (Programme 1: Administration)								
52.1.1	Protocol on data sharing piloted	Annually	1	Protocol on data sharing piloted by March 2020				1
52.2.1	SASQAF specifications for online assessment developed	Annually	1	SASQAF specifications for online assessment developed by March 2020				1
52.3.1	Information management in the SANSS improved	Annually	1	Dissemination platform on SDGs for NSS data implemented by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical reporting									
Subprogramme: SANSS (Programme 1: Administration)									
53.	Lead the coordination of the statistical system in South Africa	Statistical reporting protocols implemented	Compiled MDG country report and 8 MDG goal reports as scheduled Developed protocols for the development, compliance and reporting of indicators	Compiled report on SDG indicators as scheduled	Compiled report on SDG indicators in September 2017 Implemented protocols for the development, compliance and reporting of indicators through the SDG reporting process	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 indicatorsUpdating and refining Integrated Indicator Framework (new)	Facilitate production of statistics according to national, regional and international requirements Improve by: <ul style="list-style-type: none">⁸⁶Implementing and maintaining protocols for the development, compliance and reporting of indicators (discontinued)Updating and refining Integrated Indicator Framework	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	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

⁸⁶ Discontinued: 'Implementing and maintaining protocols for the development, compliance and reporting of indicators' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance		Medium-term targets	
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical reporting								
Subprogramme: SANSS (Programme 1: Administration)								
53.1	Statistical information for national and international reporting obligations coordinated	10	1	2	3	2	2	3

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical reporting								
Subprogramme: SANSS (Programme 1: Administration)								
53.1.1	Statistical information for national and international reporting obligations coordinated	Annually	2	SDG country report compiled by December 2019		1		
				Integrated Indicator Framework updated by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical support and advice									
Subprogramme: SANSS (Programme 1: Administration)									
54.	Lead the coordination of the statistical system in South Africa	Automated assessment system implemented	Compiled 2 reports on statistical support provided Compiled 1 report on diagnostic assessment conducted Developed handbook on diagnostic assessments as scheduled	Compiled 6 reports as scheduled for the departments of Environmental Affairs, Justice and Constitutional Development and Energy, the RTMC, the Mpumalanga Department of Economic Development and the Civilian Secretariat for Police Compiled 3 diagnostic assessment reports as scheduled for the departments of Energy and Justice and Constitutional Development Published a handbook on diagnostic assessments	Provided technical support to 8 organs of state as scheduled Compiled 2 diagnostic assessment reports as scheduled Developed specifications for readiness assessment process as scheduled	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 (moved to 2021/2022)	Provide technical support and conduct diagnostic assessments of data within the SANSS Improve technical support to SANSS partners by: • ⁸⁷ Implementing automated assessment system (moved to 2021/2022)	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	Provide technical support and conduct diagnostic assessments of data within the SANSS Improve technical support to SANSS partners by: • Implementing automated assessment system
Statistical coordination									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
55.	This target is under provinces								

⁸⁷Moved: 'Implementing an automated assessment system' is moved to 2021/22 due to reprioritisation

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical support and advice								
Subprogramme: SANSS (Programme 1: Administration)								
54.1	Technical support in statistical production provided to organs of state	2	6	8	4	2	4	2

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical support and advice								
Subprogramme: SANSS (Programme 1: Administration)								
54.1.1	Technical support in statistical production provided to organs of state	Annually	2	Technical support in statistical production provided to organs of state by March 2020				2

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 forums
Justification:	This objective will contribute to Stats SA's implementation of internationally recognised statistical systems, standards and practices
Links:	This objective links to the international statistics agenda, the Sustainable Development Goals Agenda, and the African Integration Agenda 2063

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

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

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.

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	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 3 reports on participation in international programmes as scheduled The framework for hosting international events and engagements was not developed	Compiled report on participation in international programmes as scheduled Compiled international statistical best practice benchmarking framework later than scheduled Developed guidelines for bilateral and multilateral collaboration later than scheduled Compiled report on implementation of international framework as scheduled	Compiled report on Stats SA's participation in international programmes as scheduled Developed international programme's communication strategy as scheduled Compiled report on implementation of guidelines for bilateral and multilateral relations as scheduled Compiled report on implementation of the international statistics best practice framework as scheduled	Coordinate international collaboration and partnerships Improve by: <ul style="list-style-type: none">• Implementing international programme's communication strategy• Implementing international collaboration frameworks and guidelines	Coordinate international collaboration and partnerships Improve by: <ul style="list-style-type: none">• ⁸⁸Reviewing framework for hosting international events (reviewed)• ⁸⁹Reviewing international engagements framework (reviewed)	Coordinate international collaboration and partnerships Improve by: <ul style="list-style-type: none">• Implementing framework for international engagement framework• Reviewing guidelines for bilateral and multilateral relations• Reviewing international statistical best practice benchmarking framework• Reviewing international programme's communication strategy• Reviewing peer support framework	Coordinate international collaboration and partnerships Improve by: <ul style="list-style-type: none">• Developing International Statistical Development division policies and standards• Develop publication policies and guidelines• Implementing communication strategy• Implementing framework for international engagement framework

⁸⁸ Reviewed: Reviewing Stats SA framework for hosting international events⁸⁹ Reviewed: Reviewing international engagements framework for Stats SA

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
International collaboration and partnerships								
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)								
56.1	International programmes participated in	3	1	1	1	2	2	1
56.2	International collaboration improved	0	3	3	3	2	4	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
International collaboration and partnerships								
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)								
56.1.1	International programmes participated in	Annually	2	International programmes (UN, AUC and UNECA) participated in by March 2020		1		1
56.2.1	International collaboration improved	Annually	2	Stats SA framework for hosting international events reviewed by September 2019		1		
				Stats SA framework for International engagements reviewed by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical development in Africa and the world									
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)									
57.	Strengthen international collaboration and partnerships and lead statistical development in Africa	African statistical programme initiatives supported and implemented	Compiled reports on Stats SA's participation in the African statistical system and technical support to SHaSA The creation of a repository on lessons learnt has commenced. A concept note and budget were compiled A conceptual framework for African Centres of Operational Excellence and the 2020 PRHC were not achieved	Plans for the 12 th Africa Symposium on Statistical Development (ASSD) were not compiled Compiled report establishing African Centres of Operational Excellence later than scheduled Compiled an African Peer Support Framework as scheduled Compiled report on supporting the evaluation of the APAI-CRVS programme as scheduled	Compiled reports on Stats SA's participation in the African statistical programme and the implementation of the African Peer Support framework as scheduled The report on the 13 th ASSD was not compiled The framework for monitoring and evaluating the impact of African Centres of Excellence was not compiled	Lead statistical development efforts in Africa Improve by: • Implementing a framework for monitoring and evaluating the impact of African Centres of Operational Excellence (<i>discontinued</i>) • Implementing the African Peer Support Framework (<i>new</i>)	Lead statistical development efforts in Africa Improve by: • ⁹⁰ Driving a process to evaluate Africa's adherence to the 2020 Round of Population and Housing Censuses principles and recommendations (<i>discontinued</i>) • Coordinating the 14th Annual Symposia on Statistical Development • ⁹¹ Supporting the implementation of the African statistical development programmes (<i>new</i>)	Lead statistical development efforts in Africa Improve by: • Reviewing a peer support framework • Coordinating the 16th Africa Symposium on Statistical Development • Supporting the implementation of the African statistical development programmes	Lead statistical development efforts in Africa Improve by: • Coordinating the 17th Annual Symposia on Statistical Development • Supporting the implementation of the African statistical development programmes • Evaluating the impact of centres of excellence in Africa

⁹⁰ Discontinued: 'Driving a process to evaluate Africa's adherence to the 2020 Round of Population and Housing Censuses principles and recommendations' is discontinued due to resource constraints

⁹¹ New target: Supporting the implementation of the African statistical development programmes

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical development in Africa and the world								
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)								
57.1	Participation in the African statistical programme	2	0	1	1	2	3	4
57.2	African peer support provided	1	3	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Statistical development in Africa and the world								
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)								
57.1.1	Participation in the African statistical programme	Annually	2	Report on Stats SA's participation in the African statistical programme (14 th ASSD) compiled by March 2020				1
				African statistical development programmes supported by March 2020				1
57.2.1	African peer support provided	Annually	1	African peer support provided by March 2020				1



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 pressure 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.

Since the introduction of expenditure ceilings and the implementation of specific cost containment measures in 2013, spending on consultants, travel, accommodation, catering, advertising and conferences has declined by R2 billion. The OCPO has strengthened the initiatives to modernise public procurement through the use of technology to automate procurement processes to simplify and reduce the costs of doing business with government, generate savings through centrally arranged contracts, and implementation of a differentiated procurement approach through strategic procurement initiatives (MTBPS:2018).

The fight against fraud, corruption and abuse of the supply chain management system is being extended to cover both public and private sector corruption. Most importantly, note must be taken that payment of legitimate invoices to suppliers within the prescribed 30 days is critical for SMEs. Failure to do so is devastating for small businesses, and is financial misconduct in terms of the PFMA and MFMA. Therefore, accounting officers and accounting authorities who fail to do so should be charged with financial misconduct (MTBPS:2018).

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*:



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

Official statistics in South Africa have 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Legislative reform									
Subprogramme: SANSS (Programme 1: Administration)									
58.	Drive legislative reform of the statistical production and coordination environment	New statistics legislation introduced	Compiled report on consultations with stakeholders on the legislative review of the Statistics Act The review of the policy document was not done	Consultation with international statistical agencies is in progress for a draft Amendment Bill Work has not yet commenced on regulations to roll out the Statistics Act Work has not yet commenced on the strategy to roll out new legislation	Amendments to statistics legislation were not finalised	Compile progress report on implementation of amendments (moved to 2019/20) Finalise draft Bill for submission to Parliament (moved from 2016/17)	⁹² Assess compliance to statistics legislation (moved to 2022/23) ⁹³ Compiling progress report on implementation of amendments (reviewed and moved from 2018/19)	Monitor compliance Implementation of amendments	Monitor compliance Implementation of amendments

⁹² Moved: 'Assess compliance to statistics legislation' is moved to 2022/23⁹³ Reviewed: Progress report on parliamentary process for amendment to the Statistics Act

Table 2: Annual performance plan targets 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Legislative reform								
Subprogramme: SANSS (Programme 1: Administration)								
58.1	Progress report on parliamentary process for Statistics Act amendments compiled	1	0	0	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Legislative reform								
Subprogramme: SANSS (Programme 1: Administration)								
58.1.1	Progress report on parliamentary process for Stats Act amendments compiled	Annually	1	Progress report on parliamentary process for Stats Act amendments compiled by March 2020				1

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.

