



# Strategic plan 2015/2016 – 2019/2020



**Statistics  
South Africa**



The South Africa I know, the home I understand

Strategic plan 2015/2016 – 2019/2020

## **Strategic plan 2015/2016 – 2019/2020 / Statistics South Africa**

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

Foreword

Our supreme law, South Africa's Constitution that enjoins us as a nation and defines our being in the community of nations, declares that South Africa belongs to all who live in it. It recognises the people's struggles, their trials and tribulations as we sought to rid ourselves of the scourge of 300 years of colonial occupation and domination and 46 years of apartheid and systematic racial discrimination. Therefore the preamble says "We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to — heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights; lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law; improve the quality of life of all citizens and free the potential of each person; and build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations."

To achieve the injunction of our Constitution we need to mobilise society through a robust plan and monitor the outcomes of our plans in order to know that our commitment to the Constitution is realised. The Constitution imposes a major burden of responsibility on measurement and our national statistics, which should inform us impartially as an input to the plan and as an instrument of measuring the extent of progress or otherwise towards achieving set goals and targets. Our Constitution is thus unambiguous in its expectations regarding the responsibility of measurement institutions. It further recognises that we are enjoined with the community of nations, thus instructing our system of measurement to adhere to global and international practice. In this regard the Sustainable Development Goals (SDGs) is high on the global agenda post-2015. In order to address these major measurement requirements, I have called for a revamp of the statistical legislation and consolidation of the gains we have made in the area of measurement in the last 20 years. The five-year strategic plan 2015–2020 shall be judged against the following five goals I have set for the Statistician-General:

*Firstly*, by 2030 our statistical information system will have fully responded to the information demands of the National Development Plan (NDP) that informs development and transformation consistent with the mandate of our Constitution.

*Secondly*, the national statistics system will be driven by a diverse, transformed and united cadre of professionals imbued with the statistical capability to lead the national statistical system. The statistical literacy of citizens and statistical capability in the national statistics system will have increased. School leavers will be better equipped to understand statistical concepts and its application in their daily lives. A new generation of statistical leaders will have been grown to head statistical information systems in the National Statistics System (NSS). A true data revolution will inspire us.

*Thirdly*, Stats SA will be a top-performing organ of state and an employer of choice. Technology will drive an end-to-end robust statistical production system. Our governance and statistical systems are flexible, efficient and innovative, underpinned by sound governance and statistical methodologies.



*Fourthly*, Stats SA will be the statistical authority at the heart of the NSS. Collaborative partnerships and statistics units will be established within organs of state under the statistical leadership of the Statistician-General. The production of statistics has now become part of the annual performance plans of organs of state and is used for decision-making by all to inform policy, planning, monitoring and evaluation. Users and the public are delighted and have confidence and trust in official statistics as it is common knowledge and practice that statistics produced in the NSS are based on statistical quality principles and international best practices.

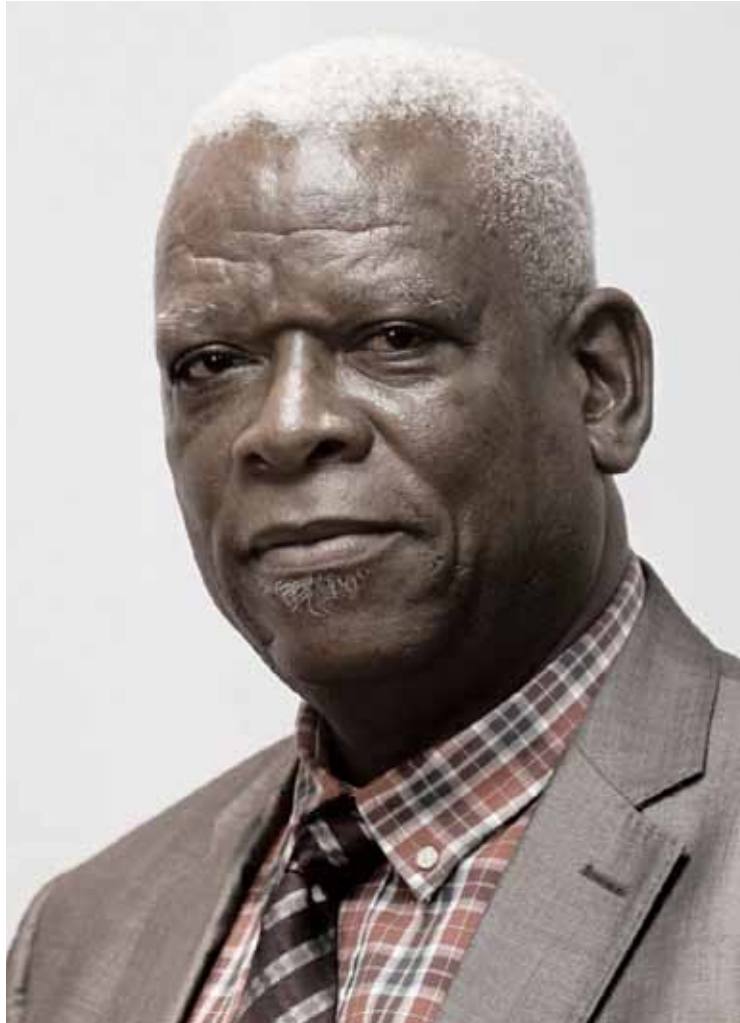
*Fifthly*, by 2020, the statistics value chain will be based on sound statistical quality principles in line with international standards and classifications that engender trust in our products.

An enabling statistical legislation is a critical imperative in putting paid the injunction of our supreme law, the Constitution. South Africa has a powerhouse in Statistics South Africa and we need, each one of us, to support the endeavour of science-based planning. I wish to thank the Chair of the Statistics Council, Mr Ben Mphahlele and his Council for providing advice on the compilation of the strategic plan and the Statistician-General, Mr Pali Lehohla and his staff for putting together this strategic plan.









Ben Mphahlele  
Chairperson: Statistics Council

Foreword

Demand for official statistics is driven by the global and national commitments to equitable and sustainable development. The Bretton Woods Institution's requirement for the preparation of Poverty Reduction Strategy Papers from client countries and the United Nations' Millennium Development Goals gave cause for historic initiatives in the development of statistics. The Marrakech Action Plan for Statistics (MAPS) in 2004 and the Busan Action Plan for Statistics (BAPS) in 2011 are some of the initiatives taken in response to the increasing demand for statistics. MAPS advocated, inter alia, for the mainstreaming of the strategic planning of statistical systems thus providing grounds for the building of the National Strategies for the Development of Statistics (NSDS), the preparations for the 2010 Census Round and the increase in the financing for statistical capacity building. BAPS built on the successes registered by MAPS and advanced the full integration of statistics in decision-making, open access to statistics and increased investment in statistics systems.

The Regional Reference Strategic Framework for Statistical Capacity Building in Africa (RRSF) was an African initiative designed to contribute to improved relevance of statistics that meet the users' need, improvement of the management of statistical systems and ensuring that the development of statistics on the continent is irreversible and sustainable.

In 2009 the African Heads of State and Government passed the African Charter on Statistics, thus providing a framework for the African Statistical System. In 2010 the African Heads of State and Government passed the Strategy for the Harmonisation of Statistics in Africa, a document that gives effect to the implementation of the African Charter on Statistics. In 2014 the General Assembly of the United Nations endorsed – after 20 years of its existence – the United Nations Fundamental Principles of Official Statistics. In the same year the Independent Expert Advisory Group on Data Revolution for Sustainable Development presented their report “The World that Counts” to the United Nations Secretary General and the General Assembly adopted a resolution incorporating Sustainable Development Goals. In South Africa, the National Development Plan and the Government's Medium Term Strategic Framework 2015–2019 define specific and increased needs for official statistics. The increase in demand for statistics is accelerating.

It is necessary to portray the above context in order to demonstrate that the pace of change and the importance of statistics in the 21st century are unprecedented and that this strategy is a response to this rising wave of demand for official statistics that is taking place within a highly integrated and complex global, continental and national environment.

The next 16 months constitute a defining point of departure for this strategy. The threshold is that, during this period, the development of the South African National Strategy for the Development of Statistics (NSDS) shall have reached an irreversible stage. This period shall be marked by an intense and wide consultation and advocacy processes in the strengthening of the South African National Statistics System (SANSS) and in the building, thereon, of the first South African NSDS.

A strengthened South African National Statistics System shall comprehensively include all organs of state that are producing official statistics, employ code of ethics and sound practices for official statistics, harmonise the production and dissemination of statistics, promote the use of official statistics in policy development, policy

monitoring and evaluation as well as decision-making efforts, elevate and sustain the elevation of official statistics throughout the organs of state and civil society and provide framework for the development of the South African NSDS.

The NSDS shall consist of action plans for:

- The improvement of the use of administrative records as sources of data for the production of official statistics;
- The strengthening of statistical capacity across organs of state, defining the action plan for the architecture;
- Building of statistical units within organs of state and compliance by these units with the requirements of the Statistics Act and international statistical norms and standards;
- The improvement of human capital formation as well as its retention within the area of statistical production and consumption; and
- The introduction of change and change management opportunities.

This five year strategy is introduced during the period of fiscal constraints and it provides, therefore, a rare opportunity for the development of effective and efficient innovations.

Council would like to thank the Minister for initiating the process for the strengthening of the South African National Statistics System and for his support in the building of leadership capacity to optimise the ability of Statistics South Africa to coordinate the envisaged South African National Statistics System. Council also thanks the Statistician-General for his passion, commitment and constructive engagement during the development of this strategy.

In its meeting on 20 February 2015, Council had considered this strategy and hereby recommends, in terms of Section 5(1)(a) of the Act, that the Minister approves it.







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

Introduction

Yester year was the end of the strategic plan cohort 2010–2014 for government in general and Stats SA in particular, and concurrent with this was the end of the United Nations Round of 2010 Housing and Population Censuses. The 2015–2019 cohort of government strategic planning period has embedded the National Development Plan as its point of departure. Concomitant with this is the new round of censuses, the 2020 Round of the United Nations Housing and Population Censuses and the opening of the Sustainable Development Goals (SDGs), in the Post-2015 Development Agenda and indeed the end of the Millennium Development Goals period.

The global statistics, data and information community face a greater challenge – one which holds the promise of a transformative agenda for statistics. This agenda is driven by the environment of Sustainable Development Goals which make incredible demands for data. There are 17 goals, twice the number of the MDGs, and 169 targets, almost three times the number of targets for the MDG era. The indicators demanded by the SDG programme run into thousands. This is the global statistics background against which Statistics South Africa is preparing its strategy 2015–2019.

In preparation for this period, the National Development Programme and its imperative are targeted especially at defeating the triple challenge of poverty, unemployment and inequality amongst the 14 priority areas of government will remain an important goal to measure for statistics.

In this regard, the main focus is to build a durable statistics machinery to deliver on this agenda. The Statistics Act which has served South Africa for the last 15 years is now poised for a revamp. The main focal areas for change in legislation will be on the following areas:

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

This remit will see a transformed statistics system as an outcome driven by the National Development Plan, the United Nations Sustainable Development Goals agenda, Data Revolution and Exploitation of Big Data.

The Minister responsible for Planning, Monitoring and Evaluation (DPME), has called for this legislative change and put Statistics South Africa on a sustainable road to providing the evidence required for planning, implementation, monitoring and evaluation.

I thank the Minister, Hon. Jeff Radebe, for his leadership, the Chairperson of the Statistics Council, Mr Ben Mphahlele and the leadership and staff of Statistics South Africa for making things happen.





## Chapter 1: The Strategic Importance of Statistics



## 1.1 Introduction

'A story of our life is a story worth telling generations to come. It is a story worth learning from, it is a story to preserve. It is a story of how the disempowering triumvirate of unemployment, poverty and inequality will be defeated by 2030. This story, past and future, rests on a triumvirate of a plan, a national statistics system and a framework for monitoring and evaluation.' Mr Jeff Radebe (MP), Minister in the Presidency (Opening address at the Statistics Conference in 2014.)

Statistics South Africa (hereinafter referred to as Stats SA) is the fact-finder of the nation, bringing to society the data or knowledge of 'The South Africa I know, the home I understand'. The demand for statistical data continues to increase as policymakers, civil society, business and citizens increasingly use statistics to inform their decisions and with this growth in demand, the work of Stats SA becomes increasingly huge and complex requiring continuous sharpening of skills and deliberately improving the tools of trade to meet the ever changing requirements.

Policy, planning, monitoring and decision-making, needs a reliable, relevant, credible and sustainable, national statistical system underpinned by robust and predictable coordination mechanisms. Over the last ten years tremendous improvements have been made in the scope, relevance, quantity and quality of statistical data produced by Stats SA as a result of planning and implementing a far reaching programme of re-engineering systems and processes. This was one of the five priority areas of the agenda for change that was adopted by management and staff in November 2000.

Although Section 14 of the Statistics Act, 1999 (Act No. 6 of 1999), hereinafter referred to as the Statistics Act, provides for national statistical coordination by the Statistician-General, progress on this front has been painfully slow in addressing the quality of information and the skills gap in the totality of the national statistics system. A reform of the statistics environment is therefore an imperative to build public confidence and trust in a statistics system that is responsive to the current and future developmental challenges of the country.

South Africa has nine primary challenges and they are identified by the NDP as follows:

- 1) Unemployment is extremely high;
- 2) The quality of school education for previously disadvantaged people is poor;
- 3) Infrastructure is poorly located, inadequate and under-maintained;
- 4) Spatial divides hinder inclusive development;
- 5) The economy is unsustainably resource intensive;
- 6) The public health system cannot meet demand or sustain quality;
- 7) Public services are uneven and often of poor quality;
- 8) Corruption levels are high; and
- 9) South Africa remains a divided society.



Meeting the challenges outlined in the NDP and the Medium-Term Strategic Framework (MTSF) 2015–2019 and together with the introduction of a monitoring and evaluation regime have precipitated a step change in both the quantum and methods of statistical production. This Strategic Plan 2015–2019 defines the reform plan in the South African statistics landscape. Statistical reform is expected to put South Africa’s statistical development on a bold, new trajectory over the next five years and will accelerate the response to the emerging data needs, address quality challenges and mobilise resources for the implementation of a robust national statistics system. The statistical reform will require legislative amendments addressing *inter alia* implementing statistical geography, strengthening coordination mechanisms and compliance, addressing the emerging data revolution, creating a state-wide statistical service, as well as addressing institutional arrangements and protocols.

This strategic plan reveals how a reliable and credible NSS that produces official statistics used for Transparency, Accountability, Results-based decisions and Transformation will be led and coordinated. With this thrust on the national statistics system: ‘Together we move South Africa forward’.

## 1.2 The changing requirements for statistics

It is possible to establish a national statistics system that is sound and visible at all geographic levels including sub-places, where citizens can easily access statistics information on service delivery and use the data to drive rapid transformation and inspire active citizenry.

South Africa has been a democratic state for more than 20 years now, and through the years there have been a number of government-led development initiatives such as the Reconstruction and Development Programme (RDP), the Growth, Employment and Redistribution (GEAR), the Accelerated and Shared Growth Initiative – South Africa (AsgiSA) and these have through the theory of continuity of change, built up to the latest initiative, namely the NDP.

Citizens and other stakeholders, including government officials, are not only asking questions relating to service delivery but are also asking questions about issues such as accountability and sustainability. These stakeholders often ask complex questions that require a range of detailed and continuous data presented with clarity that meets their requirements. Such questions include: Do we know and understand the quality of health services and the difficulties that confront people when they go to public health facilities? Do we know and understand what is happening in our schools, not only the suburban schools, but do we know what the conditions are in our township and rural schools? What are the subject choices of those who start school and proceed to write matric and enter institutions of higher learning? Are those choices potentially creating outcomes in the form of productive and employable citizens? Do we know and understand the living conditions and state of housing in townships where the majority of our people live? Do we know whether a tap along a street within a rural community provides residents with quality water daily and continuously? Do we know and understand the quality of services that we render and whether these services are reaching the right communities, and whether it has improved the living standards of ordinary South Africans?

There is a renewed emphasis on service delivery. The drive to provide services delivered in an accountable, responsive and transparent manner, thereby creating new possibilities and new hope for South Africans, calls



for more focused and specific service infrastructure and delivery statistics. The data revolution provides a new window of opportunity with data sources that are more interactive than traditional data sources. Administrative records hosted by different organs of state provide an opportunity to improve the volume and flow of statistics produced as well as the extent to which they are relevant. Collaborative partnerships with other institutions and organs of state generating statistical information are crucial under the leadership of the Statistician-General in line with Section 14 of the Statistics Act.

Government's MTSF (2015–2019) has specified 14 outcome areas for the next five years as follows:

- 1) Quality basic education;
- 2) A long and healthy life for all South Africans;
- 3) All people in South Africa are and feel safe;
- 4) Decent employment through inclusive growth;
- 5) A skilled and capable workforce to support an inclusive growth path;
- 6) An efficient, competitive and responsive economic infrastructure network;
- 7) Vibrant, equitable, sustainable rural communities contributing towards food security for all;
- 8) Sustainable human settlements and improved quality of household life;
- 9) Responsive, accountable, effective and efficient local government;
- 10) Protect and enhance our environmental assets and natural resources;
- 11) Create a better South Africa and contribute to a better Africa and a better world;
- 12) An efficient, effective and development-oriented public service;
- 13) A comprehensive, responsive and sustainable social protection system; and
- 14) A diverse, socially cohesive society with a common national identity.

The Statistician-General has the statutory obligation in terms of Section 14 of the Statistics Act to lead the national statistics system and deliver enabling information on these 14 priority areas.

### 1.3 The purpose of the Strategic Plan 2015/2016 – 2019/2020

The objective of this 5-year Strategic Plan is to set a new direction for Stats SA in order to increase the *supply and use* of official statistics by enabling the state to conduct its business in a Transparent and Accountable manner and enabling the state to make Results-based decisions to drive Transformation. The strategy acknowledges existing holdings of organisational strengths as strategic assets and takes deliberate advantages of opportunities presented to enhance production efficiency. It outlines strategic outcomes for the next five years to drive the establishment of a sound national statistical system in response to the statistical demands emanating from, among others, the NDP and the MTSF as outlined earlier on. This development will have a long term imprint coinciding with the next 15 years of implementing the national development plan. The Strategic Plan will guide planning and resource allocation over the next five years and will be reviewed annually in light of stakeholder



needs, the evolving socio-economic environment and emerging priorities. The outcome of the annual reviews and changes associated with them will be captured in Stats SA's Annual Work Programme.

The Strategic Plan addresses the following:

- **Who we are:** This chapter defines Stats SA's legislative mandate and its core business.
- **Where we are now:** This chapter discusses the current statistical production in the country and the developments and achievements within Stats SA.
- **Where we want to be:** This chapter outlines our vision of what we want SA to look like in the future.
- **How we are going to get there:** This chapter outlines the steps to be taken towards realising this vision.

## 1.4 Who are we?

### Legislative and other mandates

Stats SA is a national government department accountable to the Minister in the Presidency responsible for National Planning, Monitoring and Evaluation, Youth and Statistics South Africa. The activities of the Department are regulated by the Statistics Act, 1999 (Act No. 6 of 1999) which ensures the independence of the Statistician-General from political interference in the production and dissemination of official statistics. According to the Statistics Act, the purpose of official statistics is to assist organs of state, businesses, organisations and the broader public in planning, decision-making, and monitoring or assessment of government policies.

The Act makes provision for the appointment of a Statistician-General (SG) whose role is statistical production in the country can be summarised as follows:

Firstly, as the National Statistical Authority to inform stakeholders on the economy and society by:

- Collecting, compiling and disseminating a wide range of economic, social and population statistics using the best scientific methods;
- Developing and maintaining databases for national statistics on businesses and enumeration areas; and
- Liaising with other countries and statistical agencies as well as representing Stats SA and South Africa in statistical activities internationally.

Secondly, as the National Statistical Coordinator, to promote coordination among producers of official and other statistics in order to advance quality, comparability and optimum use of official statistics and to avoid duplication by:

- Formulating quality criteria and establishing standards, classifications and procedures;
- Providing statistical advice; and
- Promoting a public culture of measurement.

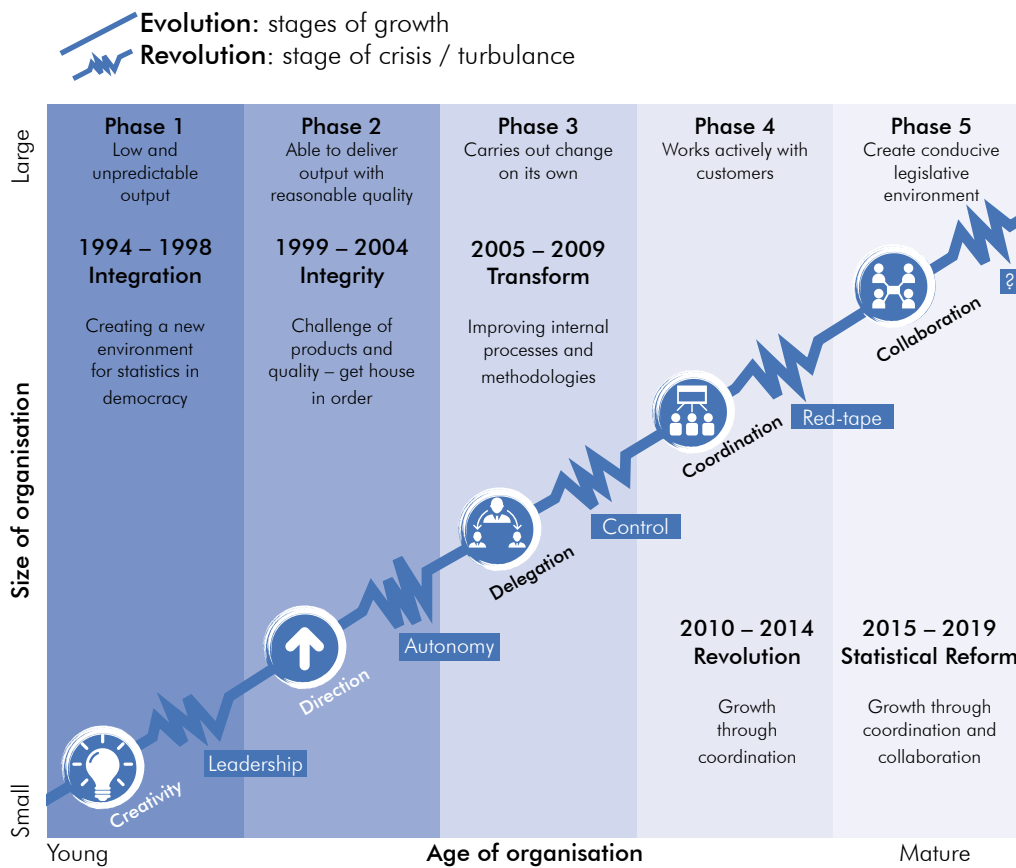


Chapter 2: Where do we come from and where are we now?

## 2.1 Statistical development over the past 20 years

Stats SA has over the past 20 years mastered statistical operations; leading to the production of better quality official statistics. Other organs of state (education, health, municipalities, and so forth) also produce statistics which are not official, but are used in government. Statistical coordination has been legislated in the Statistics Act to ensure that good quality statistics are produced by other organs of state and to avoid duplication.

The diagram below demonstrates the stages of statistical development over the past 20 years.



The thrust of the NDP and the policy documents that preceded it such as the RDP and GEAR point not only to a national vision, but also to the associated information required in making such a vision a reality. The biggest challenge that confronts policy and statistics, at least in the case of South Africa in large part, has been the relative inability of the statistics and information to be visible, accessible and relevant to those who implement policy, especially at the level of those who are directly responsible for implementation. The key strategic thrust



over the next 15 years will be to strengthen and accelerate statistical coordination and collaboration through driving statistical reform in the country.

## 2.2 Where are we now?

During the past year, Stats SA embarked on a strategy review process which looked at both the internal and external environment in order to assess the responsiveness of the current statistical information system to the growing demand for statistical information by stakeholders including government, business and the public at large.

### 2.2.1 External environment analysis

The changing information requirements in the demand for statistics prescribe that not only are they of high quality but are also relevant. These requirements guide the transformation of statistics in the public domain, regardless of whether they are produced as official statistics by organs of state, or by private entities. This transformation involves collaboration and partnerships between producers of statistics and is aimed at making statistics 'fit for use' for decision-making, planning, monitoring, reporting and evaluation.

The Medium-Term Strategic Framework (MTSF) 2014–2019 outlines the 5-year strategy and identifies its priorities as:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building

After an in-depth analysis of all these priorities and other user demands, Stats SA identified the following areas as key drivers of change:

**Economic reality:** South Africa has evolved since the inception of democracy, creating a growing black middle class group, whilst simultaneously levels of inequality remained at unacceptably high levels. Presently, South Africa is one of the societies in the world with a huge wealth gap between the rich and the poor. The following are contributing factors to a changing economy and must therefore be measured accurately to inform economic and fiscal policy:







*Firstly*, education plays an important role in closing the inequality gap, and thus improving individuals' life chances by promoting economic mobility, advancing economic growth, creating employment, eradicating poverty and reducing inequality. Improving the quality of education requires further improvements in early childhood development, investment in school infrastructure and facilities, effective school management and substantial improvements in literacy and numeracy. But more fundamentally it is about changing the culture of teaching for the better by placing parents at the centre of their children's schooling.

*Secondly*, since 1994 employment creation has increased dramatically as a consequence of more women participating in the economy. However, job opportunities have not increased sufficiently to significantly mitigate unemployment and remedy the inherited past ills before 1994. Government is partnering with private businesses, providing Small, Medium and Micro Enterprises (SMMEs) with financial support to create employment. Businesses are encouraged to make more progress in implementing employment equity, skills development, broad-based black economic empowerment and youth development (to make use of the employment incentive scheme). Expanded Public Works Programmes (EPWP), in particular the Community Work Programme (CWP), will continue to generate additional employment opportunities, provide training and work experience, and increase social cohesion. Employment will also be created through the rural economy (agriculture).

*Thirdly*, a skilled and capable workforce will support the growth plan. The education, training and innovation system should cater for different needs and produce highly skilled individuals. The graduates of the post-school system should have adequate skills and knowledge to meet the current and future needs of the economy and society. According to official statistics published, Africans have de-skilled by 3,6% in the years of democracy, providing pointed insight to policy outcomes in this area.

*Fourthly*, the implementation of an efficient, competitive and responsive economic infrastructure network in South Africa has to be preceded by the provision of basic services such as electricity, water, sanitation, telecommunications and public transport, and the basic services needs to be robust and extensive enough to meet industrial, commercial and household needs. While South Africa has a relatively good core national network of economic infrastructure, the challenge is to maintain and expand it to address the demands of a growing economy.

*Lastly*, it is to protect and enhance our environmental assets and natural resources as these form a backbone to economic growth. South Africa is water-stressed and faces extreme weather variability with cycles of droughts and sudden excessive rains, accompanied by a declining quality of aquatic ecosystems.

Knowing and understanding the state and structure of the economy is important in order to ensure effective deployment of risk mitigating strategies and actions. To this end data is essential. The impact of economic policy and the transformation of the economic reality in addressing '*Decent employment through economic growth*' need to be underpinned by a system of evidence at a macro, meso and micro-economic level. Defining the economic statistics subsystem, key economic indicators, the information and quality gap and the key actors, will be a key focus over the next five years. The lack of economic data at local level remains a concern as it does not allow municipalities to adequately plan for economic development in their areas through their Integrated Development Programme led strategies.

**Fiscal pressures:** “South Africa’s economy has continued to grow, but more slowly than projected a year ago.” (Minister of Finance: Budget speech 2014). Government will have to work smarter, to be more efficient and effective in our delivery processes – we need to do more with less. The statistical information system must enable the National Treasurer to make better informed decisions for fair and accurate budget allocations; it must assist entities to plan better for service delivery; and it must facilitate the monitoring and assessment of performance of government programmes and policies. Statistics must therefore be at the heart of planning, monitoring and evaluation as the national statistics system has the potential to provide evidence on input, output, outcomes and impact of programmes and policy. Statistics must therefore be central to, and inform planning, monitoring and evaluation. The proper use of statistics could illustrate: inefficiencies in the system of government; performance of the various sectors and could reveal inconsistencies between policy intent, the delivery chain and policy outcomes. Statistics can enhance better governance and can lead to operational effectiveness and efficiency in the system.

**Changing society:** Society has evolved since 1994, presenting a myriad of challenges that are not necessarily linked to race alone, but extends to, and intersects with class, geographic location, gender and linguistic background. The quality of government-provided services to citizens continues to be affected by who you are and where you live. Census 2011 has revealed a moving population where people are migrating from rural/small towns to other provinces and cities for better economic opportunities. These migration patterns have a huge impact on the capacity of provincial and local government to provide services to all.

“No political democracy can survive and flourish if the mass of our people remain in poverty, without land, without tangible prospects for a better life. Attacking poverty and deprivation must therefore be the first priority of a democratic government.”

*White Paper on Reconstruction and Development, November 1994, paragraph 1.2.7*

The NDP goal to fight poverty is dependent greatly on understanding demographic trends which are mainly affected by fertility rates, mortality rates, migration and urbanisation trends. Tackling poverty and deprivation will require researching and integration of various data sources to create new knowledge and understanding of societal realities. The statistical information base must be expanded and will require that organs of state and private organisations collaborate proactively to inform decision-making.

**Environmental changes:** South Africa is not only a contributor to greenhouse gas emissions – it is also particularly vulnerable to the effects of climate change on health, livelihoods, water and food, with a disproportionate impact on the poor, especially women and children. While adapting to these changes, industries and households have to reduce their negative impact on the environment.

The national framework for sustainable development requires the establishment of a statistical information system that informs planning, monitoring, evaluation and reporting not only in the sector but in an integrated fashion that provide pointers to impacts of emissions on health outcomes. The framework will also have to align to the System of Environmental Economic Accounts (SEEA) which contains the internationally agreed standard concepts, definitions, classifications, accounting rules and tables for producing internationally comparable statistics on the environment and its relationship with the economy. Stats SA is, however, not the primary collector of data on environmental issues. Developing a set of indicators, agreement on the use of standard concepts and definitions, and collecting the right variables in line with international requirements will require a collaborative effort by various organs of state in this sector.



**Data revolution:** The information explosion in this fast-growing digital world is forcing organisations to adapt their processes to exploit opportunities that it presents to keep up with the times. The frequency of our surveys and turn-around times after data collection is becoming a thorny issue for our users, especially those who are in decision-making positions. Data revolution presents the opportunity of the supply of instant 'Big data', but at the same time the risks involved around quality, developing a new skills set, reviewing processes and developing new methodologies to keep abreast with changes in the digital world need to be managed.

**Political changes:** The NDP provides the framework to achieve a radical socio-economic agenda. It recognises the need for a capable and developmental state, a thriving business sector and strong civil society institutions with shared and complementary responsibilities. It identifies decent work, education and the capacity of the state as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities. Emerging priorities that require measurement over time, such as the emphasis on SMMEs as a key strategy of government to address unemployment, will have to be addressed in the national statistics system. Short-term interventions as well as long-term strategies for measurement must be incorporated in the national strategy for the development of statistics.

**International and African Statistics Agenda:** The South African government aims to create a better South Africa and contribute to a better Africa and a better world. Apartheid once isolated South Africa, but since 1994 it has taken its rightful place as an independent, sovereign state in the family of nations. The country has also established a positive footprint regionally, continentally and globally. There is an increasing demand for international and continental comparable statistics. The United Nations Statistics Commission (UNSC), which is the overarching international statistics body, has facilitated the adoption of the Fundamental Principles of Official Statistics by the General Assembly. The implementation guidelines are being developed and will impact on statistical practice in national statistical systems. PARIS21 is driving partnerships in statistics globally and specifically the crafting of national strategies for the advancement of statistics in less developed countries.

The African Union Commission has facilitated the adoption of the African Charter on Statistics, and the Strategy for the Harmonisation of Statistics in Africa (SHaSA) which is its implementing arm. These continental initiatives have highlighted the skills and statistical systems gaps in countries, including in South Africa. The opportunity exists to build a pool of Pan African statistical leaders that can take forward the African Statistics Agenda in the global space. Stats SA has been leading and driving various initiatives, including the Africa Symposia on Statistical Development (ASSD) which focuses on strengthening Civil Registration/Vital Statistics (CRVS) systems in Africa and the Young African Statistician (YAS) programme. Stats SA will now have to compile a National Strategy for the Development of Statistics (NSDS) for South Africa which aligns to the continental and international agendas.

**Fragmented statistical and geographic environment:** Apartheid left a disastrous spatial legacy. After 20 years of democracy, South Africa's towns and cities are still divided and inefficient, imposing high costs on households and the economy. Many communities in former "homeland" areas lack both economic development prospects and effective municipal service delivery. The NDP proposes economic and institutional reforms to address these challenges. The development of a National Spatial Framework, and ongoing spatial management, must be supported by a properly integrated system of national spatial data. There are a number of initiatives in the public and private sectors to collect and analyse data at national level, but these are not streamlined and integrated resulting in some duplications. Stats SA will take up a leadership role to provide and coordinate spatial statistics to inform policy processes. This change will be lead through legislative reform.



Challenges in the external environment are galvanising the organisation to re-assess its ability and capability to lead statistical production and coordination in the country. The external environment offers both opportunities and threats that will impact on the future growth and transformation of the organisation. Key responses to the external environment are:

- Creating an enabling legislative environment for statistical coordination in the country;
- Defining the economic, social and environmental statistics subsystems;
- Establishing collaborative partnerships to use administrative sources as part of the statistics subsystems;
- Developing strategies to supply statistical information more frequently at a local geographical level;
- Research new methods of work and methodologies to be responsive to emerging needs;
- Taking up a leadership role in spatial statistics in the country;
- Aligning statistical practices and standards to international best practice; and
- Increasing use of statistical information to inform planning, monitoring and evaluation, and resource allocation by forging strong partnerships with Department of Performance, Monitoring and Evaluation (DPME) and National Treasury (NT) in particular.

### 2.2.2 Internal environment analysis

In response to the demands in the external environment, Stats SA reviewed its internal environment to assess its readiness to make a wide-ranging change. Stats SA will build on its strength to address weaknesses in order to drive the agenda for change. Below is a summary of the internal environment:

**Performance environment:** During the strategy review process, Stats SA assessed its organisational performance both against the strategic plan targets as well as the work programme targets. Over the past five years, the organisation has achieved 71% of its targets as set out in the Strategic Plan (2009–2014). Key reasons for not achieving the targets are mainly due to a lack of additional fund allocation to roll out new initiatives as well as a slow start on the implementation of the South African National Statistics System (SANSS). Targets were, however, annually reviewed in the annual work programme and the organisation has consistently achieved more than 80% of its targets as certain initial targets were replaced by emerging ones.