One of the key measures in stimulating the country economy is on public spending. This is intended to restore good governance and fighting corruption. If money is managed well a lot can be achieved; we can do more with it. We can spend our money better. Too much money goes missing. We must restore good governance and fight corruption in all of its forms. Money that leaks out of the system is no longer available to support our efforts to reduce poverty and lighten the burden of the poor. The National Treasury will work closely with the Department of Cooperative Governance and Traditional Affairs to deal with financial misconduct in all spheres of government. We are developing measures to improve transparency and governance processes. Key is the employment of qualified, competent and incorruptible officials. We need to restore a culture of compliance with the PFMA and MFMA in all organs of state (MTBPS:2018).

It is necessary for us as a country to face up to the events of the recent past, and learn from them. We are taking the following steps to strengthen financial management. Firstly; National Treasury will work with the Office of the Auditor-General to reduce fruitless and wasteful, irregular and unauthorised expenditure. Law enforcement agencies will act against those implicated in wrongdoing. Secondly; at local government level, we are deploying skilled professionals to boost revenue collection and attain our developmental objectives. Many of these are retirees that have heard the President's Thuma Mina call. Finally; there will be financial recovery plans for non-performing departments (MTBPS:2018).

Strategy and planning: A new strategic plan will be developed during the 2019/20 financial year in line with state priorities. The operations strategy will be aligned to the new strategic plan. The Strategic Plan will be implemented through the annual performance plan and service delivery improvement plan. Progress will be monitored and reported on in the quarterly and annual reports.

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 that 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

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Strategic planning, reporting and monitoring									
Subprogramme: Strategy (Programme 1: Administration)									
59.	Enhance corporate governance and administration	Strategic plan 2015/16–2019/20 implemented	Published 11 strategic planning and reporting documents as scheduled, including the work programme, SDIP, quarterly reports and the annual report Compiled report on communicating new strategic direction to staff	Compiled SDIP annual report; tabled annual report and work programme in Parliament as scheduled Developed evaluation framework as scheduled Compiled report on driving and monitoring the Strategy-in-Action programme as scheduled	Compiled SDIP annual report as scheduled Tabled 2016/17 annual report and work programme in Parliament as scheduled Submitted organisational preliminary quarterly reports as scheduled Facilitated strategic conversations within the organisation as scheduled Conducted mid-term strategic review to assess organisational performance as scheduled	Publish strategic planning and reporting documents Enhance strategic management by: • Investing in technology to enhance strategic management processes (discontinued)	Publish strategic planning and reporting documents Enhance strategic management by: • Commencing with developing the new strategic direction for 2020–2025 • ⁹⁴ Compiling end-of-term performance report (moved to 2020/21) • ⁹⁵ Compiling a concept note on service delivery improvement (new)	Publish strategic planning and reporting documents Enhance strategic management by: • Compiling end-of-term performance report (moved from 2019/20) • Developing SDI framework for Stats SA	Publish strategic planning and reporting documents Enhance strategic management by: • Implementing SDI framework

⁹⁴ Moved: 'Compiling the End-of-term report' is dependent on the audited annual report of 2019/20 and is therefore moved to 2020/21

⁹⁵ New: Compiling a concept note on service delivery improvement

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Strategic planning, reporting and monitoring								
Subprogramme: Strategy (Programme 1: Administration)								
59.1	Strategic planning documents compiled	3	1	2	3	1	1	1
59.2	Organisational reports submitted	6	6	6	6	6	6	6
59.3	Strategic management improved	1	2	2	0	2	4	2

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic planning, reporting and monitoring								
Subprogramme: Strategy (Programme 1: Administration)								
59.1.1	Strategic planning documents compiled	Annually	1	Work programme 2020/21 tabled in Parliament by March 2020				1
59.2.1	Strategic reporting documents compiled	Quarterly	4	Organisational quarterly reports (preliminary) submitted 30 days after the end of the quarter	1	1	1	1
		Annually	1	Annual report 2018/19 tabled in Parliament by September 2019		1		
		Annually	1	Annual report on SDIP compiled by September 2019		1		
59.3.1	Strategic management improved	Annually	2	Strategic direction for 2020–2025 tabled in Parliament by March 2020				1
				Concept note on service delivery improvement compiled by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Programme and project management									
Subprogramme: Programme Office (Programme 1: Administration)									
60.	Enhance corporate governance and administration	Programme and project management capability enhanced	Built programme and project management capability, provided monthly integrated management information, and supported priority projects as scheduled Compiled report on enhancing management information repository as scheduled Provided project management support to 10 projects, including CS 2016	Compiled monthly reports as scheduled Empowered 8 clusters as scheduled Enhanced repository as scheduled Provided support to 7 projects	Compiled monthly integrated management information reports Empowered and supported 8 clusters in operational planning and reporting as scheduled Supported 5 Stats SA priority projects Enhanced management information repository as scheduled	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Consolidating management information repository (functionality)	Build programme and project management capability and provide integrated management information Improve programme and project management by: • Investigating additional management information and functionality required • Providing project management support to Census 2021	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 Census 2021	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 Census 2021

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Programme and project management								
Subprogramme: Programme Office (Programme 1: Administration)								
60.1	Number of integrated management information reports compiled	12	12	12	12	12	12	12
60.2	Percentage branches empowered in operational planning	8	8	100%	100%	100%	100%	100%
60.3	Stats SA priority project empowered in accordance with Stats SA’s project management framework	10	7	5	1	1	1	1
60.4	Programme and project management improved	1	1	1	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme and project management								
Subprogramme: Programme Office (Programme 1: Administration)								
60.1.1	Number of integrated management information reports compiled	Quarterly	12	Monthly integrated management information reports compiled	3	3	3	3
60.2.1	Percentage branches empowered in operational planning	Annually	100%	8 branches empowered and supported in operational planning by March 2020				100%
60.3.1	Stats SA priority project empowered in accordance with Stats SA’s project management framework	Annually	1	Stats SA priority project supported by March 2020				1
60.4.1	Programme and project management improved	Annually	1	Discussion document on additional management information repository functionality required compiled by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	<p>Provided independent assurance and advisory internal audit services with the conducting of 30 audits</p> <p>A report on aligning internal audit system and methodologies was not compiled</p> <p>Compiled report on assessment of readiness to conduct CS 2016</p> <p>A report on quality assurance was not compiled. The implementation of recommendations made is ongoing</p>	<p>Compiled 47 audit reports</p> <p>Developed frameworks for quality assurance and combined assurance as scheduled</p> <p>The report on external quality assurance was not compiled</p>	<p>Conducted 40 internal audits as scheduled</p> <p>The conducting of quality assurance according to IIA standards and framework was not completed</p>	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none">• Introducing combined assurance• Implementing quality assurance review results	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none">• ⁹⁶Developing an internal audit plan for Census 2021• ⁹⁷Coordinating combined assurance model (new)	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none">• Auditing Census 2021 pilot	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none">• Auditing Census 2021

⁹⁶ Reviewed: Census 2021 plan audited⁹⁷ New: Coordinating the implementation of a combined assurance model

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Internal audit services								
Subprogramme: Internal Audit (Programme 1: Administration)								
61.1	Percentage internal audit reports completed as per approved audit coverage plan	30	47	90%	90%	90%	90%	90%
61.2	Internal audit services improved	1	3	0	2	2	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Internal audit services								
Subprogramme: Internal Audit (Programme 1: Administration)								
61.1.1	Percentage internal audit reports completed as per approved audit coverage plan	Annually	90%	Internal audit reports completed by March 2020				90%
61.2.1	Internal audit services improved	Annually	2	Census 2021 plan audited by March 2020				1
				Combined assurance coordinated by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Governance, risk and compliance									
Subprogramme: Corporate Governance (Programme 1: Administration)									
62.	Enhance corporate governance and administration	Government's accountability framework institutionalised	<p>Provided governance, legal, risk management, investigations and compliance services as scheduled</p> <p>Compiled compliance framework as scheduled</p> <p>A governance framework was not finalised</p> <p>Compiled strategic risk register as scheduled</p> <p>Compiled fraud prevention plan as scheduled</p>	<p>Compiled quarterly corporate governance reports as scheduled</p> <p>Reviewed compliance plan and governance programme as scheduled</p> <p>Compiled report on strengthening the risk management process as scheduled</p>	<p>Compiled quarterly governance reports to Exco, the RMSC and the AC and assessment report on building a resilient anti-corruption environment as scheduled</p> <p>The report on embedding constitutional values into governance practices and strengthening the risk management culture to enhance risk accountability was not compiled</p>	<p>Provide governance, legal, risk management, investigations and compliance services</p> <p>Improve accountability by:</p> <ul style="list-style-type: none">• Institutionalising government's accountability framework in Stats SA• Evaluating anti-corruption strategy• Maintaining 100% submission, verification and reporting of financial disclosures for SMS, MMS and other designated employees (<i>new</i>)	<p>Provide governance, legal, risk management, investigations and compliance services</p> <p>Improve accountability by:</p> <ul style="list-style-type: none">• ⁹⁸Evaluating risk management as a value-add to achieve the organisational strategy (<i>discontinued</i>)• Evaluating compliance environment• ⁹⁹Maintaining 100% submission, verification and reporting of financial disclosures for SMS, MMS and other designated employees (<i>discontinued</i>)	<p>Provide governance, legal, risk management, investigations and compliance services</p> <p>Improve accountability by:</p> <ul style="list-style-type: none">• Evaluating ethics and integrity management	<p>Provide governance, legal, risk management, investigations and compliance services</p> <p>Improve accountability by:</p> <ul style="list-style-type: none">• Institutionalising ethics and integrity management within the organisation

⁹⁸ Discontinued: 'Evaluating risk management as a value-add to achieve the organisational strategy' is discontinued due to resource constraints

⁹⁹ Discontinued: Maintaining 100% submission, verification and reporting of financial disclosures is discontinued as the target is classified as operational

Table 2: Annual Performance Plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Governance, risk and compliance								
Subprogramme: Corporate Governance (Programme 1: Administration)								
62.1	Corporate governance reports compiled	4	4	4	4	4	4	4
62.2	Corporate Governance improved	3	3	1	3	1	2	2