**Organisational environment:** For an organisation to be sustainable, it should continuously review and evaluate its delivery processes and products in response to new stakeholder needs, changes in the external environment and to position itself for the future. Stats SA today is a provider of quality economic and social statistics however the information, quality and skills gaps remain a challenge within the national statistics system.

**Geospatial Information Frames:** Stats SA updated the dwelling frame based on the Census 2011 mapping exercise, thus bringing the total number of dwelling structures to more than 14 million. This makes the census dwelling frame the most comprehensive list of dwelling structures in South Africa. This current process of maintaining the frame through censuses and surveys however is costly and out-dated, and it leads to an underutilised frame.



An updated geospatial information frame provides huge opportunities for spatial analysis at ward level to inform spatial planning at municipal level when conceptually driven from a geo-statistical perspective. Stats SA is part of the geospatial community in South Africa, and will need to capitalise on sharing spatial data across the value chain. Collaborative mapping to update the geospatial information system has been adopted as the maintenance strategy. The benefits of this approach is not only for Stats SA, but also provides an opportunity for municipalities to map and monitor service delivery on the ground on an ongoing basis.

**Business Frames:** With reference to the business frame, Stats SA maintained and updated the business register based on tax information received monthly from SARS. The strengthening of the tax information system poses opportunities for the implementation of the international standard for industry classifications as well as more accurate geographic information of business.

**Survey operations:** The organisation has built strong survey operations capabilities over the years, especially during the censuses. This capability has enabled the organisation to stabilise its fieldwork operations and to achieve an average collection rate of more than 85% as well as delivering a successful census enumeration in 2011. This capability positions the organisation uniquely as the preferred organisation to collect data in the field as part of the national statistics system in future. Technology presents itself as an enabler for survey operations, improving efficiency and turn-around time of operations and drastically reducing costs.

**Statistical products, dissemination and use:** The core function of the organisation is statistical production. The organisation has invested in its analytical capability which can now be shared with other organs of state. In an attempt to increase use, Stats SA initiated an annual lecture series and ISlballo Symposium for external stakeholders to share experiences and research analysis providing a foundation for evidence-based decision-making. New and innovative platforms (such as Roambi, Mobi and the new Stats SA website) were deployed during the Census 2011 campaign leading to increased access and use, making it easy to disseminate results/products.

**Competitive change:** New cutting-edge technology dissemination channels and strong Information and Communication Technology (ICT) governance were established, especially during Census 2011. The establishment of a business modernisation unit will be assisting the organisation to modernise its statistical and governance processes. The Community Survey 2016 will serve as the next pilot to deploy technology as an enabler for survey operations. The move to the new building also creates new opportunities to revisit technologies (introduction of Wi-Fi, Hot seats, use of own devices, etc.).

**People:** Stats SA has, without fail, continued to invest in the skills of its people as the most important asset of the organisation. A number of programmes were introduced over the past fifteen years and have benefitted many staff in the organisation including: an internship programme; a Project Management training programme (training more than 400 staff members over the past 10 years); a statistical leadership Masters programme established at Stellenbosch (CRUISE); and various foreign training programmes in official statistics in Africa. The changing environment requires that we need to continue to invest in the skills base, especially to be responsive to the high demand for new and innovative products. The organisation also invested in its leadership and management pool, consisting of more than 200 Senior Management Service (SMS) staff, with the future requirements of the national



statistics system in mind. Some of these senior management staff are ready for deployment into the SANSS. The statistical skills gap in the country, however, remains a challenge and therefore more needs to be done.

The results of an internal survey have indicated that there is a disjuncture between management and staff in sharing common values and this is a chasm that threatens the fibre and long-term effectiveness and sustainability of the organisation. Our staff profile indicates that we have adequately invested in African females, but this is not yet reflected at a senior management level. A diverse and transformed organisation in the spirit of South Africa's Constitution and the sharing of common values will be taken forward.

**Governance and administrative systems:** Improved governance and administrative systems are now in place in the organisation and have led to better governance and administrative processes. This earned the organisation unqualified audit results for the past six years, excluding the year of the Census in 2011. For Stats SA to counteract the silo mentality and further improve on governance, the Human Resources (HR), Finance, ICT and all other support areas need to re-position themselves as both strategic and support partners to the organisations' core business.

**Statistical coordination:** Various partnerships have been established with organs of state to provide statistical support and advice to improve sources of data in line with the statistical principles as laid out in the Statistics Act, 1999. The Millennium Development Goals (MDG) process has been instrumental in building partnerships. A statistical symposium was hosted by Stats SA to understand the needs of stakeholders and learn from other National Statistics Offices (NSOs) across the world about their experience as coordinators. As this task is enormous, implementation will be guided by the policy framework on statistical production systems and statistical reform. With the strong statistical production capability built within the organisation and support from Stats SA leadership, efforts to coordinate statistical production in the country will succeed through the development of a National Strategy for Development of Statistics (NSDS) in the country.

**In conclusion,** Stats SA has managed to build a strong and stable platform to lead statistical coordination. It has established a national footprint across the country to lead statistical collections. The internal organisation will have to sustain its momentum in producing quality statistical information. The organisation will also have to build on its strong survey operations capability and expand this to the SANSS. The information, quality and skills gaps remain a challenge in the SANSS. The major step change will be to accelerate the implementation of the SANSS through creating an *enabling legislative framework* followed by the development of the NSDS to provide strategic direction for the statistics system in the country.

The sum total of these initiatives combined with sustained visionary leadership of the organisation, continue to yield a data revolution that addresses the increasing demand for statistical information in the country; namely, building trust and public confidence in the credibility of our products; enabling a statistical system that delivers on the statistics agenda of the country; and a capable organisation hard at work pursuing unity in action, innovation and transformation. Indeed a powerhouse that can deliver to the nation.





## Chapter 3: Where do we want to be?



### 3.1 Vision

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

### 3.2 Mission

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

### 3.3 Values

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

- **Integrity:** We take accountability for the quality of information delivered by striving to deliver products and services in a transparent and ethical way. We ensure that our products are fit for use and aligned to internationally recognised best practice;
- **Empowering partnerships:** We create opportunities for organisational and individual growth. We will treat each other with mutual respect and shall continue to embrace diversity to advance organisational effectiveness. We foster partnerships to achieve better coordination and collaboration; and
- **Service excellence:** We *strive to* deliver more products and services to satisfy customer needs through operational excellence and value for money, and by continuously increasing our productivity through innovation.

### 3.4 Overall strategic goal and thrust

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

### 3.5 Strategic impact

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



## 3.6 Strategic outcomes

Stats SA has defined five strategic outcomes to be achieved over the medium- to long-term. These outcomes are aligned to the development outcomes in the NDP and the MTSE.

### 3.6.1 Strategic Outcome 1: Informed Nation

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

Key indicators for success are:

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

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

### 3.6.2 Strategic Outcome 2: Trusted Statistics

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

Key indicators for success are:

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

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



### 3.6.3 Strategic Outcome 3: Partners in Statistics

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

Key indicators for success are:

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

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

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### 3.6.4 Strategic Outcome 4: A Capable Organisation

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

Key indicators for success are:

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

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

### 3.6.5 Strategic Outcome 5: Statistical Leadership

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

Key indicators for success are:

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

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





Chapter 4: How are we going to get there?

## Linking Strategic Outcomes and Strategic Objectives

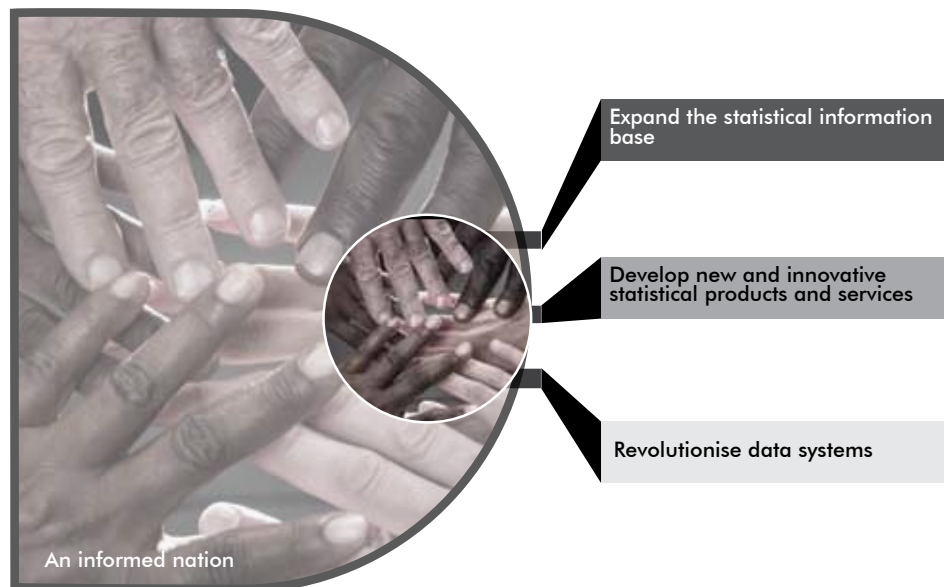
To achieve the strategic outcomes as outlined above, Stats SA will be required to sustain and improve core activities whilst driving a change agenda that sets the organisation on a higher trajectory. A set of strategic objectives have been developed to achieve the strategic outcome-oriented goals.

### 4.1 Strategic Outcome 1: Informed Nation

The key purpose of the NDP is to accelerate growth, create decent work and promote investment in a competitive economy to address the triple challenges of poverty, unemployment and inequality. It provides a framework for achieving a radical socio-economic agenda. In relation to the development goals in the NDP, the MTSF 2014–2019 identified 14 key outcomes specified earlier with two overarching strategic themes – radical economic transformation and improving service delivery. Stats SA responds as follows:

Stats SA's primary purpose is to inform evidence-based decision-making. As such, it is the nation's primary provider of science-based quantitative evidence on the economy, the population and the social conditions of South Africa. Over the past 20 years, Stats SA has made major strides in the provision of statistics on the economy and society. We have measured at a macro level the development and progress of the country. However, the economic reality and the societal changes have evolved and consequently the demand for statistical information has expanded, both at a lower level and frequency. This growing demand for evidence to inform policy processes across various sectors requires a more focused approach on increasing the statistical information base.

The following diagram summarises the strategic objectives to achieve an *Informed Nation*:



Below is a detailed outline of each strategic objective:

#### 4.1.1 Expand the statistical information base

<b>Strategic objective 1.1:</b>	To expand the statistical information base by increasing its depth, breadth and geographic spread
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of statistical releases on a monthly, quarterly and annual basis: 159
<b>Justification:</b>	This objective will contribute in measuring the progress, development and transformation of the economy, society and environment
<b>Links:</b>	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, however, not only the responsibility of Stats SA, but will require a national effort by organs of state in collaboration with Stats SA. In response to the demand for statistical information by users at a national, continental and international level, 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	
An efficient, competitive and responsive economic infrastructure network	Price stability 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	Life circumstances, service delivery and poverty	
A comprehensive, responsive and sustainable social protection system		
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, 1999 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

Stats SA measures economic dynamics through various surveys as follows:

**National Accounts Statistics** provides data on the level and dynamics of economic activity within a coherent system of concepts and classifications based on the System of National Accounts (SNA) and other international standards. National Accounts serves as a coordinating framework to economic, social and other statistics and is used as a statistical, analytical and integration tool. It is used to monitor the behaviour of the economy to inform policy and decision-making on the economy, job creation and sustainable development as well as for international comparisons.

The SNA is implemented by various organs of state. As a result of the implementation of aspects of the 2008 SNA during the benchmarking and rebasing of national accounts statistics in 2014, coherent methodologies and definitions were implemented in line with international statistical standards. The strategic intent over the next five years is to strengthen the national accounts statistics system and related frameworks as well as to improve its depth and relevance.

**Economic analysis** focuses primarily on building capacity in national accounts statistics to allow Stats SA to compile all aspects of gross domestic product as well as the provision of support to the national accounts. In addition to providing thematic analytical reports based on the various economic statistics, its strategic intent is to use administrative and other data to provide estimates of economic activity on a sub-national basis.

**Short-term Indicators Statistics** provides information on turnover and volumes in various industries in the economy through the publication of monthly, quarterly and annual statistical releases. This is based on 15 business surveys in the mining and quarrying, manufacturing, electricity, gas and water, construction, trade, and transport industries. The key strategic intent is to adhere to the International Monetary Fund (IMF) Special Data Dissemination Standard (SDDS) as applicable and to optimise the collection and dissemination of these business cycle indicators.

**Structural Industry Statistics** provides information relating to the financial situation, structure and composition in various sectors of the economy. This is achieved by conducting sample surveys measuring the volumes of production and purchases as well as income and expenditure variables in the following industries: agriculture; mining and quarrying; retail sales; motor trade; wholesale and trade sales; transport, storage and communication; food and beverages; and tourist accommodation. The key strategic intent over the next five years is to expand the statistical information base in relation to product information, SMME information and regional estimates as well as improving the timeliness of reports.

**Private Sector Financial Statistics** tracks the financial performance of private sector organisations by conducting an annual and a quarterly survey. The key strategic intent over the next five years is to increase the usage of statistical information published in the Annual Financial Statistics (AFS) and Quarterly Financial Statistics (QFS) releases through user education as well as to align the surveys to better meet the needs of the expanding national accounts statistics in terms of timeliness and quality.

**Government Financial Statistics** tracks the revenue and expenditure dynamics of the three spheres of government and related entities by compiling quarterly and annual statistical information. Information relating to capital expenditure is also disseminated. The key strategic intent over the next five years is to enhance stakeholder awareness of Government Financial Statistics (GFS) data. In addition, a key focus area is to improve the efficiency of data collection by introducing municipal e-filing.



The table below outlines the strategy over the next five years towards measurement of economic dynamics:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
National Accounts Statistics					
<i>Sub-programme: National Accounts (Programme 2: Economic Statistics)</i>					
1.	<p>Publish quarterly, annual and regional national accounts statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Conducting research on 'Research and Development' satellite account</li> <li>• Researching 'Integrated Economic Accounts'</li> </ul>	<p>Publish quarterly, annual and regional national accounts statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Compiling discussion document on 'Research and Development' satellite account</li> <li>• Compiling discussion document on 'Integrated Economic Accounts'</li> </ul>	<p>Publish quarterly, annual and regional national accounts statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Compiling report on 'Research and Development' satellite account</li> <li>• Compiling report on 'Integrated Economic Accounts'</li> </ul>	<p>Publish quarterly, annual and regional national accounts statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Reviewing changes on national accounts statistics</li> </ul>	<p>Publish quarterly, annual and regional national accounts statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Rebasing and benchmarking of national accounts statistics</li> </ul>
<i>Sub-programme: Economic Analysis (Programme 2: Economic Statistics)</i>					
2.	<p>Expand national accounts statistics by:</p> <ul style="list-style-type: none"> <li>• Introducing a set of shadow GDP expenditure estimates</li> <li>• Compiling detailed Supply-and-Use Tables</li> </ul>	<p>Expand national accounts statistics by:</p> <ul style="list-style-type: none"> <li>• Continuing production of shadow accounts and initiating review process</li> <li>• Reviewing and improving data sources (based on research matrix)</li> </ul>	<p>Expand national accounts statistics by:</p> <ul style="list-style-type: none"> <li>• Developing and implementing certification process for shadow estimates</li> <li>• Reviewing and improving data sources</li> </ul>	<p>Expand national accounts statistics by:</p> <ul style="list-style-type: none"> <li>• Implementing recommendations of certification process</li> <li>• Developing research plans for benchmarking</li> <li>• Reviewing and improving data sources</li> </ul>	<p>Expand national accounts statistics by:</p> <ul style="list-style-type: none"> <li>• Conducting an evaluation of GDP expenditure estimates</li> <li>• Reviewing and improving data sources</li> </ul>
3.	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>• Researching the development of regional economic indicators</li> <li>• Publishing thematic reports on the dynamics of the economy</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>• Compiling a discussion document on regional economic indicators</li> <li>• Publishing thematic reports on the dynamics of the economy</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>• Implementing research outcomes on regional economic indicators</li> <li>• Publishing thematic reports on the dynamics of the economy</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>• Review regional economic indicators</li> <li>• Publishing thematic reports on the dynamics of the economy</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>• Publishing thematic reports on the dynamics of the economy</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
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; Hotels and restaurants; Transport, storage and communication; Real estate and business services; Community, social and personal services					

*Sub-programme: Short-term Indicator Statistics (Programme 2: Economic Statistics)*