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Governance, risk and compliance								
Subprogramme: Corporate Governance (Programme 1: Administration)								
62.1.1	Corporate governance reports compiled	Quarterly	4	Governance reports (to Exco, Risk Management Committee and Audit Committee) compiled	1	1	1	1
62.2.1	Corporate Governance improved	Annually	1	Compliance environment evaluated by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Financial administration and management									
Subprogramme: Financial Administration (Programme 1: Administration)									
63.	Enhance corporate governance and administration	Unqualified audit annually	<p>Provided financial, supply chain and asset management services as scheduled through the timely submissions of AENE, ENE, MTEF, tax reconciliations, financial statements, demand management plan and procurement of services from BEE companies</p> <p>Compiled asset disposal strategy for the new building and report on financial administration support to CS 2016</p> <p>Developed specifications to modernise financial business processes</p>	<p>Compiled MTEF estimates, AENE, ENE and AFS as scheduled</p> <p>Received unqualified audit opinion for 2015/16 audit as scheduled</p> <p>78% were procured from BEE institutions</p> <p>Implemented asset disposal strategy as scheduled</p> <p>Compiled report on support to CS 2016 as scheduled</p> <p>The system on audit progress monitoring was not developed</p>	<p>Submitted annual financial statements, AENE and ENE to National Treasury as scheduled</p> <p>Compiled MTEF as scheduled</p> <p>Procured 80% goods and services from black-owned institutions</p> <p>Conducted research on e-payroll certification as scheduled</p> <p>The audit progress monitoring system was not implemented</p> <p>Tested the viability of implementing a digital filing system as scheduled</p> <p>Drafting a financial strategy for the SANSS (discontinued)</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">• Implementing a digital filing system• Facilitating approval of a financial strategy for the SANSS (discontinued)• Developing standard costing procedures/ guidelines for user-paid surveys• Developing a concept document for the Commitments and Accruals Tool (CAT) (new)• Developing Census 2021 fieldworker payment and SCM sourcing strategy (new)	<p>Provide financial, supply chain and asset management services</p> <p>Enhance financial management and administration by:</p> <ul style="list-style-type: none">• ¹⁰⁰Testing e-procurement and e-payroll systems (reviewed)• ¹⁰¹Assessing and reviewing effectiveness of financial systems and processes (discontinued)• Developing financial administration support plan for Census 2021	<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 the Commitments and Accruals Tool (CAT)• Testing the financial administration support plan for the Census 2021	<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 the financial administration plan for Census 2021

¹⁰⁰ Reviewed: Testing e-procurement and e-payroll systems changed to Testing e-payroll system

¹⁰¹ Discontinued: 'Assessing and reviewing effectiveness of financial systems and processes' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Financial administration and management								
Subprogramme: Financial Administration (Programme 1: Administration)								
63.1	Financial management and administration documents submitted to National Treasury and Auditor-General (AG)	9	4	4	4	4	4	4
63.2	Percentage goods and services procured from black-owned institutions	88%	78%	80%	75%	75%	75%	75%
63.3	Financial management and administration improved	3	2	2	3	2	2	2

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Financial administration and management								
Subprogramme: Financial Administration (Programme 1: Administration)								
63.1.1	Financial management and administration documents submitted to National Treasury/AG	Annually	4	Annual financial statements to National Treasury and AG submitted by May 2019	1			
				Medium Term Expenditure Framework (MTEF) submitted by July 2019		1		
				Adjusted Estimates of National Expenditure (AENE) submitted by September 2019		1		
				Estimates of National Expenditure (ENE) submitted by December 2019			1	
63.2.1	Percentage goods and services from black-owned institutions procured	Annually	75%	75% goods and services from black-owned institutions procured by March 2020				75%
63.3.1	Financial management and administration improved	Annually	2	E-payroll system certification by March 2020				1
				Census 2021 financial administration support plan developed by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Human resource management systems									
Subprogramme: Human Resource Management and Development (Programme 1 : Administration)									
64.	Enhance corporate governance and administration	Computerised HRM system implemented	19% of staff appointed within 16 weeks, 8,8% vacancy rate, 98,3% of performance contracts and 81,3% of performance evaluations signed 73% of grievance cases were handled within 30 days, 19% of disciplinary cases were handled within 60 days Reviewed standard operating procedures and management controls; HRM manual; HRM processes Redeployed Security and Blue Team staff Provided HR support to CS 2016	75% of staff were appointed within 12 months as per revised PSR, vacancy rate 10,9%, 42% of performance contracts were signed by June; 94% as at 31 March 2017, 39% of evaluations were signed by June, 99,6% were signed as at 31 March 2017 83% of grievance cases were resolved within 30 days, and 77% of disciplinary cases were handled within 60 days Standard operating procedures were not reviewed Developed specifications for e-recruitment Compiled report on staff affected by the move to the new building, and on support to CS 2016	0,2% of staff were appointed within 12 months (the appointment of the SG) and vacancy rate was 13,9% as at 31 March 2018 71% of grievance cases were addressed within 30 days 40% of disciplinary cases addressed within 60 days Conducted an Employment Equity Survey in July 2017 HRM systems were not piloted and tested The redeployment of staff affected by technology was not done	Provide efficient client-based human resource services Enhance human resource management by: • Developing intervention strategies to address client needs • Implementing computerised HRM system • Redeploying staff affected by technology	Provide efficient client-based human resource services Enhance human resource management by: • Assessing client satisfaction • ¹⁰² Implementing computerised HRM systems (reviewed) • Redeploying staff affected by technology • Developing HRM plan for Census 2021 • ¹⁰³ Implementing structure review (new)	Provide efficient client-based human resource services Enhance human resource management by: • Implementing computerised HRM systems • Redeploying staff affected by technology • Implementing HRM&D plan for Census 2021 (pilot)	Provide efficient client-based human resource services Enhance human resource management by: • Monitoring revised standard operating procedures • Providing HRM&D support for Census 2021

¹⁰² Reviewed: 'Implementing computerised HRM systems' changed to 'Implementing e-recruitment system'¹⁰³ New: Implementing structure review

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Human resource management systems								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
64.1	Percentage permanent staff appointed within 12 months as per PRS 2016	19%	75%	55%	60%	60%	60%	60%
64.2	Percentage grievance cases addressed within 30 days	73%	83%	71%	85%	85%	85%	85%
64.3	Percentage disciplinary cases addressed within 60 days	19%	77%	40%	85%	85%	85%	85%
64.4	Employment equity report compiled					1	1	1
64.5	Human resource management improved	4	3	0	3	6	3	3

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Human resource management systems								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
64.1.1	Percentage permanent staff appointed within 12 months as per PRS 2016	Annually	60%	Percentage permanent staff appointed within 12 months as per PRS 2016				60%
64.2.1	Percentage grievance cases addressed within 30 days	Annually	85%	Grievance cases addressed within 30 days by March 2020				85%
64.3.1	Percentage disciplinary cases addressed within 60 days	Annually	85%	Disciplinary cases addressed within 60 days by March 2020				85%
64.4.1	Employment equity report compiled	Annually	1	Employment equity report compiled by March 2020				1

Table 3: Quarterly performance targets: 2019/20 (concluded)

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Human resource management systems								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
64.5.1	Human resource management improved	Annually	6	Client satisfaction assessed by March 2020				1
				E-recruitment system implemented by March 2020				1
				Staff affected by CAPI redeployed by March 2020				1
				HRM plan for Census 2021 developed by March 2020				1
				Structure review plan implemented by March 2020				1
				HRM plan for Census 2021 mini-test developed by June 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	<p>Provided a secure, safe and healthy working environment and compliance and OHSA audits</p> <p>Compiled a draft records management policy and developed a security classification system</p> <p>Compiled progress reports on construction of the new building, relocation plan and fleet management services to CS 2016</p>	<p>Conducted compliance audits in the Northern and Western Cape offices</p> <p>Compiled report on OHSA as scheduled</p> <p>Implemented records management and registry services as scheduled</p> <p>The system on security classification was not implemented</p> <p>Relocated Stats SA to new premises in August 2016</p> <p>Programme on post-relocation rolled out as scheduled</p> <p>Compiled report on logistical services to CS 2016</p>	<p>Compiled reports on OHSA</p> <p>A security classification system was not implemented</p> <p>Rolled out SHERQ programme as scheduled</p> <p>Implemented PPP service level agreement as scheduled</p>	<p>Provide a secure, safe and healthy working environment</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none">• Reviewing fleet management policy and processes• Developing an electronic filing system• Assessing impact of relocation on staff	<p>Provide a secure, safe and healthy working environment</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none">• Developing FMLS plan for Census 2021• ¹⁰⁴Testing electronic filing system (<i>new</i>)	<p>Provide a secure, safe and healthy working environment</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none">• Implementing FMLS plan for Census 2021 (<i>pilot</i>)• Implementing electronic filing system• Developing electronic fleet operating lease system	<p>Provide a secure, safe and healthy working environment.</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none">• Implementing FMLS plan for Census 2021• Reviewing digital filing system• Testing electronic fleet operating lease system

¹⁰⁴ New target: Testing electronic filing system

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Safe and enabling work environment								
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)								
65.1	Report on OHSA compiled	2	1	1	1	1	1	1
65.2	Facilities management, logistics and security improved	3	4	2	3	3	2	2

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safe and enabling work environment								
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)								
65.1.1	Report on OHSA compiled	Annually	1	Report on OHSA compiled by March 2020				1
65.2.1	Facilities management, logistics and security improved	Annually	3	FMLS plan for Census 2021 developed by March 2020				1
				FMLS plan for Census 2021 mini-test developed by June 2019	1			
				Electronic filing system tested by March 2020				1

1.4.3 Employer of choice

Strategic objective 4.3: To become the employer of choice

Objective statement: Become the employer of choice through rolling out a talent management and succession programme that fosters talent, personal growth and performance

Baseline: Talent management strategy

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

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Talent management									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
66.	Become the employer of choice	Talent management institutionalised	Compiled document on talent management which includes skills assessment and talent management processes	The development of the matrix and strategy commenced with identification of competencies and qualifications	A talent management document was not compiled	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)	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">¹⁰⁵Driving the implementation of a succession plan (reviewed)	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">Monitoring and evaluating talent and diversity management	Manage talent and diversity Institutionalise talent management by: <ul style="list-style-type: none">Monitoring the talent management process

¹⁰⁵ Reviewed: 'Driving the implementation of a succession plan' changed to 'Driving implementation of the rotation plan' (under talent management institutionalised)

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Talent management								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
66.1	Talent management institutionalised (rotation planning)	1	0	0	2	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Talent management								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
66.1.1	Talent management institutionalised (rotation planning)	Annually	1	Talent management institutionalised (rotation planning) by March 2020				1

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 MTSE

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.