4.	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics
	Expand and improve by: <ul style="list-style-type: none"> <li>Seasonal adjustment using X12 (Manufacturing production and sales; Utilisation of manufacturing capacity; Building statistics)</li> <li>Introducing deflation (Tourist accommodation [2012]; Food and beverages [2012])</li> <li>Weights for manufacturing utilisation of production capacity (2012)</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>Piloting the research on retail product (R1,5 million)</li> <li>Seasonal adjustment using X-12: (Tourist accommodation; Food and beverages)</li> <li>Weights for deflators (Retail 2012)</li> <li>Weights for indices (Manufacturing [2013]; Mining [2013]; Manufacturing production capacity [2013])</li> <li>Base year changes (Electricity index [2015]; Building statistics deflation [2015])</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>Publishing the results of the retail products</li> <li>Introducing new survey(s) to measure services sector (selected in SIC 7, 8 or 9)</li> <li>Seasonal adjustment using X-12 (Land transport)</li> <li>SASQAF self-assessment (Mining)</li> <li>Review M&amp;E research findings on imputing size group 4 cases</li> <li>Weights for indices (Manufacturing [2014]; Mining [2014]; Manufacturing production capacity [2014])</li> <li>Base year changes: (Mining index [2015]; Manufacturing index [2015])</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>Introducing new survey(s) to measure services sector (selected in SIC 7, 8 or 9)</li> <li>SASQAF self-assessment (Retail)</li> <li>Test M&amp;E research findings on different imputing size group 4 cases</li> <li>Weights for indices (Manufacturing [2015]; Mining [2015]; Manufacturing production capacity [2015])</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>SASQAF self-assessment (Electricity)</li> <li>Weights for indices (Manufacturing [2016]; Mining [2016]; (Manufacturing production capacity [2016])</li> <li>Base year changes for deflation: Wholesale (2015); Tourist accommodation (2015); Retail (2015); Food and beverages (2015)</li> <li>Weights for deflator (Retail [2015])</li> </ul>
		(R1,5 million)	(R1,6 million)	(R9,5 million)	(R10 million baseline)

*Sub-programme: Structural Industry Statistics (Programme 2: Economic Statistics)*

5.	Publish periodic structural industry statistics	Publish periodic structural industry statistics	Publish periodic structural industry statistics	Publish periodic structural industry statistics	Publish periodic structural industry statistics
	<ul style="list-style-type: none"> <li>Manufacturing survey</li> <li>Construction survey</li> </ul>	<ul style="list-style-type: none"> <li>Trade survey</li> <li>Mining survey</li> </ul>	<ul style="list-style-type: none"> <li>Electricity, gas and water survey</li> <li>Transport, post and tele-communication survey</li> </ul>	<ul style="list-style-type: none"> <li>Construction survey</li> </ul>	<ul style="list-style-type: none"> <li>Manufacturing survey</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Tourism Statistics</b>					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
6.	Publish bi-annual and annual domestic tourism statistics  Expand and improve by: • Testing sample allocation and weighting methodologies	Publish bi-annual and annual domestic tourism statistics  Expand and improve by: • Doing a comparative analysis of Stats SA and South African Tourism's estimates	Publish bi-annual and annual domestic tourism statistics  Expand and improve by: • Assessing and evaluating the future of the DTS	Publish bi-annual and annual domestic tourism statistics  Expand and improve by: • Implementing evaluation outcome	Publish bi-annual and annual domestic tourism statistics  Expand and improve by: • Stabilising domestic tourism surveys
<i>Sub-programme: Health and Vital Statistics (Programme 3: Population and Social Statistics)</i>					
7.	Publish monthly and annual international tourism statistics  Expand and improve by: • Strengthening collaboration with Home Affairs on acquisition of data	Publish monthly and annual international tourism statistics  Expand and improve by: • Conducting a quality self-assessment	Publish monthly and annual international tourism statistics  Expand and improve by: • Researching the availability of other data sources on tourism	Publish monthly and annual international tourism statistics  Expand and improve by: • Assessing supplementary data sources	Publish monthly and annual international tourism statistics  Expand and improve by: • Compiling a thematic report on tourism statistics
<b>Transport Statistics</b>					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
8.	Publish 5-yearly transport statistics (no publication)  Expand and improve by: • Publishing a thematic report on transport • Developing and review editing, analysis and reporting systems and processes for Road Traffic Management Corporation (RTMC)	Publish 5-yearly transport statistics (no publication)  Expand and improve by: • Driving the NHTS pilot for digital data collection • Providing technical support to improve RTMC data systems	Publish 5-yearly transport statistics (no publication)  Expand and improve by: • Providing technical support to improve RTMC data systems  (R3,7 million)	<i>Publish 5-yearly transport statistics (publish NHTS national statistical report - user paid survey)</i>  Expand and improve by: • Providing technical support to improve RTMC data systems  (R15 million)	<i>Publish 5-yearly transport statistics (publish NHTS provincial statistical reports - user paid survey)</i>  Expand and improve by: • Publishing a thematic report on transport  (R3,9 million)

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Financial Statistics					
<i>Sub-programme: Private Sector Financial Statistics (Programme 2: Economic Statistics)</i>					
9.	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing QFS at lower SIC level • Engaging stakeholders on research initiatives	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing sample specifications and estimates at lower SIC level • Engaging stakeholders on research initiatives	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing sample specifications and estimates at lower SIC level • Engaging stakeholders and promote surveys	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing sample specifications and estimates at lower SIC level • Engaging stakeholders and focus on survey education	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing sample specifications and estimates at lower SIC level • Engaging stakeholders and assess survey education • SASQAF self-assessment
<i>Sub-programme: Government Financial Statistics (Programme 2: Economic Statistics)</i>					
10.	Publish quarterly and annual government financial statistics  Expand and improve by: • Researching the feasibility of QFSM data at lower level • Coordinating and participating in government financial statistics user-specific groups • Improving response rates for QFSM and reduce time frame for annual surveys	Publish quarterly and annual government financial statistics  Expand and improve by: • Piloting QFSM data at lower level • <i>Researching quarterly estimates of general government expenditure</i> • Collaborating and partnering with National Treasury and DCoG on data coordination from municipalities  (R0,4 million)	Publish quarterly and annual government financial statistics  Expand and improve by: • Publishing QFSM data at lower level • Publishing time series data for GFS surveys • <i>Designing methodology of quarterly estimate of general government expenditure</i> • Developing and hosting selected databases for municipal data  (R0,4 million)	Publish quarterly and annual government financial statistics  Expand and improve by: • Publishing time series data for GFS surveys • Implementing revised survey outputs • <i>Piloting quarterly estimate of general government expenditure</i> • Maintaining selected databases for municipal data  (R0,4 million)	Publish quarterly and annual government financial statistics  Expand and improve by: • Publishing time series data for GFS surveys • <i>Compiling discussion document on quarterly estimate of general government expenditure</i> • Assessing and evaluating selected databases for all municipal data  (R0,5 million)



## ii. Price stability

Stats SA measures price stability through conducting monthly consumer and producer price surveys. Price Statistics provides information on the level of inflation by producing the consumer price index (CPI), various producer price indices (PPI) and export and import price indices. The key strategic intent over the next five years is to increase the range of price indices to include measures related to the services sector as well as improvements related to collection and processing systems.

The table below outlines the strategy over the next five years towards measurement of price dynamics:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Consumer and Producer Price Statistics					
<i>Sub-programme: Price Statistics (Programme 2: Economic Statistics)</i>					
11.	Publish monthly CPI  Expand and improve by: • Reviewing CPI systems	Publish monthly CPI  Expand and improve by: • Researching reweighting of CPI	Publish monthly CPI  Expand and improve by: • Reweighting the CPI	Publish monthly CPI  Expand and improve by: • Researching alternative collection methodologies	Publish monthly CPI  Expand and improve by: • Researching alternative collection methodologies
12.	Publish monthly PPI  Expand and improve by: • Researching Residential property price index	Publish monthly PPI  Expand and improve by: • Continuing research on Residential property price index	Publish monthly PPI  Expand and improve by: • <i>Piloting Residential property price index (depending on results of research work)</i>	Publish monthly PPI  Expand and improve by: • <i>Publishing Residential property price index</i>	Publish monthly PPI
13.	<i>Publish services PPI</i>  Expand and improve by: • Researching Construction services	<i>Publish services PPI</i>  Expand and improve by: • <i>Publishing Construction services</i> • Researching Business services	<i>Publish services PPI</i>  Expand and improve by: • <i>Publishing Construction services</i> • <i>Piloting Business services</i> • Researching Transport, Storage and Communication services	<i>Publish services PPI</i>  Expand and improve by: • <i>Publishing Construction services</i> • <i>Publishing Business services (non-financial)</i> • Researching Transport, Storage and Communication services	<i>Publish services PPI</i>  Expand and improve by: • <i>Publishing Construction services</i> • <i>Publishing Business services (financial)</i> • <i>Publishing Transport, Storage and Communication services</i>
		(R1,8 million)	(R1,9 million)	(R2 million)	(R2,1 million)



### iii. Employment, job creation and decent work

Stats SA measures labour market dynamics through conducting quarterly labour force and quarterly employment surveys. The key strategic focus to expand the statistical information base over the next five years is by including supplementary modules on various subjects aligned to new international classifications and standards.

A key strategic intent over the medium-term is to make use of administrative records from other line ministries. Stats SA will be strengthening its collaboration efforts with the Department of Labour (DoL) and the South African Revenue Services (SARS) to identify alternative or supplementary data sources for labour market indicators.

The table below outlines the strategy over the next five years towards measurement of the labour market:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Labour Market Statistics					
<i>Sub-programme: Labour Statistics (Programme 3: Population and Social Statistics)</i>					
14.	Publish quarterly employment and earnings statistics  Expand and improve by: • Researching and supporting the use of administrative data to create an employment frame	Publish quarterly employment and earnings statistics  Expand and improve by: • Publishing statistics based on the new sample	Publish quarterly employment and earnings statistics  Expand and improve by: • Researching industry data (at a 2/3-digit level)	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: • Expanding series to cover industry data and vacancy rates
15.	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing Volunteer Activities Survey report • Developing Time Use Survey questionnaire	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing the Survey of Activities of Young People (SAYP) • Developing the Survey of Employers and Self-employed (SESE) module • Publishing the School to Work Transition Survey (SWTS) report	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing the Time Use Survey report • Developing the Volunteer Activities Survey module	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing Survey of Employers and Self-employed • Publishing Volunteer Activities Survey • Developing Survey of Activities of Young People module	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing annual report on labour market dynamics in South Africa • Developing Time Use Survey





#### iv. Rural development, food security and land reform

Stats SA presently conducts an annual survey of commercial agriculture (based on the Business Register) which provides financial information and publishes national estimates. The 'Census of Commercial Agriculture' (first conducted in 2002 and then 2007) scheduled for 2012 was not conducted due to a lack of funding.

The key strategic intent over the next five years is to expand the statistical information base in relation to subsistence and small-holder agriculture, food security, rural development and land reform information. This will be done through the implementation of the Agriculture statistics strategy.

The table below outlines the strategy over the next five years towards measurement of the agriculture sector:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Agriculture Statistics					
Sub-programme: Structural Industry Statistics (Programme 2: Economic Statistics)					
16.	Publish annual commercial agriculture statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Including forestry and fisheries industries (financial information)</li> <li>• Including questions on household agriculture production in the 2016 Community Survey</li> </ul>	Publish annual commercial agriculture statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Including forestry and fisheries industries (financial information)</li> </ul>	Publish annual commercial agriculture statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Including forestry and fisheries industries</li> <li>• <i>Periodic large sample survey of Commercial Agriculture</i></li> </ul>	Publish annual commercial agriculture statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Including forestry and fisheries industries (financial and non-financial information)</li> </ul>	Publish annual commercial agriculture statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Including forestry and fisheries industries (financial and non-financial information)</li> </ul>



## v. Sustainable resource management

The Sustainable Development Agenda requires a robust monitoring process, necessitating the development of indicator sets which meet a set of minimum requirements pertaining to policy relevance and utility, analytical soundness and measurability and practicality. With the use of indicators based on the environmental economic accounts, the adoption of the System of Environmental Economic Accounts (SEEA) Central Framework – which is an international standard – as a system of organising environmental information can enable the production of indicators. Indicators derived from the SEEA can be more useful in terms of policy relevance, as they are supported by organised supplementary information which promotes a detailed understanding of the drivers of change. The SEEA creates efficiency in the production process; promotes analytical soundness, acting as a vehicle for harmonising methodological inconsistencies across the environmental data production process; as well as enabling integration of environment data with economic and social data in a methodologically sound manner.

South Africa has been identified as a partner to the Experimental Ecosystem Accounting by the United Nations, which is an application of the SEEA Central Framework. The intention is to develop these in partnership with environmental line ministries phased in over the next two years with funding while working on a country plan to organise institutional partnerships.

Stats SA collects environmental-related data through household surveys such as the GHS and LCS. Stats SA aims to publish a thematic report every five years on environmental statistics from a household perspective in order to inform policy and strategy on sustainable resource management.

The table below outlines the strategy over the next five years towards measurement of the environment:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Environmental Economic Accounts (EEA)					
<i>Sub-programme: National Accounts (Programme 2: Economic Statistics)</i>					
17.	Publish EEA statistics	Publish EEA statistics	Publish EEA statistics	Publish EEA statistics	Publish EEA statistics
	Expand and improve on: <ul style="list-style-type: none"> <li>Ecosystems services</li> <li>Emissions</li> </ul>	Expand and improve on: <ul style="list-style-type: none"> <li>Ecosystems services</li> <li>Emissions</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>Researching complimentary data sources</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>Assessing complimentary data sources</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>Assessing new developments in EEA statistics</li> </ul>





## vi. Life circumstances, service delivery and poverty

Stats SA measures life circumstances, poverty, inequality and service delivery through conducting the annual General Household Survey (GHS) and two periodic surveys, i.e. Living Conditions Survey (LCS) and Income and Expenditure Survey (IES). The latter two surveys are conducted on an alternative basis with a 2,5 year interval. Currently these three surveys provide estimates at national and provincial geographic levels. The key strategic focus for the next five years is to expand the statistical information base in depth, breadth and geographic spread through the introduction of a Continuous Population Survey (CPS). The CPS concept and methodology will result in the integration of the questionnaire content of these three surveys and the collection of data at district and municipal level in addition to the current national and provincial level of collection. Thus the CPS will not only allow for an increase in the number of indicators produced, but also for the production of a larger range of indicators at lower geographic levels. The CPS methodology will enable the organisation to introduce additional surveys to collect information on migration, fertility and mortality using the CPS resources every three years. In the long-term, the CPS will replace the Community Survey as a rolling population survey between decennial censuses.

In order to successfully roll out the CPS methodology, a number of tests will be essential including the transition to digital data collection, as well as establishing whether the CPS sampling frame – which is based on the current household sample frame – delivers municipal level estimates that are comparable to the purpose-designed sample of the Community Survey. The CPS remains an unfunded activity.

A key strategic intent over the medium-term is to make use of administrative records from other line ministries as well as small area estimation techniques to expand the statistical information base. As part of the strategic intent, Stats SA will continue to strengthen collaboration with line ministries as well as other institutions to maximise the quality of the products produced.

The table below outlines the strategy over the next five years towards measurement of life circumstances, service delivery and poverty:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Life Circumstances, Service Delivery and Poverty					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
18.	Publish annual social and household service delivery statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on housing</li> <li>• Assessing impact of digital data collection on estimates</li> </ul>	Publish annual social and household service delivery statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on water and sanitation</li> <li>• Publishing a statistical report on service delivery based on CS2016 data</li> <li>• Commence with GHS at municipal level</li> </ul>	Publish annual social and household service delivery statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Introducing an expanded energy service delivery module</li> <li>• Publishing a thematic report on the environment</li> </ul>	Publish annual social and household service delivery statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on energy service delivery</li> <li>• <i>Compiling municipal estimates on service delivery and education (dependence on GHS municipal collection)</i></li> </ul>	Publish annual social and household service delivery statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on Information and Communication Technology</li> </ul>

No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)</i>					
19.	<p>Publish periodic life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Editing and imputing LCS</li> <li>• Assessing poverty indicators included in the GHS 2014</li> <li>• Testing small area estimation techniques</li> <li>• Publishing a thematic report on urban nodes</li> </ul>	<p>Publish periodic life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Producing poverty indicators at lower levels of geography (depending on research outcomes)</li> </ul>	<p>Publish periodic life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Developing and testing modules for CPS</li> <li>• Producing poverty indicators using CS2016 data</li> <li>• Publishing a thematic report on subjective poverty</li> <li>• Publishing a thematic report on men, women and children</li> <li>• Commence with CPS at provincial level</li> </ul>	<p>Publish periodic life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• <i>Editing and imputing CPS data</i></li> <li>• Thematic report on the size and nature of the middle class in South Africa</li> <li>• Statistical release on the poverty profile and expenditure patterns of households in South Africa</li> </ul>	<p>Publish annual life circumstances, poverty and inequality statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Thematic report on household food security</li> </ul>
<i>Sub-programme: Government Financial Statistics (Programme 2: Economic Statistics)</i>					
20.	<p>Publish annual non-financial statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• Researching spatial analysis relating to basic and free basic services provided by the municipalities</li> </ul>	<p>Publish annual non-financial statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• <i>Piloting spatial analysis relating to basic and free basic services provided by the municipalities</i></li> </ul> <p>(R0,4 million)</p>	<p>Publish annual non-financial statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• <i>Publishing spatial analysis relating to basic and free basic services provided by the municipalities</i></li> </ul> <p>(R0,4 million)</p>	<p>Publish annual non-financial statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• <i>Publishing spatial analysis relating to basic and free basic services provided by the municipalities</i></li> </ul> <p>(R0,4 million)</p>	<p>Publish annual non-financial statistics</p> <p>Expand and improve by:</p> <ul style="list-style-type: none"> <li>• <i>Publishing spatial analysis relating to basic and free basic services provided by the municipalities</i></li> </ul> <p>(R0,5 million)</p>



## vii. Population dynamics

**Population statistics:** Stats SA measures population dynamics through conducting cyclical intercensal censuses, surveys. The proposed amended legislation will introduce a ten-year cycle for undertaking population censuses. Stats SA will be conducting a community survey in 2016 and the population census in 2021. A key strategic intent over the medium-term is to make use of administrative records from other line ministries as supplementary data sources between censuses and large sample surveys.

**Vital statistics:** South Africa commenced with a self-assessment of its civil registration and vital statistics systems and processes in response to the call of the African Symposia on Statistical Development for all African countries to improve and strengthen their CRVS system. This strategic initiative is a national effort and builds on intergovernmental cooperation and collaboration across various organs of state. A national strategic plan will be prepared in 2015/16 and rolled out over the medium-term.

**Gender and vulnerable group statistics:** A new series of publications on Gender and Vulnerable groups will be introduced in the next five years.

The table below outlines the strategy over the next five years towards measurement of population dynamics:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Population Statistics					
<i>Sub-programme: Population Statistics (Programme 3: Population and Social Statistics)</i>					
21.	Compile population statistics documents <ul style="list-style-type: none"> <li>Finalise CS2016 questionnaire and conduct behind the glass testing of new questions</li> <li>Design CS2016 product plan</li> <li>Compile a tabulation plan for CS2016</li> <li>Conduct analysis of CS 2016 Test data.</li> <li>Conduct questionnaire validation and product prototypes development</li> </ul>	Publish periodic population statistics <ul style="list-style-type: none"> <li>Publish results of CS2016 including metadata and data quality statement</li> </ul> Expand and improve by: <ul style="list-style-type: none"> <li>Assessing data quality of CS2016 data</li> <li>Compiling a discussion document on data quality of CS2016 data</li> <li>Conducting research on emerging population and spatial development issues</li> </ul>	Publish periodic population statistics <ul style="list-style-type: none"> <li>Conduct thematic in-depth analysis on CS2016 data</li> <li>Compile thematic reports on CS 2016 data.</li> </ul> Expand and improve by: <ul style="list-style-type: none"> <li>Identify emerging population and socio economic issues</li> <li>Conduct research on emerging population and socio-economic issues including selected SADC countries</li> </ul>	Publish periodic population statistics <ul style="list-style-type: none"> <li>Compile thematic reports on CS2016 data</li> </ul> Expand and improve by: <ul style="list-style-type: none"> <li>Assessing data quality of administrative data sources</li> <li>Compiling discussion document on data quality of administrative data sources</li> <li>Conducting research on emerging population and spatial development issues as per the 2016 CS data</li> </ul>	Compile population statistics documents <ul style="list-style-type: none"> <li>Content development for Census 2021</li> </ul> Expand and improve by: <ul style="list-style-type: none"> <li>Assessing data quality of CPS</li> <li>Compiling discussion document on data quality of CPS</li> <li>Conducting a comparative research on emerging population and socio-economic issues among selected sub-Saharan African countries</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Demography (Programme 3: Population and Social Statistics)</i>					
22.	Publish annual mid-year population estimates  Expand and improve by: • Conducting content and methodology research for CS2016 • Thematic report on emerging demographic issues based on Census 2011 and other data	Publish annual mid-year population estimates  Expand and improve by: • Conducting content and methodology research for CPS • Thematic analysis on demography using DHS data	Publish annual mid-year population estimates  Expand and improve by: • Conducting content and methodology research for CPS • Thematic reports on demography based on CS2016 data • Publishing municipal level estimates • Publishing household estimates	Publish annual mid-year population estimates  Expand and improve by: • Conducting content and methodology research for Census 2021 • Thematic reports on demography based on CS2016 data • Publishing municipal level estimates • Publishing household estimates	Publish annual mid-year population estimates  Expand and improve by: • Conducting content and methodology research for Census 2021 • Thematic report on emerging demographic issues based on various data sources • Publishing municipal level estimates • Publishing household estimates

Vital Statistics					
<i>Sub-programme: Health and Vital Statistics (Programme 3: Population and Social Statistics)</i>					
23.	Publish annual vital statistics and international migration  Expand and improve by: • Including information on asylum seekers in documented immigrants statistical release • Conducting in-depth analysis of the National Population Register (NPR) • Improving acquisition of divorce forms • Preparing the CRVS strategic plan	Publish annual vital statistics and international migration  Expand and improve by: • Researching alternative data source for mortality • Publish report on research outcomes on NPR • Implementing CRVS strategic plan • Conducting a quality self-assessment on mortality and causes of death • <i>Statistical release on adoptions</i> • <i>Discussion document of legitimations and recognitions</i>	Publish annual vital statistics and international migration  Expand and improve by: • Publishing a report on road traffic accidents • Acquisition of additional variables for immigrants • <i>Piloting quarterly releases of birth statistics</i> • Conducting a quality self-assessment on marriages and recorded live births	Publish annual vital statistics and international migration  Expand and improve by: • <i>Introducing quarterly release of birth statistics</i> • <i>Piloting quarterly release of death statistics</i> • Conducting a quality self-assessment on divorces • <i>Researching survey on family dynamics</i>	Publish annual vital statistics and international migration  Expand and improve by: • Publishing a report on injuries, accidents and violence • <i>Introducing quarterly release of death statistics</i> • Conducting a quality self-assessment on documented immigrants • <i>Conducting a comparative analysis of births data with maternity and school enrolment</i>
		(R0,8 million)	(R0,8 million)	(R0,8 million)	(R0,9 million)



No.	2015/16	2016/17	2017/18	2018/19	2019/20
Gender and Vulnerable Groups Statistics					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
24.	Publish statistics on vulnerable groups  • Series 1: Report on Youth • Publish report on key vulnerable indicators	Publish statistics on vulnerable groups  • Series 2: Report on the Elderly	Publish statistics on vulnerable groups  • Series 3: Report on Children	Publish statistics on vulnerable groups  • Series 4: Report on Youth	Publish statistics on vulnerable groups  • Series 5: Report on the Elderly
25.	Publish statistics on gender  • Series 2: Report on Education	Publish statistics on gender  • Series 3: Report on Violence Against Women	Publish statistics on gender  • Series 4: Report on Gender disparities	Publish statistics on gender  • Series 5: Report on Economic empowerment  <i>(R3,7 million for new unit)</i>	Publish statistics on gender  • Series 6: Report on Education  <i>(R5,5 million for new unit)</i>



### viii. Safety and security

Stats SA conducts an annual Victims of Crime Survey measuring the incidence of a range of crimes, underreporting rates as well as other information on the nature of these crimes and the victim's views.

A key strategic intent to improve the measurement of crime is by introducing new modules or a survey on crime against business, crime against women and crime against children.

The organisation will also place strategic focus on improving the measurement of Violence against Women and Children study as complimentary to the work done by the Departments of Social Development, South African Police Service (SAPS), Correctional Services and Justice.

The table below outlines the strategy over the next five years towards measurement of the crime and justice sector:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Crime and Safety Statistics					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
26.	Publish annual crime statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on housebreaking/home robbery</li> <li>• <i>Implementing Crime Against Business Survey (CABS) (user paid survey)</i></li> <li>• Providing technical support and advice to stakeholders</li> </ul>	Publish annual crime statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Including a module on crime against women</li> <li>• Publishing a thematic report on CABS</li> <li>• Providing technical support and advice to stakeholders</li> </ul>	Publish annual crime statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on crime against women</li> <li>• Including a module on perceptions of justice and human rights</li> <li>• Providing technical support and advice to stakeholders</li> </ul> (R0,8 million)	Publish annual crime statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing thematic report on perceptions of justice and human rights</li> <li>• Including a module on drugs, narcotics and corruption</li> <li>• Providing technical support and advice to stakeholders</li> </ul> (R0,9 million)	Publish annual crime statistics  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing thematic report on drugs, narcotics and corruption</li> <li>• Including a module on crime against women</li> <li>• Providing technical support and advice to stakeholders</li> </ul> (R3,1 million)



## ix. Health

Stats SA publishes statistical information on Causes of Death based on administrative records as part of the health information system. The Department of Health is primarily responsible for publishing health information based on the District Health Information System.

In order to measure the outcome and impact of health policies and programmes, Stats SA will be conducting a Demographic and Health Survey (DHS) in collaboration with the Department of Health and the Medical Research Council (MRC) in 2015/16.

The table below outlines the strategy over the next five years towards measurement of the health sector:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Health Statistics					
<i>Sub-programme: Health and Vital Statistics (Programme 3: Population and Social Statistics)</i>					
27.	Publish annual health reports	Publish annual health reports	Publish annual health reports	Publish annual health reports	Publish annual health reports
	Expand and improve by: <ul style="list-style-type: none"> <li>• Collaborating with DoH and MRC on conducting the DHS (user paid survey)</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing DHS report</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on population, health and nutrition</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on non-communicable diseases</li> <li>• Researching alternative data sources on health</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Conducting a comparative analysis between various data sources</li> </ul>



## x. Education

Stats SA currently measures the impact of education policies and programmes on society through the General Household Survey (GHS), the Living Conditions Survey (LCS) and the population census or community survey. The GHS questions were substantially redesigned in 2009 in conjunction with the Department of Basic Education (DBE) and it addresses most of the needs outlined by the department. The Departments of Basic and Higher Education (DBHE) are primarily responsible for statistical collection and production related to education.

The strategic intent is to establish an education statistics component over the medium term to better address the statistical needs within the education sector as part of the national statistics system. Given the scope of the education focal areas of the NDP, modules related to higher education and Early Childhood Development (ECD) have to be improved and expanded. The Higher Education module will focus on post-school qualifications and measuring reach and access to distance education, amongst others, to supplement the Higher Education Information System. The ECD module will emphasise measuring safe and affordable childcare for working parents and will draw from questions in the NIDS survey that allow for greater differentiation of the exposure of young children.

Cooperation with the Departments of Basic Education and Higher Education in relation to administrative databases and registers will be increased during the next five years.

The table below outlines the strategy over the next five years towards measurement of the education sector:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Education Statistics					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
28.	Publish education statistics (annual education statistics are published as part of the GHS release)	Publish education statistics (annual education statistics are published as part of GHS release)	Publish education statistics (annual education statistics are published as part of GHS release)	Publish education statistics (annual education statistics are published as part of GHS release)	Publish education statistics (annual education statistics are published as part of CPS release)
	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on schooling in Eastern Cape</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on education</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on early childhood development</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on education at municipal level</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on education at municipal level</li> </ul>
			(R3,4 million for new unit)	(R3,4 million for new unit)	(R3,5 million for new unit)



## xi. Governance

Statistics of Governance and Public Sector Management are increasingly receiving attention internationally as well as locally. Governance generally deals with policy coherence and effectiveness, strategies underpinning the performance of government at all spheres, the structure of the civil service, the performance and operational outputs of civil servants and increasingly, the emerging issue of ICT and e-Governance.

Stats SA has not yet established the statistical system that will enable measurement and monitoring of progress in becoming a capable state. In South Africa, various departments keep statistics related to this area. These include: Government Communication and Information Systems (GCIS), the Presidency, Department of Public Service and Administration (DPSA) and the National Treasury (NT). As a statistical agency Stats SA, through the non-financial statistics division, collect some local, provincial, national and the rest of general government statistics based on administrative records. Even though the GCIS executes public opinion surveys, there are currently several gaps in the statistical information system related to governance and Public Sector Management and perhaps the need to institutionalise some questionnaire surveys within Stats SA. In terms of the outcomes envisaged in the NDP 2030, it will be essential to begin to measure progress over time and institutionalise these surveys.

Limited information exists currently about the scope and quality of governance-related information; there is also limited independent monitoring and evaluation measurement and as a result of the spread of collection across departments, there appears to be limited coherence across government.

The strategic intent over the medium term is to establish a Governance and Public Sector Management statistics unit depending on additional fund allocation.

The table below outlines the strategy over the next five years towards measurement of governance:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Governance Statistics					
<i>Sub-programme: Social Statistics (Programme 3: Population and Social Statistics)</i>					
29.			<i>Establish a governance and public sector management statistics unit</i>	<i>Conduct a comprehensive assessment of the existing data sources, data quality and the data gap</i>  <i>Develop a sector strategy and plan for measurement of governance and public sector management</i>	<i>Develop measurement tools and processes</i>
			<i>(R1,2 million for new unit)</i>	<i>(R1,3 million for new unit)</i>	<i>(R1,4 million for new unit)</i>



## **xii. Peace and stability**

Peace and stability in Africa and inequities in global governance systems remain a challenge, and addressing problems in this respect were identified as one of the focal areas of the 2014–2019 MTSE. Within the context of national interests, South Africa aims to develop a globally competitive economy and being an influential and leading member of the international community. Furthermore we will endeavour to be a key promoter and contributor to sustainable development, democracy, the rule of law, human rights, and peace and security, within a safe, peaceful and prosperous Southern African Region and Africa, as well as a fair and just world. South Africa will also continue to support regional and continental processes to respond to and resolve crises, promote peace and security, strengthen regional integration, significantly increase intra-African trade and champion sustainable development in Africa. Efforts have been made by the African Union to develop indicators to measure peace and security.

Stats SA is currently not collecting information on peace and stability in South Africa. The strategic intent over the medium term will be to embark on an assessment of available data sources and to define the information and quality gap.

## **xiii. Active citizenship/social cohesion**

Stats SA is currently not collecting information on active citizenship/social cohesion in South Africa. The strategic intent over the medium-term will be to embark on discussions with key stakeholders on the measurability of this statistical theme.



## 4.1.2 New and innovative statistical products and services

<b>Strategic objective 1.2:</b>	Develop new and innovative statistical products and services to respond to increased user demand
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of research/integrative analytical reports: 4
<b>Justification:</b>	This objective will contribute in measuring the progress, development and transformation of the economy, society and environment
<b>Links:</b>	This objective links to the NDP, MTSF and SDGs

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The increasing demand for statistical information to inform policy, planning, decision making, monitoring and evaluation, and democracy in pursuit of development outcomes at all levels requires people on the supply side to rethink service delivery to a diverse array of data users. Not all official statistics comes in the form and context that is usable by development practitioners such as parliamentarians, government officials, the private sector, civil society, the public, to mention a few.

Stats SA has recently established a Policy Research and Analysis unit that is responsible for the integration of various data sources in order to demystify and democratise statistics. We have also created further education opportunities at Masters level to enhance statistical and geographical analytical capability. The strategic intent is to offer more specialised and in-depth analysis on emerging socio-economic matters, including at a municipal level where planning is at the heart of service delivery. Special emphasis will be placed on the integration of statistics and geography to create strategic value in the presentation and visualisation of statistical information to inform sustainable planning and development. The Policy Research and Analysis unit will be driving and coordinating a research programme to ensure that Stats SA takes advantage of the information explosion to better support decision-making across all sectors in line with the country's national development priorities.

Below is an outline of the 5-year strategy to be more responsive to user needs:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Policy Research and Analysis</b>					
<i>Sub-programme: Government Financial Statistics (Programme 2: Economic statistics)</i>					
30.	Conduct research on emerging issues regarding service delivery and financial profile of municipalities	Conduct research on specific aspects of selected municipalities (area/population/ financial) e.g. ZIPF	In-depth research on selected municipalities (risks of municipalities)	In-depth research on selected municipalities (impact on survey areas)	In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources)
<i>Sub-programme: Policy Research and Analysis (Programme 4: Methodology, Standards and Research)</i>					
31.	Conduct research and analysis on emerging socio-economic issues (lower level estimates)	Conduct research and analysis on emerging socio-economic issues (lower level estimates)	Conduct research and analysis on emerging socio-economic issues	Conduct research and analysis on emerging socio-economic issues	Conduct research and analysis on emerging socio-economic issues
<i>Sub-programme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)</i>					
32.	Conduct research on availability of data sources linked to the poverty and inequality statistics agenda	Assess the use of external data sources for the poverty and inequality statistics agenda	Compile a discussion document on household expenditure patterns, poverty and inequality using external data sources	Publish a report on household expenditure patterns, poverty and inequality using external data sources	Evaluate and improve the use of external data sources

### 4.1.3 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

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

The strategic intent of Stats SA is to close the data gaps and strengthen the capability of the national statistics 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 data revolution concept is an emerging concept that has not yet been institutionalised in Stats SA. Over the medium term, the organisation will have to build the necessary capacity and systems to deal with the implementation of the data revolution including: adopting common principles and standards; sharing technological innovations; building new capabilities; and providing leadership and coordination for mobilisation.