In telecommunications, the proposed policy for the licensing of high-demand spectrum has been gazetted. Frequencies to enable high speed internet will be auctioned early next year. Steps will be taken to reduce data costs and improve data quality (MTBPS:2018).

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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Reports on the vulnerability assessment, security monitoring, reporting system were not done The reporting tool for the monitoring of service level standards is under review Developed procedure on Windows Server 2012 installation; ICT infrastructure; a refresh strategy The broadband infrastructure was not upgraded Stabilising of ICT infrastructure, improving the quality and response of ICT services, awareness campaign of ICT were not achieved Developed ICT standards and protocols with SANSS	The ICT targets were not achieved	Commissioned dedicated network infrastructure for digital collection as scheduled Signed off report on network utilisation for the dedicated network infrastructure as scheduled Developing ICT Census 2021 strategy and plan Reviewing a network infrastructure for digital data collection (new) Pilots and testing already done. Will have statistics on connectivity, utilisation, performance, etc. This will form part of a review report	Provide a stable, reliable and functional ICT environment Invest in ICT by: • Implementing ICT life-cycle management • Researching a policy-based management approach for a new generation of mobile workers • Developing an information management strategy in collaboration with SANSS (Note: All targets above have been discontinued) • Implementing a ICT infrastructure for digital data collection (new) • Developing ICT services centralisation strategy and provincial district offices (new)	Provide a stable, reliable and functional ICT environment ¹⁰⁶ Invest in ICT by: • Evaluating return on investment • Improving ICT life-cycle management • Creating an environment for big data • Enabling citizen-centric online services (Note: All targets above have been discontinued) • ¹⁰⁷ Implementing a ICT infrastructure for digital data collection (discontinued) • Developing ICT Census 2021 strategy and plan • Reviewing network infrastructure for digital data collection (new) • Implementing ICT services centralisation strategy (new)	Provide a stable, reliable and functional ICT environment Invest in ICT by: • Providing infrastructure and technical support to Census 2021 • Monitoring effective network infrastructure for digital data collection	Provide a stable, reliable and functional ICT environment Invest in ICT by: • Providing infrastructure and technical support to Census 2021 • Monitoring effective network infrastructure for digital data collection • Continuing work on business digital transformation

¹⁰⁶ Discontinued: Four ICT strategic targets from 2017/18 onwards have been discontinued based on a review of the ICT strategy, and replaced by the following new targets: 'Reviewing network infrastructure for digital data collection' and 'Implementing ICT services centralisation strategy'

¹⁰⁷ Discontinued: 'Implementing an ICT infrastructure for digital data collection' is discontinued as it is part of 'Reviewing network infrastructure for digital data collection'

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Percentage ICT services availability achieved (during release of core business outputs)				100%	100%	100%	100%
67.2	ICT Census 2021 preparations implemented					2	1	1
67.3	ICT infrastructure for digital data collection reviewed			2	1	1	1	
67.4	Provincial and district offices ICT services centralisation strategy implemented				1	1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	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	Percentage ICT services availability achieved (during release of core business outputs)	Quarterly	100%	Percentage ICT services availability achieved (during release of core business outputs)	100%	100%	100%	100%
67.2.1	ICT Census 2021 preparations implemented	Annually	2	ICT Census 2021 strategy developed by March 2020				1
				ICT plan for Census 2021 mini-test developed by June 2019	1			
67.3.1	ICT infrastructure for digital data collection reviewed	Annually	1	ICT infrastructure for digital data collection reviewed by March 2020				1
67.4.1	Provincial and district offices ICT services centralisation strategy implemented	Annually	1	Provincial and district offices ICT services centralisation strategy implemented by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Developed 90% of solutions in line with stakeholder needs	Developed 100% of solutions in line with stakeholder needs	Compiled Enterprise Architecture (Data, Information and Business) assessment report as scheduled	Modernise business processes through information management systems and the application of technology	Modernise business processes through information management systems and the application of technology	Modernise business processes through information management systems and the application of technology	Modernise business processes through information management systems and the application of technology
			Compiled ICT alignment document	Implemented an enterprise architecture programme and capability	Implemented 2 solutions to improve business processes	Modernise and innovate by: <ul style="list-style-type: none">Continuing the roll-out of automated data collection, processing and dissemination systemsAligning enterprise architecture programme and capability to SANSS environmentAutomating support services business processes	Modernise and innovate by: <ul style="list-style-type: none">¹⁰⁸Evaluating data collection, processing and dissemination systems automated for all surveys (<i>discontinued</i>)¹⁰⁹Assessing support services business processes automation (<i>discontinued</i>)¹¹⁰Evaluating knowledge management system (<i>discontinued</i>)Providing systems support to Census 2021 project (<i>new</i>)Researching Enterprise Architecture (<i>new</i>)	Modernise and innovate by: <ul style="list-style-type: none">Automating, integrating and aligning core business processes to the statistical value chainImplementing the enterprise architecture programmeProviding systems support to Census 2021 project	Modernise and innovate by: <ul style="list-style-type: none">Automating, integrating and aligning core business processes to the statistical value chainContinuing to implement the enterprise architecture programme
			Compiled 2 documents on enterprise and architecture						
			Compiled document on knowledge management						
			The Business Modernisation strategic plan was not compiled						

¹⁰⁸ Discontinued: 'Evaluation of data collection, processing and dissemination systems automated for all surveys' is discontinued as evaluation is premature in 2019/20

¹⁰⁹ Discontinued: 'Assessing support services business processes automation' is discontinued. The automation of business processes are still in progress

¹¹⁰ Discontinued: 'Evaluating Knowledge management system' is discontinued. Knowledge management moved to Corporate Communications and discontinued from 2018/19 due to resource constraints

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Sustainable provincial and district infrastructure									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
69.	This target is under provinces								

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Modernising and innovating business processes								
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)								
68.1	Percentage systems applications provided on time			100%	100%	100%	100%	100%
68.2	Systems application for Census developed					2		
68.3	Research on enterprise architecture conducted	4	1	2	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Modernising and innovating business processes								
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)								
68.1.1	Percentage systems applications provided on time	Annually	100%	100% systems applications provided on time by March 2020				100%
68.2.1	Systems application for Census developed	Annually	2	Systems applications for Census 2019 mini-test developed by June 2019	1			
				Systems applications plan for Census 2021 by March 2020				1
68.3.1	Research on enterprise architecture conducted	Annually	1	Research on enterprise architecture conducted by March 2020				1



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 need 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 Stats SA, 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

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical leadership and management									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
70.	Invest in statistical leadership and management	Compiled 11 research papers under CRUISE	9 staff members completed the CRUISE course	11 staff members graduated from CRUISE	5 staff members graduated from CRUISE	Build statistical leadership and management capability	Build statistical leadership and management capability	Build statistical leadership and management capability	Build statistical leadership and management capability
			The selection criteria for CRUISE, strategy and lecture series were not developed	Participation was not expanded to municipalities	CRUISE participation was not expanded to municipalities	Invest by: • Piloting the leadership and management programme	Invest by: • Implementing the leadership and management programme	Invest by: • Monitoring and evaluating the leadership and management programme	Invest by: • Monitoring and evaluating the leadership and management programme
			2 participants attended the Harvard leadership training programme	A leadership and management programme was developed	A statistical leadership and management programme was not developed				

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance		Medium-term targets	
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical leadership and management								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
70.1	Research papers compiled by students enrolled for CRUISE	9	11	5	10	9	10	10
70.2	Leadership and management programme implemented	0	1	0	1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	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 for CRUISE	Annually	9	Research papers by students enrolled for CRUISE compiled by March 2020				9
70.2.1	Leadership and management programme implemented	Annually	1	Leadership and management programme implemented by March 2020				1

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: 1 205

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	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
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	Build statistical capability and competence <ul style="list-style-type: none">• Discontinued		Build statistical capability and competence <ul style="list-style-type: none">• Expand mathematics and geography learning to Grade 9 and Grade 10 (not funded)• Expand national footprint of schools in programme (not funded)	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 (not funded)	¹¹¹ Build statistical capability and competence <ul style="list-style-type: none">• Evaluate impact of the schools programme (not funded)	

¹¹¹ Discontinued: Additional funding has not been secured in the ENE over the MTEF period. These targets have been discontinued

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Awarded 14 learner bursaries An MoU aligned to organisational needs was not compiled as scheduled	Awarded 19 bursaries to learners The assessment was not done	Awarded 19 learner bursaries to learners Institutionalising centres of excellence was not done	Create learning opportunities at tertiary level • Identify training opportunities at other tertiary institutions (discontinued)	Create learning opportunities at tertiary level • Evaluating return on investment of partnerships with tertiary institutions		

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical capacity at tertiary level								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
72.1	Return on investment of partnerships with tertiary institutions evaluated					1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					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	Return on investment of partnerships with tertiary institutions evaluated	Annually	1	Return on investment of partnerships with tertiary institutions evaluated by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Statistical capacity at tertiary level									
Subprogramme: Office of the SG (Programme 1: Administration)									
73.	Invest in building statistical capability and competence	Statistics student work programme within the SANSS institutionalised	<i>Coordinate a tertiary support programme</i> <ul style="list-style-type: none">• Develop a university statistics student mentoring programme	<i>Coordinate a tertiary support programme (Discontinued)</i> <ul style="list-style-type: none">• Implement 1st-year university statistics students mentoring programme• Develop an NSS-wide work programme for students of statistics-related studies	<i>Coordinate a tertiary support programme (not funded)</i> <ul style="list-style-type: none">• Institutionalise statistics student work programme within the SANSS	<i>Coordinate a tertiary support programme (not funded)</i> Monitor statistics student work programme within the NSS	¹¹² <i>Coordinate a tertiary support programme (not funded)</i> <ul style="list-style-type: none">• Identification and deployment of graduates of schools programme in the NSS		

¹¹² Not funded: Additional funding has not been secured in the ENE over the MTEF period. The statistics student programme has been discontinued