The table below outlines the strategy over the next five years towards capitalising on the data revolution:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Data Revolution					
<i>Sub-programme: Office of the SG (Programme 1: Administration)</i>					
33.	Conduct research on the data revolution concept and the impact on the operations of the organisation	Develop a data revolution framework and strategy	Implement the data revolution framework and strategy	Lead and share data revolution initiatives in South Africa	Lead and share data revolution initiatives in Africa

The realisation that data is preferable to anecdote and intuition as a basis for robust decision-making is spreading through many professions and sections of society, more and more people want to see evidence

**8th International conference on teaching statistics**

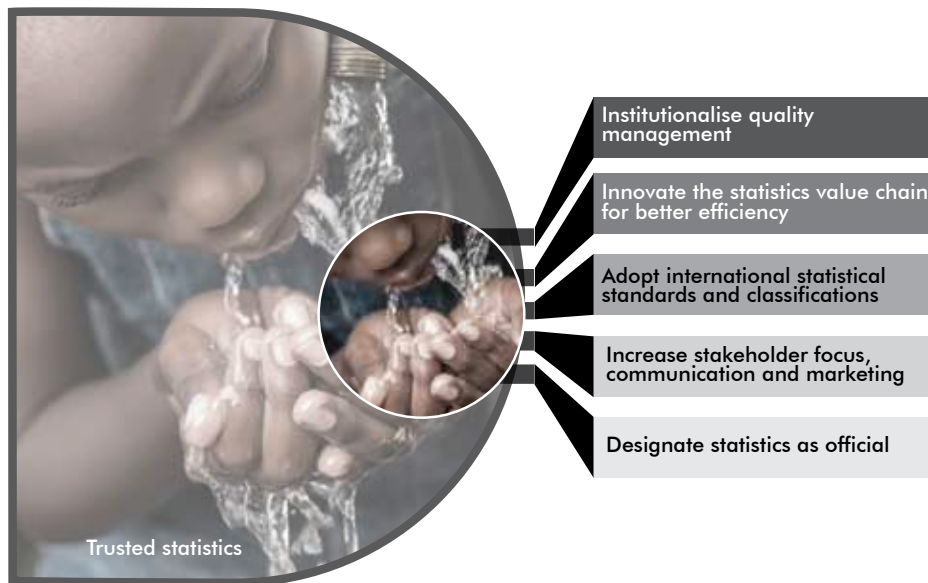


## 4.2 Strategic Outcome 2: Trusted Statistics

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 public confidence and trust in statistics:



## 4.2.1 Quality management

<b>Strategic objective 2.1:</b>	Institutionalise quality management
<b>Objective statement:</b>	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 (SASQAF)
<b>Baseline:</b>	Number of series applying sound statistical methodology: 100%
<b>Justification:</b>	This objective will contribute to the credibility of official statistics by providing assurance for methodological compliance and alignment with international frameworks
<b>Links:</b>	This objective will contribute to improving the measurement of the economy and society

Confidence and trust in the quality of statistics produced by Stats SA is central to the existence and survival of the organisation; hence the organisation endeavours to provide information that has been produced using sound methods and following best practices. Quality management is focused not only on product quality, but also on the means to achieve it.

Management of quality within Stats SA is fragmented and pockets of quality management processes exist everywhere in the organisation. Although every manager is responsible for managing the quality of outputs, a coherent approach to quality management (planning, implementing, reporting and evaluating) has not been developed. Since quality management interventions are undertaken throughout the statistical value chain by different role players at each of the phases, the organisation is not in a position to provide a statement on quality of products without reference to these separate processes. In addition, if and where there are gaps, these are not easily identifiable and dealt with due to the fragmentation of the interventions. The direst of these consequences is the lack of, or absence of a comprehensive information management system on matters of quality management.

The intent is to institutionalise a quality management system that will promote the application of common standards, classifications, and methodologies to improve the ability for integrative analysis of information from different data sources internally. Stats SA will conduct an organisational assessment of statistical practices against the Fundamental Principles of Official Statistics and the African Charter on Statistics to identify gaps in statistical practices in South Africa. The placement of the quality management function will be finalised once the concept document has been approved.

The table below outlines the strategy over the next five years towards establishing a coherent quality management system:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Quality Management					
Sub-programme: Survey Standards (Programme 4: Methodology, Standards and Research)					
34.	<ul style="list-style-type: none"> <li>Review the concept note on quality management</li> <li>Report on quality management practices in other statistical organisations</li> </ul>	<ul style="list-style-type: none"> <li>Pilot using series that have been assessed through SASQAF</li> </ul> <p>(R1,9 million)</p>	<ul style="list-style-type: none"> <li>Pilot using series that have been assessed through SASQAF</li> <li>Develop an integrated quality management strategy and plan</li> </ul> <p>(R1,9 million)</p>	<ul style="list-style-type: none"> <li>Institutionalise integrated quality management</li> </ul> <p>(R1,95 million)</p>	<ul style="list-style-type: none"> <li>Roll out an integrated quality management system</li> </ul> <p>(R2 million)</p>
Sub-programme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)					
35.	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Building evaluation capacity for economic statistics</li> <li>Conducting CS2016 evaluation</li> </ul>	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Developing an evaluation schedule</li> <li>Conducting CS2016 evaluation and compiling a report</li> </ul>	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Reviewing the evaluation framework</li> <li>Assessing the impact of evaluations conducted</li> </ul>	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Designing PES survey methodology</li> </ul>	<p>Evaluate adherence to statistical methods, standards and practices</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Conducting PES pilot for Census 2021</li> </ul>
Sub-programme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)					
36.	<p>Conduct independent process monitoring and evaluation (M&amp;E) of household-based surveys and censuses</p> <p>Improve survey M&amp;E by:</p> <ul style="list-style-type: none"> <li>Conducting tests on monitoring and evaluation methodologies for CS2016 and DHS</li> <li>Monitoring CS2016 (see footnote 1)</li> <li>Monitoring DHS</li> </ul>	<p>Conduct independent process monitoring and evaluation of household-based surveys and censuses</p> <p>Improve survey M&amp;E by:</p> <ul style="list-style-type: none"> <li>Pronouncing on the quality of household surveys</li> <li>Conducting the CS2016 monitoring</li> <li>Conducting verification of out-of-scope cases</li> <li>Conducting CS2016 evaluation study</li> </ul>	<p>Conduct independent process monitoring and evaluation of household-based surveys and censuses</p> <p>Improve survey M&amp;E by:</p> <ul style="list-style-type: none"> <li>Strengthening and expanding the surveys quality control/assurance and audit</li> <li>Pronouncing on the quality of household surveys</li> <li>Monitoring and evaluation of GHS (municipal level)</li> </ul> <p>(R15 million)</p>	<p>Conduct independent process monitoring and evaluation of surveys and censuses</p> <p>Improve survey M&amp;E by:</p> <ul style="list-style-type: none"> <li>Expanding the surveys quality control and auditing function to Economic Statistics surveys</li> <li>Pronounce on the quality of household surveys</li> <li>Building relations and collaboration with Economic Statistics</li> <li>Monitoring and evaluation of CPS</li> </ul> <p>(R15 million)</p>	<p>Conduct independent process monitoring and evaluation of surveys and censuses</p> <p>Improve survey M&amp;E by:</p> <ul style="list-style-type: none"> <li>Expanding the surveys quality control and auditing function to Economic Statistics surveys</li> <li>Pronounce on the quality of household surveys</li> <li>Strengthen collaboration with Economic Statistics</li> <li>Conducting tests on monitoring and evaluation methodologies for Census 2021</li> </ul> <p>(R30 million)</p>



## 4.2.2 Statistics value chain

<b>Strategic objective 2.2:</b>	Innovate the statistics value chain for better efficiency
<b>Objective statement:</b>	Innovate the statistics value chain by enhancing the efficiency of survey operations in terms of cost, quality and time through new methodologies, integration of operations and modernisation
<b>Baseline:</b>	Response rate for surveys: 85%
<b>Justification:</b>	This objective will create better value for money by ensuring lean and efficient operations across the value chain
<b>Links:</b>	This objective will contribute to improving the measurement of the economy and society

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

**Design:** Sound methodology is an important prerequisite for reliable and comparable statistics. The development of new methodologies, especially in light of the data revolution, will be explored to manage and improve the quality and transparency of statistics. Methodological capability remains a challenge in South Africa. In order to enhance the professional level of staff, a new methodological course will be introduced over the medium term and staff will be encouraged to publish scientific papers and participate in international seminars and conferences.

**Data collection:** Data for the production of economic statistics is collected from businesses mainly through email exchange and faxing. Once the data is received, a manual process of capturing and editing takes place to prepare the data for analysis and dissemination. Population and social statistics are collected by visiting households and filling in a questionnaire through conducting a personal interview. Once questionnaires are completed, it is couriered back to head office for scanning or data capturing and editing. The key strategic intent over the medium term is to modernise the way data is collected from respondents, both business and household collections, through the use of technology; to decrease the error rate of data collected; and to reduce the respondent burden.

**Data processing:** The corporate data processing centre processes all household-based surveys and censuses of Stats SA as well as civil registration administrative records. Migrating to digital data collection will improve on quality, cost and time. Over the medium term, Stats SA will explore and enhance the usage of administrative sources.

**Dissemination:** As part of citizens' entitlement to public information, statistical information is made available on an impartial basis which is objective, scientific, independent, professional and transparent without interference of

government or any other interested party so as to enhance the use of and trust in official statistics. A key strategic focus of the Publication Services division will be improving access to statistical and corporate information that is easy to understand, as well as promoting the corporate identity and brand of Stats SA.

**Increased usage:** Stats SA's drive towards building the capability of both producers and users of statistics will increase their understanding and skills, improve access and use, as well as promote informed citizenry. Active citizenry status as a priority in the country leads to a new focus on effective use of administrative records available across government sectors, which will also increase provision of better statistics. Improved and increased access to statistical information through better outward-facing services, and using new and innovative methods of delivery will continue. This ensures that authoritative official statistics continue to be the first source to support evidence-based decision-making by government, business and the public.

The table below outlines the 5-year strategy to introduce innovation in the statistics value chain:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Plan, design, build, collect, process and disseminate					
<i>Sub-programme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)</i>					
37.	Provide methodological expertise and support  Improve support by: <ul style="list-style-type: none"> <li>Implementing small area estimation for other household-based surveys</li> <li>Exploring model-based small area estimation</li> </ul>	Provide methodological expertise and support  Improve support by: <ul style="list-style-type: none"> <li>Implementing small area estimation</li> <li>Conducting comparative studies for validating SAE</li> <li>Researching impact of SIC7 on time series data</li> <li>Assessing quality of master sample frame</li> <li>Designing methodologist capacity building programme</li> </ul>	Provide methodological expertise and support  Improve support by: <ul style="list-style-type: none"> <li>Implementing seasonal adjustment for QLFS</li> <li>Validating the impact of SIC7 on time series data</li> <li>Conducting comparative studies of SAE</li> <li>Researching expansion of economic statistics scope of sampling frame</li> </ul>	Provide methodological expertise and support  Improve support by: <ul style="list-style-type: none"> <li>Researching the design of the new master sample</li> <li>Conducting comparative studies of SAE</li> </ul>	Provide methodological expertise and support  Improve support by: <ul style="list-style-type: none"> <li>Researching the design of the new master sample</li> </ul>
<i>Sub-programme: Census and Community Survey Operations (Programme 7: Survey Operations)</i>					
38.	Drive CS2016 through planning, organising, leading and coordination  <ul style="list-style-type: none"> <li>Coordinate and test plans for CS2016</li> <li>Drive data collection for CS2016<sup>1</sup></li> <li>Drive data collection for DHS</li> </ul>	Drive CS2016 through planning, organising, leading and coordination  <ul style="list-style-type: none"> <li>Drive data collection for CS2016 (see footnote<sup>1</sup>)</li> <li>Collaborate and partner in design of innovative data collection methodologies for Census/Surveys</li> </ul>	Drive municipal collections (GHS) through planning, organising, leading and coordination  <ul style="list-style-type: none"> <li>Review and improve data collection methodologies</li> </ul>	Drive CPS and Census 2021 through planning, organising, leading and coordination  <ul style="list-style-type: none"> <li>Commence with Census 2021 planning</li> </ul>	Drive CPS and Census 2021 through planning, organising, leading and coordination  <ul style="list-style-type: none"> <li>Coordinate and test plans for Census 2021</li> </ul>

<sup>1</sup> Stats SA is planning to undertake fieldwork operations for the Community Survey in February 2016, depending on the finalisation of the transfer of funds to 2015/16.

No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Household Survey Operations (Programme 7: Survey Operations)</i>					
39.	<p>Coordinate and monitor data collection for household surveys. Train and conduct quality assurance</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Assessing data collection systems</li> <li>Researching international practice on data collection methodologies</li> <li>Developing quality assurance tools</li> </ul>	<p>Coordinate and monitor data collection for household surveys. Train and conduct quality assurance</p> <p>Innovate by:</p> <ul style="list-style-type: none"> <li>Developing a data collection strategy</li> <li>Collaborating and partnering in design of digital data collection system</li> <li>Driving the implementation of the quality assurance tool</li> <li>Commencing with GHS at municipal level</li> </ul> <p>(R25 million)</p>	<p>Coordinate and monitor data collection for household surveys. Train and conduct quality assurance</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Driving the implementation of the digital data collection system (QLFS, VOCS and DTS)</li> <li>Driving GHS collection at municipal level (R65 million)</li> <li>Commencing with CPS at provincial level</li> </ul> <p>(R68 million for GHS) (R50 million for CPS)</p>	<p>Coordinate and monitor data collection for household surveys. Train and conduct quality assurance</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Driving CPS data collection at provincial level</li> <li>Driving the implementation of the digital data collection system (CPS)</li> <li>Assessment of digital data collection methodology (QLFS, VOCS and DTS)</li> <li>Evaluating the quality assurance tool</li> </ul> <p>(R161,6 million)</p>	<p>Coordinate and monitor data collection for household surveys. Train and conduct quality assurance</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Driving CPS data collection at district level</li> <li>Evaluating impact of digital data collection</li> </ul> <p>(R188,9 million)</p>

<i>Sub-programme: Provincial Offices (Programme 6: Statistical Collections and Outreach)</i>					
40.	<p>Conduct integrated fieldwork. Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Conducting CS2016 with new methodologies<sup>1</sup></li> <li>Reviewing the integrated fieldwork strategy</li> <li>Researching the state of quality in the provinces to reduce the error rate</li> <li>Developing an integrated provincial communication and marketing strategy and plan</li> </ul>	<p>Conduct integrated fieldwork. Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Conducting and disseminating CS2016</li> <li>Developing and implementing a quality management framework for provinces</li> <li>Implementing the integrated provincial communication and marketing strategy and plan</li> </ul>	<p>Conduct integrated fieldwork. Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Assessing the state of quality</li> <li>Implementing the digital data collection programme</li> <li>Intensifying dissemination and use of statistics</li> <li>Preparing for CPS</li> </ul>	<p>Conduct integrated fieldwork. Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Planning for Census 2021</li> <li>Conducting CPS at district level</li> </ul>	<p>Conduct integrated fieldwork. Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Preparing for Census 2021</li> <li>Conducting independent evaluation on quality interventions</li> </ul>





No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Corporate Data Processing (Programme 7: Survey Operations)</i>					
41.	<p>Coordinate data processing of censuses, household-based surveys, civil registration and ad-hoc surveys</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Strengthening a common data processing platform</li> <li>• Pre-testing digital data collection</li> <li>• Enhancing data processing platform to cater for administrative records</li> </ul>	<p>Coordinate data processing of censuses, household-based surveys, civil registration and ad-hoc surveys</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Piloting digital data collection for household surveys</li> <li>• Processing Community Survey data using new technology</li> </ul>	<p>Coordinate data processing of censuses, household-based surveys, administrative sources and ad-hoc surveys</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Implementing digital data collection for household surveys (phase 1)</li> </ul>	<p>Coordinate data processing of censuses, household-based surveys, administrative sources and ad-hoc surveys</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Implementing digital data collection for household surveys (phase 2)</li> <li>• <i>Processing additional administrative sources</i></li> </ul>	<p>Coordinate data processing of censuses, household-based surveys, administrative sources and ad-hoc surveys</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Preparation for Census 2021 processing</li> <li>• Processing additional administrative sources</li> </ul>
<i>Sub-programme: Publication Services (Programme 5: Statistical Support and Informatics)</i>					
42.	<p>Compile multidisciplinary publications. Develop electronic datasets for statistical data</p> <p>Increase access by:</p> <ul style="list-style-type: none"> <li>• Researching a data repository</li> <li>• Reviewing data delivery channels</li> <li>• Reviewing curriculum for writing skills course</li> </ul>	<p>Compile multidisciplinary publications. Develop electronic datasets for statistical data</p> <p>Increase access by:</p> <ul style="list-style-type: none"> <li>• Researching a data repository</li> <li>• Researching alternative data delivery channels</li> </ul>	<p>Compile multidisciplinary publications. Develop electronic datasets for statistical data</p> <p>Increase access by:</p> <ul style="list-style-type: none"> <li>• Developing a proposal on establishment of a data repository</li> <li>• Consolidating and implementing data delivery channels</li> </ul>	<p>Compile multidisciplinary publications. Develop electronic datasets for statistical data</p> <p>Increase access by:</p> <ul style="list-style-type: none"> <li>• <i>Implementing a data repository for Stats SA</i></li> <li>• Consolidating and implementing data delivery channels</li> </ul> <p>(R4 million)</p>	<p>Compile multidisciplinary publications. Develop electronic datasets for statistical data</p> <p>Increase access by:</p> <ul style="list-style-type: none"> <li>• <i>Implementing data repository</i></li> <li>• Evaluating data delivery channels</li> </ul> <p>(R4 million)</p>
<i>Sub-programme: Stakeholder Relations and Marketing (Programme 6: Statistical Collections and Outreach)</i>					
43.	<p>Disseminate statistical products of Stats SA</p> <p>Improve dissemination and increase usage by:</p> <ul style="list-style-type: none"> <li>• Integrating census data and geography for special needs of users</li> <li>• Drafting a micro-data dissemination framework</li> </ul>	<p>Disseminate statistical products of Stats SA</p> <p>Improve dissemination and increase usage by:</p> <ul style="list-style-type: none"> <li>• Disseminating CS2016 products</li> <li>• Integrating survey data and geography for special needs of users</li> <li>• Improving access to public data files</li> </ul>	<p>Disseminate statistical products of Stats SA</p> <p>Improve dissemination and increase usage by:</p> <ul style="list-style-type: none"> <li>• Integrating CS2016 data and geography for special needs of users</li> <li>• Improving access to anonymised micro data</li> </ul>	<p>Disseminate statistical products of Stats SA</p> <p>Improve dissemination and increase usage by:</p> <ul style="list-style-type: none"> <li>• Assessing data integration</li> <li>• Improving access to a secure data facility for micro data</li> </ul>	<p>Disseminate statistical products of Stats SA</p> <p>Improve dissemination and increase usage by:</p> <ul style="list-style-type: none"> <li>• Developing a dissemination plan for Census 2021</li> <li>• Evaluating dissemination platforms</li> </ul>

### 4.2.3 International statistical standards and classifications

<b>Strategic objective 2.3:</b>	Adopt international statistical standards and classifications
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of statistical standards developed and adopted: 6 standards
<b>Justification:</b>	This objective will contribute to the credibility of official statistics by demonstrating the application of internationally-recognised statistical standards and practices
<b>Links:</b>	International statistical standards and frameworks

The use of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at a national, continental and international level. 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.