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Building capacity inside Stats SA									
Subprogramme: Human Resource Management and Development (Programme 1 : Administration)									
74.	Invest in building statistical capability and competence	Re-skilling programme (for data revolution) implemented	Compiled training evaluation framework, submitted quarterly training reports to PSETA and compiled workplace skills plan The HCD strategy to align to organisational strategy was not developed A research report on accreditation of Diploma in Official Statistics was not compiled Piloting of e-learning induction programme was not achieved	Submitted HRD plan and workplace skills plan as scheduled Intern appointments were not done. Trained 1 390 staff; awarded 272 bursaries and 6 foreign study bursaries to employees Students were not enrolled in Official Statistics course Re-skilling programme was not developed Support to CS 2016 was provided Aligning of training materials and assessment of e-learning programme were not done	Approved HRD implementation plan and workplace skills plan as scheduled Compiled HRD monitoring and evaluation framework as scheduled Advertised internship programme in February 2018 The re-skilling programme for new technology was not implemented The e-learning system was not piloted Obtaining accreditation in official statistics (discontinued)	Coordinate capacity building in Stats SA Improve by: • Implementing a re-skilling programme (for data revolution) (reworded) • Piloting training on Diploma in Official Statistics (discontinued)	Coordinate capacity building in Stats SA Improve by: • ¹¹³ Implementing a re-skilling programme (reviewed) • ¹¹⁴ Implementing training on Diploma in Official Statistics (discontinued)	Coordinate capacity building in Stats SA Improve by: • Developing a skills development strategy in line with the organisational strategy	Coordinate capacity building in Stats SA Improve by: • Implementing a skills development programme
Building capacity inside Stats SA									
Subprogramme: Provinces (Programme 6: Statistical Collection and Outreach)									
75.	This target is under provinces								

¹¹³ Reviewed: Implementing a re-skilling programme (for data revolution) changed to 'Reskilling programme for CAPI implemented' due to reprioritisation

¹¹⁴ Discontinued 'Implementing training on Diploma in Official Statistics' is discontinued. The Diploma in Official Statistics was not developed due to resource constraints

Table 2: Annual performance plan targets: 2019/20

Audited/actual performance					Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Building capacity inside Stats SA								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
74.1	HRD training documents submitted	6	2	3	3	3	3	3
74.2	Number of interns appointed	106	0	0	100%	30	30	30
74.3	Strategic interventions to improve capacity building inside Stats SA implemented	1	1	0	1	1	2	2

Table 3: Quarterly performance plan targets: 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Building capacity inside Stats SA								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
74.1.1	HRD training documents submitted	Annually	3	HRD implementation plan submitted to DPSA by June 2019	1			
				Workplace skills plan submitted by June 2019	1			
				HRD monitoring and evaluation tool (DPSA prescribed template) submitted to DPSA by June 2019	1			
74.2.1	Number of interns appointed	Annually	30	Interns appointed by March 2020				30
74.3.1	Strategic interventions to improve capacity building inside Stats SA implemented	Annually	1	Re-skilling programme for CAPI implemented by March 2020				1

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 tension. 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		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Transformation and change									
Subprogramme: Office of the SG (Programme 1: Administration)									
76.	Building a united and diverse organisation	Transformation and change agenda implemented	Developed proposal on Transformation and Change Agenda Rolled out awareness campaign The Transformation and Change Agenda was drafted	Developed values programme and diversity programme as scheduled Assessment of talent management was not conducted	Implemented values and diversity management programmes as scheduled Alignment of the talent management programme (policies, strategies and practices) (discontinued)	Drive the Transformation and Change Agenda • Implement a values programme • Implement a diversity programme (targets reviewed) • Alignment of the talent management programme (discontinued in 2017/18)	Drive the Transformation and Change Agenda • ¹¹⁵ Evaluating the impact of the Transformation and Change Agenda (reviewed)	Drive the Transformation and Change Agenda • Implementing Transformation and Change Agenda • Conducting an employee satisfaction survey	Drive the Transformation and Change Agenda • Reviewing the Transformation and Change Agenda (based on employee satisfaction survey)

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Transformation and change								
Subprogramme: Office of the SG (Programme 1: Administration)								
76.1	Documents on transformation and change compiled	1	3	2	1	1	1	1

¹¹⁵ Reviewed: 'Evaluating the impact of the Transformation and Change Agenda' changed to 'Implementing the Transformation and Change Agenda'.

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Transformation and change								
Subprogramme: Office of the SG (Programme 1: Administration)								
76.1.1	Documents on transformation and change compiled	Annually	1	Transformation and Change Agenda implemented (phase 1) by March 2020				1



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

Stats SA's presence at provincial and municipal level serves the needs of provincial stakeholders. Stats SA's national footprint is represented through its 9 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.

We must repair damaged government institutions, as their failure impacts poorer households the most. We will urgently deal with education and health, and invest in municipal social infrastructure. There have been failures at municipal, provincial and national departments. The 2018 public-service wage agreement exceeds budgeted baselines by about R30.2 billion over the medium term. We have not allocated additional money for this. National and provincial departments will be expected to absorb these costs within their compensation baselines. The Department of Public Service and Administration will work with national and provincial departments to help them manage the implementation of the agreement, while protecting our key developmental priorities. The wage bill remains the biggest cost pressure on the budget. Over time, wages have crowded out other goods and services and capital investment, particularly in health, education and defence. In some cases, this has contributed to a build-up of unpaid invoices in provincial departments (MTBPS:2018).

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 (DUs, EAs and place names) through collaborative mapping with municipalities and other provincial stakeholders
- Statistical dissemination: Increasing usage of statistics at provincial and municipal levels; rolling out a stakeholder-focused communication, marketing, advocacy and publicity strategy and plan
- Statistical coordination: Strengthening the 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: Increasing productivity and capability of provincial and district offices; and reviewing and rationalising provincial structure and function

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Strategic Outcome 2: Trusted statistics – Innovate the statistical value chain for better efficiency									
Plan, design, build, collect, process and disseminate									
40.	Innovate the statistical value chain for better efficiency	Digital data collection programme implemented	Conducted QLFS, DTS, GHS and VOCS (response rate of 93%) Conducted 37 stakeholder workshops Compiled 59 fact sheets, 6 reports on the state of quality and 5 reports on CS 2016 with new methodologies The review of the integrated fieldwork strategy was not done (WC) Developed integrated provincial communication and marketing strategy and plan as scheduled	Conducted: QLFS - 92,4% GHS - 92,1% DTS - 82,5% VOCS - 92,9% Conducted 26 workshops Compiled 61 fact sheets, 18 reports on conducting and disseminating CS 2016, 8 reports on quality improvements implemented and 8 reports on implementing the communication and marketing plan Developed quality management framework as scheduled	Conducted QLFS with an average response rate of 92% Conducted household surveys with an average response rate of 92% Conducted 1 stakeholder workshop Preparing for CPS (not funded)	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: • Planning for Census 2021 • Conducting CPS at district level (target under review)	Conduct integrated fieldwork Conduct integrated communication, marketing and publicity Improve by: • Preparing for Census 2021 • ¹¹⁶ Conducting independent evaluation on quality interventions (discontinued)	Implement technology-assisted field operations Review and develop alternative methods for communication, marketing and publicity Improve by: • Conducting Census 2021 pilot	Implement technology-assisted field operations Review and develop alternative methods for communication, marketing and publicity Improve by: • Conducting Census 2021

¹¹⁶ Discontinued: 'Conducting independent evaluation on quality interventions' is discontinued. Independent evaluations is conducted by Survey Coordination Monitoring and Evaluation

Table 1: Strategic plan targets (continued)

			Audited/actual performance			Estimated performance		Medium-term targets	
No.	Strategic objective	Target	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Compiled 9 reports on verifying and updating the current frame	Updated 9 reports on verifying and updating the current frame	Updated over 75% of municipalities in 8 provinces	Update and maintain the provincial spatial information frame	Update and maintain the provincial spatial information frame	Update and maintain the provincial spatial information frame	Update and maintain the provincial spatial information frame
			Compiled 18 reports on collaborative mapping	Developed implementation plan as scheduled	Rolled out the SIF in Mpumalanga, Northern Cape, North West and the Western Cape	Improve the SIF (GIF) by: <ul style="list-style-type: none">• Rolling out collaborative mapping to maintain and update the spatial information frame	Improve the SIF (GIF) by: <ul style="list-style-type: none">• ¹¹⁷Preparing the spatial information frame for 2021 (reviewed)	Improve the GIF by: <ul style="list-style-type: none">• Testing and implementing the geo-spatial information frame for 2021	Improve the GIF by: <ul style="list-style-type: none">• Reviewing and implementing the geo-spatial information frame for 2021• Updating the Master sample
			Compiled 8 reports on verifying and updating the current frame	Established partnerships with municipalities in Northern Cape, Limpopo and Western Cape	Expanded partnerships in the Free State, Limpopo, Mpumalanga, Northern Cape, North West and the Western Cape				
			Compiled 6 reports on geodatabase for EA/PSU profile						

¹¹⁷ Target is reviewed: 'Preparing the spatial information frame for 2021' changed to 'Preparing the geo-spatial information frame for 2021'

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	Developed a coordination framework as scheduled (NC) Compiled 3 reports on assessing supply, demand and use of statistical information Compiled 3 reports on identifying the provincial information gap	Provided 100% support to SANSS Compiled 1 data inventory report (Free State) Established provincial statistical structures in KZN, Northern Cape, Limpopo and Western Cape Compiled assessment reports in 7 provinces, except in EC and MP Mining of data sources in NC, LP and WC	Provided 100% statistical support to SANSS partners in the Eastern Cape, Free State, KZN, Gauteng, Mpumalanga, Northern Cape, North West and the Western Cape Compiled assessment reports on improving administrative data quality in the Free State, Gauteng, Limpopo and the Western Cape Compiled research paper on provincial government priorities as scheduled Developed provincial strategy for the development of statistics as scheduled	Lead coordination of provincial statistics • Providing technical support to provincial partners in self-assessment (discontinued) • Developing a monitoring and evaluation framework for statistical coordination activities (discontinued) • Developing research papers to respond to provincial policy (discontinued)	Lead coordination of provincial statistics • ¹¹⁸ Providing technical support to provincial partners in self-assessment (discontinued) • ¹¹⁹ Developing research papers to respond to provincial policy (discontinued)	Partner in coordination of provincial statistics • Providing technical support to provincial partners	Partner in coordination of provincial statistics • Providing technical support to provincial partners