Stats SA follows closely the definitions, concepts and methods on statistical matters and classification systems promulgated by international organisations such as the United Nations, International Labour Organization and International Monetary Fund in compiling statistics. The adoption of internationally accepted standards helps ensure a definite level of quality in the statistics compiled and comparability with statistics of other economies.

The strategic intent over the medium term is to develop, review and monitor the implementation of emerging standards that cover every field of statistical endeavour from data collection, processing and dissemination and for all statistical subjects in line with international recognised standards and practices.



The table below outlines the 5-year strategy to adopt and adapt statistical standards:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Statistical Standards Development					
Sub-programme: Survey Standards (Programme 4: Methodology, Standards and Research)					
44.	Drive development and review of statistical standards  Improve by: <ul style="list-style-type: none"> <li>• Creating awareness around standards</li> <li>• Compiling a standards registry</li> <li>• Enrolling standard developers in SABS training programmes</li> </ul>	Drive development and review of statistical standards  Improve by: <ul style="list-style-type: none"> <li>• Creating awareness about standards for provinces</li> <li>• Formalising standards registry with core areas</li> <li>• Identifying priority standards in SANSS</li> </ul>	Drive development and review of statistical standards  Improve by: <ul style="list-style-type: none"> <li>• Coordinating the development and review of standards according to the standards registry</li> <li>• Coordinating the development and review of priority statistical standards in the SANSS</li> </ul>	Drive development and review of statistical standards  Improve by: <ul style="list-style-type: none"> <li>• Coordinating the development and review of statistical standards in Stats SA and the SANSS</li> </ul>	Drive development and review of statistical standards  Improve by: <ul style="list-style-type: none"> <li>• Reviewing and evaluating standards development processes and methodology</li> </ul>
			(R3,8 million)	(R3,9 million)	(R4 million)



#### 4.2.4 Stakeholder focus, communication and marketing

<b>Strategic objective 2.4:</b>	Increase stakeholder focus, communication and marketing
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of stakeholder engagements: 9 stakeholder symposia
<b>Justification:</b>	This objective will contribute to the credibility of official statistics by engaging stakeholders, the media and the public at large
<b>Links:</b>	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 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.

Stats SA aims to position the organisation in the mind of the public and its stakeholders reflecting the values of integrity, service excellence and empowering partnerships for information-led development. The following will lead strategic change over the next five years:

- Positioning Stats SA as the producer and coordinator of official statistics for evidence-based decisions
- Creating awareness and understanding by making statistics easy to use
- Profiling, engaging and empowering our stakeholders as partners in knowledge creation
- Producing usable and targeted products and communication platforms to maximise use
- Measuring value creation



The table below outlines the 5-year strategy to increase stakeholder focus, marketing and communication:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Intergrated Communication and Stakeholder Management					
<i>Sub-programme: Corporate Communications (Programme 6: Statistical Collections and Outreach)</i>					
45.	<p>Position and enhance the public image and credibility of the organisation</p> <p>Improve internal and external communication by:</p> <ul style="list-style-type: none"> <li>• Building relationships and training of community media</li> <li>• Investigating new social media platforms for dissemination of statistics</li> <li>• Introducing innovative communication products and services to Economic Statistics</li> <li>• Investigating new dissemination channels for CS2016</li> <li>• <i>Rolling out CS2016 communication campaign (see footnote 1)</i></li> <li>• Rolling out new building change management and communication plan</li> </ul>	<p>Position and enhance the public image and credibility of the organisation</p> <p>Improve internal and external communication by:</p> <ul style="list-style-type: none"> <li>• Developing communication products for municipalities</li> <li>• Developing user-friendly electronic products that can be used across multiple channels</li> <li>• Rolling out CS2016 communication campaign</li> <li>• Rolling out new building relocation communication plan</li> <li>• Developing new communication channels and tools to improve employee engagement</li> </ul>	<p>Position and enhance the public image and credibility of the organisation</p> <p>Improve internal and external communication by:</p> <ul style="list-style-type: none"> <li>• Building relationships and training of community media</li> <li>• Developing communication products for municipalities and schools</li> <li>• Implementing new channels for dissemination of other series</li> <li>• Developing communication training programme to increase the use of data visuals by employees</li> </ul>	<p>Position and enhance the public image and credibility of the organisation</p> <p>Improve internal and external communication by:</p> <ul style="list-style-type: none"> <li>• Building relationships and training of community media</li> <li>• Developing communication products for municipalities and schools</li> <li>• Providing communication support to SANSS</li> <li>• Enhancing employee engagement between management and staff</li> </ul>	<p>Position and enhance the public image and credibility of the organisation</p> <p>Improve internal and external communication by:</p> <ul style="list-style-type: none"> <li>• Assessing media relationships</li> <li>• Measuring and evaluating effectiveness of communication products and services</li> </ul>
<i>Sub-programme: Stakeholder Relations and Marketing (Programme 6: Statistical Collections and Outreach)</i>					
46.	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Administer CRM system to update stakeholder information</li> <li>• Developing an integrated stakeholder management framework in line with <i>Batho Pele</i></li> <li>• Segmentation of stakeholders and developing engagement strategies for the various sectors</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Monitoring usage of CRM system</li> <li>• Institutionalising integrated stakeholder management</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Assessing effectiveness of CRM system</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Implementing improvements to CRM system</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Developing a stakeholder management and marketing plan for Census 2021</li> </ul>



## 4.2.5 Designate statistics as official

<b>Strategic objective 2.5:</b>	To designate statistics as official
<b>Objective statement:</b>	To designate statistics as official by conducting ten independent assessments of statistical series in the national statistics system against the South African Quality Assessment Framework (SAQAF)
<b>Baseline:</b>	Number of series declared official: 2
<b>Justification:</b>	This objective will contribute to the credibility of official statistics by giving confidence to users that official statistics are meeting quality criteria and principles
<b>Links:</b>	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 produce statistical information in line with professional standards as defined in the 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 Independent Assessment Unit is currently established under the National Statistics Systems cluster. Due to the independence of this function, it is ideal to establish the function to report directly to the Statistician-General, who is responsible for the designation of statistics as official.

The table below outlines the 5-year strategy to designate statistics as official:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Designate Statistics as Official					
<i>Sub-programme: SANSS: Independent Assessment Unit (Programme 1: Administration)</i>					
47.	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: <ul style="list-style-type: none"> <li>Developing practice guidelines and protocols for assessment</li> <li>Developing a handbook for independent assessments</li> <li>Developing a SASQAF roll-out strategy and plan for SA</li> <li>Developing a SASQAF for administrative records</li> </ul>	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: <ul style="list-style-type: none"> <li>Publishing the practice guidelines and handbook for independent assessments</li> <li>Implementing a SASQAF roll-out strategy and plan for SA</li> </ul>	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: <ul style="list-style-type: none"> <li>Reviewing SASQAF</li> <li>Developing SASQAF for spatial data</li> </ul>	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: <ul style="list-style-type: none"> <li>Reviewing SASQAF for administrative records</li> <li>Developing specification for modernising the assessment process</li> </ul>	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: <ul style="list-style-type: none"> <li>Reviewing SASQAF</li> <li>Developing SASQAF for spatial data</li> <li>Testing automated system</li> </ul>

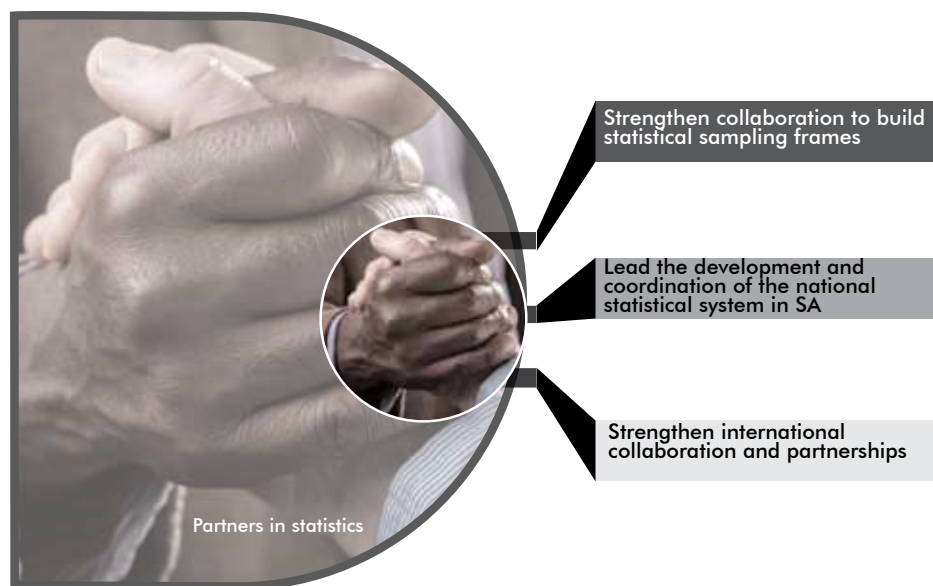
### 4.3 Strategic Outcome 3: Partners in statistics

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

Statistics is recognised in South Africa as a key strategic enabler to inform development. It is therefore important that this recognition translates mainstreaming statistics into national policy, planning and budgetary processes as a *sine qua non* for the development of statistics in South Africa

*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 *Collaborative partnerships in statistics*:



### 4.3.1 Statistical sampling frames

<b>Strategic objective 3.1:</b>	To strengthen collaboration to build statistical sampling frames
<b>Objective statement:</b>	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
<b>Baseline:</b>	Annual sampling frame for Economic Statistics based on the business register. Annual sampling frame for Social and Population Statistics based on the spatial information frame
<b>Justification:</b>	This objective will contribute in maintaining updated sampling frames for the collection of economic, population and social statistics
<b>Links:</b>	This objective will contribute to improving the measurement of the economy and society

**Geospatial frame:** Geospatial information is about the location and names of features beneath, on or above the surface of the earth. Most human activity depends on geospatial information – on where things are and understanding how they relate to one another.

The current landscape indicates that geospatial information does not meet planning and policy requirements to implement the NDP 2030. The Spatial Data Infrastructure Act, 2003 (Act No. 54 of 2003) provides for the establishment of the South African Spatial Data Infrastructure (SASDI) to regulate the collection, management, maintenance, integration, distribution and utilisation of spatial information in the country.

One of the key deliverables of Stats SA is to transform the system of information from a temporal based approach with spatial displays to an integrated spatio-temporal conception for goal and target setting with associated indicator ontologies that deliver semantic clarity to sustainable development. Such a step change will demand a high level of informatics platform as an enabler in the system.

**Business Register:** Stats SA 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)”.

The division Business Register has the responsibility to provide such a population of businesses through a partnership with the Department of Trade and Industry (dti) and the South African Revenue Service (SARS). The partnership allows the organisation to source all registered businesses. It implies that the population of business



is sourced from administrative sources which were not established with the aim to form the basis of a BSF or SBR. The administrative sources are not designed for statistical purposes which imply that these sources must be transformed for statistical purposes. Maintenance is done through automatic as well as manual processes to ensure that, *inter alia*, life statuses (new, dormant and inactive) of businesses are updated.

The defining characteristic of a reliable BSF is that it is comprehensive in coverage, accurate in classification, and has updated contact information. The coverage and accuracy of a BSF, as a foundation of economic statistics, allows results of economic surveys to mirror the economic reality on the ground as far as possible. It should be noted that the quality of the information received via administrative source data has a direct impact on the quality of the BSF.

Over the next five years, the quality management framework will be reviewed as well as testing and rolling out a re-engineered system which will bring an added functionality of effective continuous quality improvement of information and support the desired statistical unit's model. Key strategic change will be achieved by introducing classification of SIC7 by SARS. Stats SA will be conducting assessments of classified units depending on additional fund allocation.

The table below outlines the 5-year strategy to build and maintain statistical sampling frames:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
<b>GEO Special Frame</b>					
<i>Sub-programme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)</i>					
48.	Provide an updated spatial information frame for the collection of household statistics  Improve the SIF by: <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro level and cities</li> <li>• Introducing a continuous demarcation methodology (1 province)</li> <li>• Preparing SIF for CS2016</li> <li>• Compiling geo-spatial research reports to inform the NDP</li> <li>• Developing research and development applications</li> </ul>	Provide an updated spatial information frame for the collection of household statistics  Improve the SIF by: <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro, cities and regional service centres level</li> <li>• Updating and maintaining the EA layer (2 provinces)</li> <li>• Compiling geo-spatial research reports to inform the NDP</li> </ul>	Provide an updated spatial information frame for the collection of household statistics  Improve the SIF by: <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro, cities, regional service centres, local and niche towns and clustered and dispersed settlements level</li> <li>• Updating and maintaining the EA layer (4 provinces)</li> </ul>	Provide an updated spatial information frame for the collection of household statistics  Improve the SIF by: <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro, cities and regional service centres level</li> <li>• Validating and verifying complete EA frame with provinces</li> </ul>	Provide an updated spatial information frame for the collection of household statistics  Improve the SIF by: <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro, cities, regional service centres, local and niche towns and clustered and dispersed settlements level</li> <li>• Preparing and publishing updated EA layer for Census 2021</li> </ul>

No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Provinces (Programme 6: Statistical Collections and Outreach)</i>					
49.	<p>Update and maintain the provincial spatial information frame</p> <p>Improve the SIF by:</p> <ul style="list-style-type: none"> <li>• Verifying and updating the current frame</li> <li>• Engaging municipalities and provincial stakeholders on collaborative mapping to update frames</li> <li>• Compiling geo-database for EA/PSU profile</li> </ul>	<p>Update and maintain the provincial spatial information frame</p> <p>Improve the SIF by:</p> <ul style="list-style-type: none"> <li>• Developing an implementation plan for provincial geo-database maintenance</li> <li>• Establishing partnerships with municipalities for collaborative mapping</li> <li>• Establishing coordination mechanisms and protocols</li> </ul>	<p>Update and maintain the provincial spatial information frame</p> <p>Improve the SIF by:</p> <ul style="list-style-type: none"> <li>• Rolling out devolution of the spatial information frame</li> <li>• Expanding partnerships with municipalities and provincial stakeholders</li> </ul>	<p>Update and maintain the provincial spatial information frame</p> <p>Improve the SIF by:</p> <ul style="list-style-type: none"> <li>• Rolling out collaborative mapping to maintain and update the spatial information frame</li> </ul>	<p>Update and maintain the provincial spatial information frame</p> <p>Improve the SIF by:</p> <ul style="list-style-type: none"> <li>• Preparing the spatial information frame for 2021</li> </ul>

### Business Register

#### *Sub-programme: Business Register (Programme 4: Methodology, Standards and Research)*

50.	<p>Provide an updated sampling frame for the collection of economic statistics</p> <p>Improve the business register by:</p> <ul style="list-style-type: none"> <li>• Analysing business rules</li> </ul>	<p>Provide an updated sampling frame for the collection of economic statistics</p> <p>Improve the business register by:</p> <ul style="list-style-type: none"> <li>• Drafting and testing of revised business rules</li> <li>• <i>Conducting a quality assessment of a sample of SARS SIC7 classified unit</i></li> <li>• Reviewing current BSF quality management framework</li> <li>• Developing a business case for units model</li> </ul> <p>(R4 million)</p>	<p>Provide an updated sampling frame for the collection of economic statistics</p> <p>Improve the business register by:</p> <ul style="list-style-type: none"> <li>• Finalising revised business rules</li> <li>• <i>Conducting a quality assessment of a sample of SARS SIC7 classified unit</i></li> <li>• Commence with implementation of reviewed BSF quality management framework</li> <li>• Commence with implementation of units model</li> </ul> <p>(R5 million)</p>	<p>Provide an updated sampling frame for the collection of economic statistics</p> <p>Improve the business register by:</p> <ul style="list-style-type: none"> <li>• Implementing new business rules</li> <li>• <i>Conducting a quality assessment of a sample of SARS SIC7 classified unit</i></li> <li>• Further implementation of reviewed BSF quality management framework</li> <li>• Further implementation of units model</li> </ul> <p>(R5,5 million)</p>	<p>Provide an updated sampling frame for the collection of economic statistics</p> <p>Improve the business register by:</p> <ul style="list-style-type: none"> <li>• Evaluating the impact of new business rules</li> <li>• <i>Conducting a quality assessment of a sample of SARS SIC7 classified unit</i></li> <li>• Full implementation of the units model</li> </ul> <p>(R5,6 million)</p>
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### 4.3.2 The South African National Statistics System

<b>Strategic objective 3.2:</b>	To lead the development and coordination of the national statistical system in SA
<b>Objective statement:</b>	To lead the development, coordination and collaboration of the statistical system in SA 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
<b>Baseline:</b>	Number of organs of state receiving technical support and advice in statistical production: 10
<b>Justification:</b>	This objective will contribute to ensure relevance, alignment and avoid duplication of statistical production
<b>Links:</b>	This objective will contribute to improving the measurement of the economy and society

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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.