¹¹⁸ Discontinued: 'Providing technical support to provincial partners in self-assessment' is discontinued due to resource constraints

¹¹⁹ Discontinued: 'Developing research papers to respond to provincial policy' is discontinued due to resource constraints

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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 reports on governance and accountability and reports on audit progress Compiled 1 report on statistical regions Compiled 1 report on implementing the scope change	Implemented audit findings as scheduled The proposal was not developed	Improve productivity and service delivery by: • Preparing for implementation of statistical regions (GP) (discontinued)	Provide an efficient governance and administration service Improve productivity and service delivery by: • Implementing statistical regions (target reviewed)	Provide an efficient governance and administration service Improve productivity and service delivery by: • ¹²⁰ Implementing statistical regions (reviewed)	Provide an efficient governance and administration service Improve productivity and service delivery by: • Improving compliance through systems development	Provide an efficient governance and administration service Improve productivity and service delivery by: • Improving compliance through systems development
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 92 training sessions as follows: Maths4Stats: 49 SuperCross/Super-Web: 22 NCOS: 9 SASQAF: 10 Data Collection: 2 A framework for capacity building in provinces for the SANSS was not compiled	Conducted 50 capacity building sessions The programme was not developed	Conducted 66 capacity building sessions Compiled statistical capacity building plan for SANSS partners as scheduled	Coordinate capacity building in the provinces for SANSS • Implementing an integrated provincial statistical capability plan (discontinued)	Coordinate capacity building in the provinces for SANSS • ¹²¹ Implementing an integrated provincial statistical capability plan (discontinued)	Coordinate capacity building in the province • Implementing an integrated provincial statistical capability plan for SANSS	Coordinate capacity building in the province

¹²⁰ Reviewed: 'Implementing statistical regions' is changed to 'Developing a proposal on statistical regions'. The previous proposal was not approved and further work is required.

¹²¹ Discontinued: Implementing an integrated provincial statistical capability plan. This target will be done through capacity building sessions.

Table 2: Annual performance plan targets: 2019/20

		Audited/actual performance			Estimated performance	Medium-term targets		
No.	Performance indicator	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Trusted statistics – Plan, design, build, collect, process and disseminate								
40.1	Response rate for household surveys achieved	93%	90%	92%	90%	90%	90%	90%
40.2	Census 2021 preparations implemented			0	9	18	9	9
Partners in statistics – Geospatial frame								
49.1	Percentage of municipalities updated	18	50%	78%	100%	100%	100%	100%
Partners in statistics – Statistical coordination								
55.1	Percentage statistical support provided to SANSS partners	6	100%	100%	100%	100%	100%	100%
Capable organisation – Sustainable provincial and district infrastructure								
69.1	Proposal on statistical regions compiled	2	0	0	1	1	1	1
Statistical leadership – Building capacity in the SANSS								
75.1	Statistical capacity building sessions conducted	92	50	66	23	25	28	28

Table 3: Quarterly performance targets: Eastern Cape 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Eastern Cape Province								
40.1.1	Response rate for household surveys achieved	Quarterly	90%	90% response rate achieved for QLFS	90%	90%	90%	90%
		Annually	90%	90% response rate for household surveys achieved (GHS & DTS)			90%	
		Annually	90%	90% response rate for household surveys achieved (GPSJS)				90%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Annually	4	Statistical capacity building sessions conducted by March 2020				4

Table 3: Quarterly performance targets: Free State 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Free State Province								
40.1.1	Response rate for household surveys achieved	Quarterly	90%	90% response rate achieved for QLFS	90%	90%	90%	90%
		Annually	90%	90% response rate for household surveys achieved (GHS & DTS)			90%	
		Annually	90%	90% response rate for household surveys achieved (GPSJS)				90%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Annually	2	Statistical capacity building sessions conducted by March 2020				2

Table 3: Quarterly performance targets: Gauteng 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Gauteng Province								
40.1.1	Response rate for household surveys achieved	Quarterly	80%	80% response rate achieved for QLFS	80%	80%	80%	80%
		Annually	80%	80% response rate for household surveys achieved (GHS & DTS)			80%	
		Annually	80%	80% response rate for household surveys achieved (GPSJS)				80%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of points listed (maintained) for master sample structures	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Annually	1	Statistical capacity building sessions conducted by March 2020				1

Table 3: Quarterly performance targets: KwaZulu-Natal 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: KwaZulu-Natal Province								
40.1.1	Response rate for household surveys achieved	Quarterly	90%	90% response rate achieved for QLFS with a quarterly lag	90%	90%	90%	90%
		Annually	90%	90% response rate for household surveys achieved (GHS & DTS)			90%	
		Annually	90%	90% response rate for household surveys achieved (GPSJS)				90%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019		1		
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Annually	1	Statistical capacity building session conducted by March 2020				1

Table 3: Quarterly performance targets: Limpopo 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Limpopo Province								
40.1.1	Response rate for household surveys achieved	Quarterly	95%	95% response rate achieved for QLFS with a quarterly lag	95%	95%	95%	95%
		Annually	95%	95% response rate for household surveys achieved (GHS & DTS)			95%	
		Annually	95%	95% response rate for household surveys achieved (GPSJS)				95%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Quarterly	4	Statistical capacity building sessions conducted by March 2020	1	1	1	1

Table 3: Quarterly performance targets: Mpumalanga 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Mpumalanga Province								
40.1.1	Response rate for household surveys achieved	Quarterly	90%	90% response rate achieved for QLFS	90%	90%	90%	90%
		Annually	90%	90% response rate for household surveys achieved (GHS & DTS)			90%	
		Annually	90%	90% response rate for household surveys achieved (GPSJS)				90%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Integrated provincial statistical capability plan implemented	Annually	4	Statistical capacity building sessions conducted by March 2020				4

Table 3: Quarterly performance targets: Northern Cape 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Northern Cape Province								
40.1.1	Response rate for household surveys achieved	Quarterly	90%	90% response rate achieved for QLFS with a quarterly lag	90%	90%	90%	90%
		Annually	90%	90% response rate for household surveys achieved (GHS & DTS)	90%			
		Annually	90%	90% response rate for household surveys achieved (GPSJS)	90%			
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019	1			
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Capable organisation – Sustainable provincial and district infrastructure								
69.1.1	Statistical regions compiled	Annually	1	Statistical regions compiled by March 2020				1
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Quarterly	3	Statistical capacity building sessions conducted by March 2020		1	1	1

Table 3: Quarterly performance targets: North West 2019/20

					Quarterly targets			
No.	Performance indicator	Reporting period	Annual target	Target description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: North West Province								
40.1.1	Response rate for household surveys achieved	Quarterly	90%	90% response rate achieved for QLFS with a quarterly lag	90%	90%	90%	90%
		Annually	90%	90% response rate for household surveys achieved (GHS & DTS)			90%	
		Annually	90%	90% response rate for household surveys achieved (GPSJS)				90%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Quarterly	2	Statistical capacity building sessions conducted by March 2020		1		1

Table 3: Quarterly performance targets: Western Cape 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
Trusted statistics – Plan, design, build, collect, process and disseminate								
Subprogramme: Western Cape Province								
40.1.1	Response rate for household surveys achieved	Quarterly	87%	87% response rate achieved for QLFS with a quarterly lag	87%	87%	87%	87%
		Annually	87%	87% response rate for household surveys achieved (GHS & DTS)			87%	
		Annually	87%	87% response rate for household surveys achieved (GPSJS)				87%
40.2.1	Census 2021 preparations implemented	Annually	2	Provincial plan for Census 2021 compiled by March 2020				1
				Census 2021 mini-test conducted by December 2019			1	
Partners in statistics – Geospatial frame								
49.1.1	Percentage of municipalities updated	Annually	100%	100% municipalities updated by March 2020				100%
Partners in statistics – Statistical coordination								
55.1.1	Percentage statistical support provided to SANSS partners	Annually	100%	100% statistical support provided to SANSS partners (subject to requests) by March 2020				100%
Statistical leadership – Building capacity in the SANSS								
75.1.1	Statistical capacity building sessions conducted	Quarterly	4	Statistical capacity building session conducted by March 2020	1	1	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. Target: Conducting an evaluation of GDP expenditure estimates

Discontinued: 'Conducting an evaluation of GDP expenditure estimates' is discontinued due to resource constraints.

2. Target: Conducting an evaluation of GDP expenditure estimates

The evaluation of the GDP expenditure estimates activity will move to the 2020/2021 financial year after the results of the benchmarking and rebasing exercise are published in 2020.

3. Target: Publishing thematic reports on the dynamics of the economy

Discontinued: 'Publishing thematic reports on the dynamics of the economy' is discontinued due to resource constraints'.

4. Target: SASQAF self-assessment (Electricity)

Discontinued: 'SASQAF self-assessment (Electricity)' is discontinued due to resource constraints.

5. Target: Base year changes for deflation: Wholesale (2016); Tourist accommodation (2016); Retail (2016); Food and beverages (2016)

Base year changes for deflation: Wholesale (2015); Tourist accommodation (2016); Retail (2016); Food and beverages (2015)' were completed in 2017/18.

6. Target: Weights for deflator (Retail [2016])

Weights for deflator (Retail [2015]) was completed in 2017/18.

7. Target: Construction survey

The Construction survey was moved from 2018/19 to 2019/20.

8. Target: Stabilising domestic tourism surveys

Discontinued: 'Stabilising domestic tourism surveys' is discontinued due to resource constraints.

9. Target: Compiling a thematic report on tourism statistics

Discontinued: 'Compiling a thematic report on tourism statistics' is discontinued due to resource constraints

10. Target: Publishing a thematic report on transport

Not funded. Publishing a thematic report on transport is dependent on the NHTS. The NHTS is a user paid survey. Stats SA has not yet finalised the proposal on the NHTS.

11. Target: Publish integrated capital expenditure

Target reviewed: A discussion document on quarterly estimates of capital expenditure in the private sector will be compiled.

12. Target: Publishing time series data for GFS surveys

Reviewed: The GFS report was compiled in 2017/18, and for consecutive years only updates will be done annually as part of GFS.

13. Target: Compiling discussion document on quarterly estimates of general government expenditure

Not funded: Funding was not secured in the ENE for *Compiling a discussion document on quarterly estimates of general government expenditure*.

14. Target: Assessing and evaluating selected databases for all municipal data

Not funded: Funding was not secured in the ENE for Discontinued: 'Assessing and evaluating selected databases for all municipal data' is discontinued due to resource constraints.

15. Target: Researching alternative collection methodologies

Target reviewed: The researching of alternative data collection methodologies was completed in 2017/18. Implementation of alternative collection methodologies will commence in 2019/20 and will be rolled out over 2 years.

16. Target: Publishing construction services

Publishing construction services (target achieved in 2017/18).

17. Target: Publishing business services (financial)

Not funded: Funding was not secured in the ENE for *Publishing business services (financial)*.

18. Target: Publishing transport, storage and communication services

Not funded: funding was not secured in the ENE for *Publishing transport, storage and communication services*.

19. Target: Testing transport, storage and communication services

New target: Testing transport, storage and communication services.

20. Target: Price stability

Target no. 13 has been combined with target no. 12.

21. Target: Expanding series to cover industry data and vacancy rates

Reviewed: 'Expanding series to cover industry data and vacancy rates' to 'Researching vacancy rates in the formal economy' as the research has not been concluded in 2018/19.

22. Target: Developing Time Use Survey

Reviewed: Target reviewed to 'Researching Time Use survey'.

23. Target: Publish annual commercial agriculture statistics

Reviewed: For 2019/20 the annual commercial agriculture statistics has been replaced by the 2017 Census of Commercial Agriculture (CoCA).

24. Target: Assessing complementary data sources

Discontinued: 'The assessment of complementary data sources' for Environmental Economic Accounts is discontinued due to resource constraints.

25. Target: Publishing a thematic report on information and communication technology

Discontinued: The thematic report on information and communication technology is discontinued due to resource constraints.

26. Target: Thematic report on household food security

Discontinued: The 'Thematic report on household food security' is discontinued and replaced with 5 new targets namely: Improving the South African Multidimensional Poverty Index (SAMPI); Compiling national poverty lines of 2019; Compiling child poverty report; Compiling the Inequality trends report; and Assessing NIDS data;.

27. Target: Publishing spatial analysis relating to basic and free basic services provided by municipalities

Not funded: Additional funding was not secured in the ENE to *Publish the spatial analysis relating to basic and free basic services provided by municipalities*.

28. Target: Assessing data quality of CPS

Discontinued: Assessing data quality of CPS. CPS is not funded.

29. Target: Compiling discussion document on data quality of CPS

Discontinued: Compiling discussion document on data quality of CPS. CPS is not funded.

30. Target: Conducting comparative research on emerging population and socio-economic issues among selected sub-Saharan African countries

Not funded: Additional funding was not secured in the ENE to *Conduct comparative research on emerging population and socio-economic issues among selected sub-Saharan African countries*.

31. Target: Conducting content and methodology research for Census 2021

Discontinued: Research discontinued due to restructuring from 2016/17 onwards.

32. Target: Publishing a report on injuries, accidents and violence

Discontinued: 'Publishing a report on injuries, accidents and violence' is discontinued due to resources constraints.

33. Target: Introducing quarterly release of death statistics

Not funded: Funding has not been secured in the ENE for *Introducing quarterly release of death statistics*.

34. Target: Conducting a quality self-assessment on documented immigrants

Discontinued: 'Conducting a quality self-assessment on documented immigrants' is discontinued due to resources constraints.

35. Target: Conducting a comparative analysis of births data with maternity and school enrolment

Not funded: Funding has not been secured in the ENE for *Conducting a comparative analysis of births data with maternity and school enrolment*.

36. Target: Publish statistics on vulnerable groups

Reworded: Vulnerable groups have been renamed to marginalised groups in line with international practices.

37. Target: Series 5: Report on the elderly

Discontinued: The 'Report on the elderly' is discontinued due to resource constraints.

38. Target: Marginalised groups indicator report

New target: Marginalised groups indicator report.

39. Target: Publishing thematic report on drugs, narcotics and corruption

Discontinued: 'Thematic report on drugs, narcotics and corruption' is discontinued due to resource constraints.

40. Target: Including a module on crime against women

Discontinued: The 'Module on crime against women' is discontinued due to resource constraints.

41. Target: Publishing a thematic report on education at municipal level

Not funded: Additional funding was not secured in the ENE for *Publishing a thematic report on education at municipal level*.

42. Target: Education Series 6 report

New target: Education Series 6 report.

43. Target: Develop measurement tools and processes

Not funded: Funding was not secured in the ENE for *Developing measurement tools and processes*.

44. Target: In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources)

Discontinued: 'In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources)' is discontinued due to resource constraints.

45. Target: Conduct research on demographic dividend

Discontinued: Conduct research on demographic dividend is discontinued due to resource constraints.

46. Target: Evaluate and improve the use of external data sources

Discontinued: 'Evaluate and improve the use of external data sources' is discontinued due to resource constraints.

47. Target: Lead and share data revolution initiatives in Africa

Reviewed: Lead and share data revolution initiatives in Africa changed to conceptualise coordination of data revolution activities.

48. Target: Roll out an integrated quality management system

Not funded: Funding was not secured in the ENE to *Roll out an integrated quality management system*

49. Target: Developing a quality management system phase 2

New target: Developing a quality management system (phase 2)'.

50. Target: Conducting PES pilot for Census 2021

Target moved: PES pilot for Census 2021 moved to 2020/21.

51. Target: Conducting PES 2021 tests

New target: Conducting PES 2021 tests.

52. Target: Expanding survey quality control and auditing function to Economic Statistics surveys

Not funded: Funding was not secured in the ENE for *Expanding survey quality control and auditing function to Economic Statistics surveys*.

53. Target: Pronouncing on the quality of household surveys

Pronouncing on the quality of household surveys is included in the M&E reports. A separate document will not be compiled.

54. Target: Strengthening collaboration with Economic Statistics

Discontinued: 'Strengthening collaboration with Economic Statistics' is discontinued. It will move to the coming years following the roll-out of CAPI.

55. Target: Conducting tests on monitoring and evaluation methodologies for Census 2021

Not funded: Conducting tests on monitoring and evaluation methodologies for Census 2021.

56. Target: Researching the design of the new master sample

Moved: Researching the design of a new master sample will only be done in 2020/21.

57. Target: Researching methodological practices in economic and social statistics

New target: Researching methodological practices in economic and social statistics.

58. Target: Coordinate and test plans for Census 2021

Reviewed: Coordinate and test plans for Census 2021 reviewed to 'Compile plans for Census 2021 pilot'.

59. Target: Conduct mini test in preparation for Census 2021

New target: Conduct mini-test in preparation for Census 2021.

60. Target: Driving CPS data collection at district level

Not funded: Funding was not secured in the ENE for *Driving CPS data collection at district level*.

61. Target: Evaluating impact of digital data collection

Target moved to SCME.

62. Target: Implementing a data repository

Not funded: Funding was not secured in the ENE for *Implementing a data repository*.

63. Target: Evaluating data delivery channels

Discontinued: 'Evaluating data delivery channels' is discontinued due to resource constraints.

64. Target: Implementing data warehouse procedures

New target: Implementing data warehouse procedures.

65. Target: Researching municipal publication for IDP compilation

New target: Researching municipal publication for IDP compilation.

66. Target: Developing a Branding Strategy

New target: Developing a Branding Strategy.

67. Target: Reviewing and evaluating standards development processes and methodology

Reviewed: The target reviewing and evaluating standards development processes and methodology changed to reviewing standards development processes.

68. Target: Supporting SANSS with standards development

Not funded: Funding was not secured in the ENE for *Supporting SANSS with standards development*.

69. Target: Implementing a standards advocacy programme

New target: Implementing a standards advocacy programme.

70. Target: Assessing media relationships

Discontinued: 'Assessing media relationships' is covered under 'Measuring and evaluating effectiveness of communication products and services'.

71. Target: Compiling Census 2021 communication plan

New target: Compiling Census 2021 communication plan.

72. Target: Developing SASQAF for spatial data

Moved: 'Developing SASQAF for spatial data' moved to 2021/22.

73. Target: Preparing and publishing updated EA layer for Census 2021

Target reviewed: Target changed from 'Preparing and publishing updated EA layer for Census 2021' to 'Preparing EA and place name layers for Census 2021 mini-test'.

74. Target: Preparing sampling frame for household surveys

New target: Preparing sampling frame for household surveys.

75. Target: Evaluating the impact of new business rules

Discontinued: 'Evaluating the impact of new business rules' is discontinued due to dependency on a fully functional Integrated Business Register (IBR), which is the responsibility of SARS.

76. Conducting quality assessment of a sample of SARS SIC7 classified unit

Not funded: Funding was not secured in the ENE for *Conducting quality assessment of a sample of SARS SIC7 classified unit*.

77. Target: Implementing the NSDS

Discontinued: Implementing the NSDS is discontinued. The development and implementation of the NSDS will commence after the amended legislation is passed.

78. Target: Revising and updating the economic subsystem strategy

Moved: 'Revising and updating the economic subsystem strategy' is moved to 2021/22.

79. Target: Revising and updating the social subsystem strategy

Moved: 'Revising and updating the social subsystem strategy' is moved to 2021/22.

80. Target: Formalising partnership and coordination through MoUs/SLAs

New target: Formalising partnership and coordination through MoUs/SLAs.

81. Target: Maintaining and improving the data repository

Moved: 'Maintaining and improving the data repository' moved to 2021/22.

82. Target: Expanding the use of e-data transfer tool amongst SANSS members

Discontinued: 'Expanding the use of e-data transfer tool amongst SANSS members' is discontinued.

83. Target: Expanding the use of dissemination tool amongst SANSS members

Reviewed: 'Expanding the use of dissemination tool amongst SANSS members' is reviewed to 'Implementing the dissemination tool'.

84. Target: Developing strategy and protocol for data sharing

New target: Developing strategy and protocol for data sharing.

85. Target: System specifications for SASQAF online Assessment

New target: System specifications for SASQAF online assessment.

86. Target: Implementing and maintaining protocols for the development, compliance and reporting of indicators

Discontinued: 'Implementing and maintaining protocols for the development, compliance and reporting of indicators' is discontinued due to resource constraints.

87. Target: Implementing automated assessment system

Moved: 'Implementing an automated assessment system' is moved to 2021/22 due to reprioritisation.

88. Target: Reviewing framework for hosting international events

Reviewed: Reviewing Stats SA framework for hosting international events.