Statistical coordination is required, amongst others:

- To meet the information needs of the state and other users by extending the production base of official statistics beyond Stats SA;
  - To raise the profile, credibility and trust of statistics in policy formulation, planning, monitoring and evaluation, and decision-making as official statistics become a priority among organs of state, a result of limited awareness of the critical role of statistics in development;
  - To implement a more effective way of organising statistical production as the current production system is fragmented and encourages statistical production in silos. The fragmented system has to be transformed into a coordinated system; and
  - To eliminate duplication of statistical activities among organs of state by rationalising surveys this will lead to increased cost efficiency to produce statistics.

Statistical coordination is the organising of the participation of different organs of state and other stakeholders that produce and use statistics into a system in order to enable them to work together to produce and use official statistics.

The South African National Statistics System (SANSS) is a tool to transform the current production of statistics from the status quo characterised by the information, quality and capacity gaps, to a system of official, national and other statistics that adequately serve the information needs of a developmental state and other stakeholders.

The key strategic intent over the next five years is to institutionalise the SANSS amongst organs of state through: implementation of statistical planning and reporting; establishment of statistical production systems in organs of state; establishment and maintenance of governance structures; establishment of a statistical training institute; promotion of the use of official statistics; implementation of consequences for non-compliance; and the introduction of statistical geography for better informed decision-making.

Driving this statistical reform and strategic change will be achieved through passing a policy on statistical coordination, amending the Statistics Legislation and developing a National Strategy for the Development of Statistics (NSDS).

The table below outlines the 5-year strategy to lead statistical coordination in SA:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Economic and Social Statistics Subsystems					
<i>Sub-programme: SANSS (Programme 1: Administration)</i>					
51.	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none"> <li>• Developing a National Strategy for Development of Statistics (NSDS)</li> <li>• Developing a 'clearance' protocol</li> <li>• Applying SASQAF Light on relevant data</li> </ul>	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none"> <li>• Developing a National Strategy for Development of Statistics (NSDS)</li> <li>• Implement a 'clearance' protocol</li> <li>• Applying SASQAF light on relevant data</li> <li>• Developing an economic subsystem strategy</li> <li>• Developing a social subsystem strategy</li> </ul>	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none"> <li>• Implementing the National Strategy for Development of Statistics (NSDS)</li> <li>• Applying the 'clearance' protocol</li> <li>• Applying SASQAF light on relevant data</li> <li>• Implementing an economic subsystem strategy</li> <li>• Implementing a social subsystem strategy</li> </ul>	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none"> <li>• Implementing the National Strategy for Development of Statistics (NSDS)</li> <li>• Applying the 'clearance' protocol</li> <li>• Applying SASQAF light on relevant data</li> <li>• Developing specifications for a web-based SASQAF Lite</li> </ul>	<p>Coordinate the production of statistics in the economic and social statistics subsystems</p> <p>Improve coordination by:</p> <ul style="list-style-type: none"> <li>• Implementing the National Strategy for Development of Statistics (NSDS)</li> <li>• Applying the 'clearance' protocol</li> <li>• Applying SASQAF Lite on relevant data</li> <li>• Revising and updating the economic subsystem strategy</li> <li>• Revising and updating the social subsystem strategy</li> </ul>

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Information Management in the SANSS					
<i>Sub-programme: SANSS (Programme 1: Administration)</i>					
52.	Facilitate information sharing amongst SANSS partners  Improve information sharing by: <ul style="list-style-type: none"> <li>Developing a blueprint for a SANSS-wide data repository</li> <li>Expanding the use of E-data transfer tool amongst SANSS members</li> <li>Expanding the use of dissemination tool amongst SANSS members</li> </ul>	Facilitate information sharing amongst SANSS partners  Improve information sharing by: <ul style="list-style-type: none"> <li>Developing a data repository</li> <li>Expand the use of E-data transfer tool amongst SANSS members</li> <li>Expanding the use of dissemination tool amongst SANSS members</li> </ul>	Facilitate information sharing amongst SANSS partners  Improve information sharing by: <ul style="list-style-type: none"> <li>Piloting a data repository</li> <li>Expanding the use of E-data transfer tool amongst SANSS members</li> <li>Expanding the use of dissemination tool amongst SANSS members</li> </ul>	Facilitate information sharing amongst SANSS partners  Improve information sharing by: <ul style="list-style-type: none"> <li>Implementing the data repository</li> <li>Expanding the use of E-data transfer tool amongst SANSS members</li> <li>Expanding the use of dissemination tool amongst SANSS members</li> </ul>	Facilitate information sharing amongst SANSS partners  Improve information sharing by: <ul style="list-style-type: none"> <li>Maintaining and improving the data repository</li> <li>Expanding the use of E-data transfer tool amongst SANSS members</li> <li>Expanding the use of dissemination tool amongst SANSS members</li> </ul>

Statistical Reporting					
53.	Facilitate production of statistics according to national, regional and international requirements  Improve by: <ul style="list-style-type: none"> <li>Developing protocols for the development, compliance and reporting of indicators</li> </ul>	Facilitate production of statistics according to national, regional and international requirements  Improve by: <ul style="list-style-type: none"> <li>Piloting protocols for the development, compliance and reporting of indicators</li> </ul>	Facilitate production of statistics according to national, regional and international requirements  Improve by: <ul style="list-style-type: none"> <li>Implementing and maintaining protocols for the development, compliance and reporting of indicators</li> </ul>	Facilitate production of statistics according to national, regional and international requirements  Improve by: <ul style="list-style-type: none"> <li>Implementing and maintaining protocols for the development, compliance and reporting of indicators</li> </ul>	Facilitate production of statistics according to national, regional and international requirements  Improve by: <ul style="list-style-type: none"> <li>Implementing and maintaining protocols for the development, compliance and reporting of indicators</li> </ul>

Statistical support and advice					
54.	Provide technical support and conduct diagnostic assessments of data within the SANSS  Improve technical support to SANSS partners by: <ul style="list-style-type: none"> <li>Developing a handbook on diagnostic assessments</li> </ul>	Provide technical support and conduct diagnostic assessments of data within the SANSS  Improve technical support to SANSS partners by: <ul style="list-style-type: none"> <li>Publishing the handbook on diagnostic assessments</li> </ul>	Provide technical support and conduct diagnostic assessments of data within the SANSS  Improve technical support to SANSS partners by: <ul style="list-style-type: none"> <li>Developing specifications for readiness assessment process</li> </ul>	Provide technical support and conduct diagnostic assessments of data within the SANSS  Improve technical support to SANSS partners by: <ul style="list-style-type: none"> <li>Testing the automated readiness assessment system</li> </ul>	Provide technical support and conduct diagnostic assessments of data within the SANSS  Improve technical support to SANSS partners by: <ul style="list-style-type: none"> <li>Implementing automated assessment system</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Provinces (Programme 6: Statistical Collections and Outreach)</i>					
55.	Lead coordination of provincial statistics <ul style="list-style-type: none"> <li>• Develop a coordination framework</li> <li>• Assess supply, demand and use of statistical information of provincial stakeholders</li> <li>• Identify the provincial information gap</li> </ul>	Lead coordination of provincial statistics <ul style="list-style-type: none"> <li>• Institutionalise the provincial coordination framework</li> <li>• Assess statistical capability and infrastructure among provincial organs of state</li> <li>• Partner with municipalities on IDP</li> <li>• Mine existing data sources to respond to provincial demand</li> </ul>	Lead coordination of provincial statistics <ul style="list-style-type: none"> <li>• Develop a provincial strategy for development of statistics</li> <li>• Strengthen critical administrative records and sources</li> <li>• Develop research papers to respond to provincial policy</li> </ul>	Lead coordination of provincial statistics <ul style="list-style-type: none"> <li>• Provide technical support to provincial partners in self-assessment</li> <li>• Develop a monitoring and evaluation framework for statistical coordination activities</li> <li>• Develop research papers to respond to provincial policy</li> </ul>	Lead coordination of provincial statistics <ul style="list-style-type: none"> <li>• Provide technical support to provincial partners in self-assessment</li> <li>• Develop research papers to respond to provincial policy</li> </ul>

### 4.3.3 International collaboration and partnerships

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

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

**Baseline:** Participation in international statistical initiatives: 10 statistical fora

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

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

South Africa is part of the global statistical community participating in the development of statistical practices and influencing statistical discourse. Stats SA has established strong relations with international organisations such as the United Nations Statistics Division (UNSD), the World Bank, the International Monetary Fund (IMF), and the Organisation for Economic Cooperation and Development (OECD).



As a global role player, Stats SA participates and leads several subject-specific international expert working groups. These groups review and update methodologies for the measurement of different sectors. They typically meet once a year, in different parts of the world. Stats SA's contributions bridge the issues relevant to developed and developing countries.

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, the United Nations Economic Commission for Africa (UNECA) and the African Development Bank (ADB).

Over the last decade, African continent has witnessed great strides in the development of statistics aimed at fostering the development of quality statistical information to meet users' demands. Some of the key achievements include: the adoption by the heads of state in Africa of the African Charter on Statistics, and the introduction and implementation of the Strategy for Harmonisation of Statistics in Africa, so as to improve the African Statistics System with the aim of contributing to the continental integration agenda, which is a pivotal goal of African leaders.

With the advent of the post-2015 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, was highlighted thus, the heads of state and government called upon the African Union Commission (AUC) to accelerate the creation of the AU Institute for Statistics. All these initiatives will shape the future of statistics in Africa and Stats SA is at the forefront of these developments.

Stats SA has also initiated the Young African Statisticians Programme which aims to ensure the future capacity of national statistical offices, as well as the capability of African professionals to shape the international development agenda in the future.

We have also led the drive to promote inter-country discussions on statistical matters in Africa, by initiating the African Symposia for Statistical Development (ASSD). The successful mobilisation of all African countries to undertake population censuses through the ASSD demonstrated the ability of Africa to meet the demand for statistical information. The new strategic focus in Africa is on reforming civil registration and vital statistics (CRVS). As part of its leadership role in Africa, Stats SA will continue to provide strategy and technical support to countries to improve their CRVS systems, in the next five years.

Over the next five years, the organisation will continue to influence the statistics agenda and the building of the African statistics system by working closely with pan-African institutions and providing statistical leadership, strategy and technical support.



The table below outlines the 5-year strategy to strengthen international collaboration and partnerships:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
International Collaboration and Partnerships					
<i>Sub-programme: International Statistical Development and Cooperation (Programme 6: Statistical Collections and Outreach)</i>					
56.	Coordinate international collaboration and partnerships  Improve by: <ul style="list-style-type: none"> <li>Developing a framework for hosting international events</li> <li>Developing an international engagement framework</li> </ul>	Coordinate international collaboration and partnerships  Improve by: <ul style="list-style-type: none"> <li>Implementing frameworks for the international programme</li> <li>Developing guidelines for bilateral and multilateral collaboration</li> <li>Developing an international statistical best practice benchmarking framework</li> </ul>	Coordinate international collaboration and partnerships  Improve by: <ul style="list-style-type: none"> <li>Implementing guidelines for bilateral and multilateral relations</li> <li>Developing an international programme's communication strategy</li> <li>Implementing international statistical best practice benchmarking framework</li> </ul>	Coordinate international collaboration and partnerships  Improve by: <ul style="list-style-type: none"> <li>Implementing international programme's communication strategy</li> </ul>	Coordinate international collaboration and partnerships  Improve by: <ul style="list-style-type: none"> <li>Reviewing framework for hosting international events</li> <li>Reviewing international engagements framework</li> </ul>
Statistical Development in Africa					
<i>Sub-programme: International Statistical Development and Cooperation (Programme 6: Statistical Collections and Outreach)</i>					
57.	Lead statistical development efforts in Africa  Improve by: <ul style="list-style-type: none"> <li>Providing technical support in the implementation of the SHaSA</li> <li>Creating a repository for lessons learnt in the 2010 Round of Population and Housing Censuses in Africa</li> <li>Developing a conceptual framework for African Centres of Operational Excellence</li> <li>Supporting the development of an African Addendum to the Principles and Recommendations of the 2020 Round of Population and Housing Censuses</li> </ul>	Lead statistical development efforts in Africa  Improve by: <ul style="list-style-type: none"> <li>Driving a process of establishing African Centres of Operational Excellence</li> <li>Developing an African peer support framework</li> <li>Supporting the evaluation of the APAL-CRVS Programme</li> </ul>	Lead statistical development efforts in Africa  Improve by: <ul style="list-style-type: none"> <li>Implementing African peer support framework</li> <li>Developing framework for monitoring and evaluating impact of African Centres of Operational Excellence</li> </ul>	Lead statistical development efforts in Africa  Improve by: <ul style="list-style-type: none"> <li>Implementing framework for monitoring and evaluating impact of African Centres of Operational Excellence</li> </ul>	Lead statistical development efforts in Africa  Improve by: <ul style="list-style-type: none"> <li>Driving process to evaluate Africa's adherence to the 2020 Round of Population and Housing Censuses principles and recommendations</li> </ul>



## 4.4 Strategic Outcome 4: A Capable Organisation

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

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

The organisation will be investing in the following areas to create strategic change during the 2015/16-2019/20 period:

- Legislative environment: involves creating an enabling legislative environment for statistical development, production and coordination in South Africa;
- Strategy: involves institutionalising long-term operational planning and aligning the organisational structure to the new strategic plan;
- Performance management: relates to improving effectiveness and efficiency, through performance monitoring and evaluation systems and processes, both at an individual and organisational level, as well as performance reporting;
- Compliance and accountability: involves meeting statutory and other obligations, through audit, delegation of authority, and having policies, processes and plans to manage finances, risk, human resources, as well as ethical, equal opportunity, and record-keeping obligations;
- Working environment: involves creating a conducive working environment in line with occupational health and safety obligations; and
- Technology: involves investing in technology and modernising the way we do business for better efficiency and organisational growth.



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



#### 4.4.1 Legislative reform

<b>Strategic objective 4.1:</b>	To drive legislative reform of the statistical production and coordination environment
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of legislative documents: Draft policy document
<b>Justification:</b>	This objective will contribute to Stats SA driving a strategic change agenda for improving statistical coordination in South Africa
<b>Links:</b>	This objective links to the Fundamental Principles of Official Statistics, the African Charter for Statistics and the Statistics Act (Act No. 6 of 1999)



Official statistics in South Africa has national, continental and international audiences and must, therefore, meet the 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. There are areas, however, 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.

A Policy Framework for Coordination of Official Statistics has been drafted and seeks to enable increased production and use of official statistics to meet the dire statistical information needs of the state and other users. The objective is to expand the statistical production base and increase the use of official statistics as provided for under, mainly, Section 14 of the Statistics Act 1999.

The proposed legislative changes seek to define the requisite environment for the implementation of statistical coordination, institutional strengthening, modernising and transforming the statistical system; improving data management and the use of administrative sources; and introducing statistical geography as part of the statistical infrastructure.

The Policy Framework forms the basis of the legislative changes and will drive statistical reform. Consultations on the policy document and the proposed amendments to the Act will commence in 2015/16.

The table below outlines the 5-year strategy to drive legislative reform:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Legislative Reform					
<i>Sub-programme: SANSS (Programme 1: Administration)</i>					
58.	Conduct stakeholder consultations	Finalise amendments to statistics legislation	Roll-out amendments to statistics legislation	Compile progress report on implementation of amendments	Assess compliance to Statistics Legislation
	Review policy document	Compile statistics regulations to roll -out Statistics Act			
		Compile a strategy to roll-out new legislation			



## 4.2.2 Corporate governance and administration

<b>Strategic objective 4.2:</b>	To enhance corporate governance and administration
<b>Objective statement:</b>	Enhance corporate governance and administration through increasing the effectiveness of management and operations systems, strengthening accountability and creating a conducive working environment
<b>Baseline:</b>	Unqualified audit (Financial and performance information)
<b>Justification:</b>	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
<b>Links:</b>	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.

**Strategic planning, reporting and management:** Building long-term strategic planning capability will enable the organisation to formulate, implement, monitor and evaluate cross-functional strategies to achieve both its long- and short-term objectives. In the next five years, the organisation will focus on communicating the new strategic direction to all staff and ensure alignment to the strategic change required to implement the new strategy.

**Programme and project management:** The programme office aims to build (a) *project management capabilities* 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 reporting, and transferring skills; (b) *programme management capabilities* through facilitating annual integrated operational planning and monthly reporting across Stats SA in accordance with the Framework for Managing Programme