89. Target: Reviewing international engagements framework

Reviewed: Reviewing international engagements framework for Stats SA.

90. Target: Driving a process to evaluate Africa's adherence to the 2020 Round of Population and Housing Censuses principles and recommendations

Discontinued: 'Driving a process to evaluate Africa's adherence to the 2020 Round of Population and Housing Censuses principles and recommendations' is discontinued due to resource constraints.

91. Target: Supporting the implementation of the African statistical development programmes

New target: Supporting the implementation of the African statistical development programmes.

92. Target: Assess compliance to statistics legislation

Moved: 'Assess compliance to statistics legislation' moved to 2022/23.

93. Target: Compiling progress report on implementation of amendments

Reviewed: Progress report on parliamentary process for amendment to the Statistics Act.

94. Target: Compiling end-of-term performance report

Moved: 'Compiling the End-of-term report' is dependent on the audited annual report of 2019/20 and is therefore moved to 2020/21.

95. Target: Compiling a concept note on service delivery improvement

New: Compiling a concept note on service delivery improvement.

96. Target: Developing an internal audit plan for Census 2021

Reviewed: Census 2021 plan audited.

97. Target: Coordinating combined assurance model

New: Coordinating the implementation of a combined assurance model.

98. Target: Evaluating risk management as a value-add to achieve the organisational strategy

Discontinued: 'Evaluating risk management as a value-add to achieve the organisational strategy' is discontinued due to resource constraints.

99. Target: Maintaining 100% submission, verification and reporting of financial disclosures for SMS, MMS and other designated employees

Discontinued: 'Maintaining 100% submission, verification and reporting of financial disclosures' is discontinued as the targets are classified as operational.

100. Target: Testing e-procurement and e-payroll systems

Reviewed: 'Testing e-procurement and e-payroll systems' changed to 'Testing e-payroll system'.

101. Target: Assessing and reviewing effectiveness of financial systems and processes

Discontinued: 'Assessing and reviewing effectiveness of financial systems and processes' is discontinued due to resource constraints.

102. Target: Implementing computerised HRM systems

Reviewed: 'Implementing computerised HRM systems' changed to 'Implementing e-recruitment system'.

103. Target: Implementing structure review

New: Implementing structure review.

104. Target: Testing electronic filing system

New target: Testing electronic filing system.

105. Target: Driving the implementation of a succession plan

Reviewed: 'Driving the implementation of a succession plan' changed to 'Driving implementation of the rotation plan' (under talent management institutionalised).

106. Target: Invest in ICT by:

Discontinued: Four ICT strategic targets from 2017/18 onwards have been discontinued based on a review of the ICT strategy, and replaced by the following new targets: 'Reviewing network infrastructure for digital data collection' and 'Implementing ICT services centralisation strategy'.

107. Target: Implementing a ICT infrastructure for digital data collection

Discontinued: 'Implementing an ICT infrastructure for digital data collection' is discontinued as it forms part of 'Reviewing network infrastructure for digital data collection'.

108. Target: Evaluating data collection, processing and dissemination systems automated for all surveys

Discontinued: 'Evaluation of data collection, processing and dissemination systems automated for all surveys' is discontinued as evaluation is premature in 2019/20.

109. Target: Assessing support services business processes automation

Discontinued: 'Assessing support services business processes automation' is discontinued. The automation of business processes are still in progress.

110. Target: Evaluating knowledge management system

Discontinued: 'Evaluating Knowledge management system' is discontinued. Knowledge management moved to Corporate Communications and was discontinued from 2018/19 due to resource constraints.

111. Target: Build statistical capability and competence

Discontinued: Additional funding has not been secured in the ENE over the MTEF period. These targets have been discontinued.

112. Target: Coordinate a tertiary support programme

Not funded: Additional funding has not been secured in the ENE over the MTEF period. The statistics student programme has been discontinued.

113. Target: Implementing a re-skilling programme

Reviewed: Implementing a re-skilling programme (for data revolution) changed to 'Reskilling programme for CAPI implemented' due to reprioritisation.

114. Target: Implementing training on Diploma in Official Statistics

Discontinued 'Implementing training on Diploma in Official Statistics' is discontinued. The Diploma in Official Statistics was not developed due to resource constraints.

115. Target: Evaluating the impact of the Transformation and Change Agenda

Reviewed: 'Evaluating the impact of the Transformation and Change Agenda' changed to 'Implementing the Transformation and Change Agenda.'

116. Target: Conducting independent evaluation on quality interventions

Discontinued: 'Conducting independent evaluation on quality interventions' is discontinued. Independent evaluations is conducted by Survey Coordination Monitoring and Evaluation.

117. Target: Preparing the spatial information frame for 2021

Target is reviewed: 'Preparing the spatial information frame for 2021' changed to 'Preparing the geo-spatial information frame for 2021'.

118. Target: Providing technical support to provincial partners in self-assessment

Discontinued: 'Providing technical support to provincial partners in self-assessment' is discontinued due to resource constraints.

119. Target: Developing research papers to respond to provincial policy

Discontinued: 'Developing research papers to respond to provincial policy' is discontinued due to resource constraints.

120. Target: Implementing statistical regions

Reviewed: 'Implementing statistical regions' is changed to 'Developing a proposal on statistical regions'. The previous proposal was not approved and further work is required.

121. Target: Implementing an integrated provincial statistical capability plan

Discontinued: Implementing an integrated provincial statistical capability plan. This target will be done through capacity building sessions.

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 statistical value chain for better efficiency
Objective statement:	Innovate the statistical 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 statistical value chain will be achieved through: <ul style="list-style-type: none"> 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 classifications 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:	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:	Designate statistics as official
Objective statement:	Designate statistics as official by conducting ten independent assessments of statistical series in the national statistics system against the South African Statistical Quality Assessment Framework (SASQAF)
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:	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 (metros, cities, and regional service centres); and a comprehensive and updated business sampling frame is available
Strategic objective 3.2:	Lead the development and coordination of the statistical system in South Africa
Objective statement:	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 (NSDS) 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:	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 is supported and implemented

Strategic objective 4.1:	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:	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:	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:	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: <ul style="list-style-type: none"> 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:	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:	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 are institutionalised; and staff are reskilled for the new environment
Strategic objective 5.3:	Build a united and diverse organisation
Objective statement:	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
Mballo 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
AENE	Adjusted Estimates of National Expenditure
AfDB	African Development Bank
AFS	Annual Financial Statements
AFS	Annual Financial Statistics
AG	Auditor-General
ANA	Annual National Assessments
APAI-CRVS	Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics
ASS	African Statistical System
ASSD	Africa Symposium on Statistical Development
AUC	African Union Commission
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
BSF	Business Sampling Frame
CAPI	Computer Assisted Personal Interview
CAT	Commitments and Accruals Tool
CDC	Continuous data collection
CIPC	Companies and Intellectual Properties Commission
CPI	Consumer price index
CPS	Continuous Population Survey
CRM	Client Relationship Management
CRUISE	Centre for Regional and Urban Innovation and Statistical Exploration
CRVS	Civil Registration and Vital Statistics
CS	Community Survey
CSP	Cities Support Programme
DBE	Department of Basic Education
DCS	Department of Correctional Services
DDG	Deputy Director-General
DHS	Domestic Household Survey
DoJ&CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
DST	Department of Science and Technology
DTS	Domestic Tourism Survey
DU	Dwelling unit
EA	Enumeration area
EC	Eastern Cape
EEAs	Environmental Economic Accounts
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
Exco	Executive Committee
FMLS	Facilities Management, Logistics and Security
FS	Free State
GAF	Growth Accounting Framework

GDP	Gross domestic product
GFS	Government Financial Statistics
GHS	General Household Survey
GIF	Geospatial Integrated Framework
GIS	Geographic Information System
GP	Gauteng
GPSJS	Governance, Public Safety and Justice System
HCD	Human Capacity Development
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resources Management
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IES	Income and Expenditure Survey
IIA	Institute of Internal Auditors
ISIC	International Standard Industrial Classification of all Economic Activities
IT	Information Technology
IUDF	Integrated Urban Development Framework
KZN	KwaZulu-Natal
LCS	Living Conditions Survey
LP	Limpopo
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MoU	Memorandum of Understanding
MP	Mpumalanga
MS	Master sample
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NBP	New Building Project
NC	Northern Cape
NDP	National Development Plan
NHTS	National Household Travel Survey
NPA	National Prosecuting Authority
NPR	National Population Register
NSDS	National Strategy for the Development of Statistics
NSS	National Statistics System
NW	North West
OCPO	Office of the Chief Procurement Officer
OHSA	Occupational Health and Safety Act
PAPI	Paper Assisted Personal Interview
PES	Post-enumeration Survey
PFMA	Public Finance Management Act

PPI	Producer price index
PPP	Public Private Partnership
PSETA	Public Service Sector Education and Training Authority
PSR	Public Service Regulations
PSU	Primary sampling unit
QA	Quality assurance
QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QLFS	Quarterly Labour Force Survey
QMS	Quality Management System
RMSC	Risk Management Steering Committee
RPPI	Residential Property Price Index
RSC	Regional Service Council
RTMC	Road Traffic Management Corporation
SA	South Africa/n
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SADHS	South Africa Demographic and Health Survey
SAE	Small-area estimation
SANSS	South African National Statistics System
SAPS	South African Police Service
SARB	South African Reserve Bank
SARS	South African Revenue Service
SASQAF	South African Statistical Quality Assessment Framework
SAT	South African Tourism
SAYP	Survey of Activities of Young People
SBR	Statistical Business Register
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SHERQ programme	Safety, Health, Environment, Risk and Quality programme
SIC	Standard Industrial Classification
SIF	Spatial Information Framework
SIS	Structural Industry Statistics
SMEs	Small and medium-sized enterprises
SMMEs	Small, medium and micro-sized enterprises
SMS	Senior Management Staff
SMS	Stakeholder Management System
SRM	Stakeholder Relations Management
Stats SA	Statistics South Africa
SUT	Supply and Use Tables
SVC	Statistical value chain

SWTS	School to Work Transition Survey
TaCT	Transformation and Change Team
TFP	Total Factor Productivity
TSA	Tourism Satellite Account
TUS	Time Use Survey
UN	United Nations
UNECA	United Nations Economic Commission for Africa
USS	User Satisfaction Survey
VAS	Volunteer Activities Survey
VOCS	Victims of Crime Survey
WC	Western Cape
WHO	World Health Organization

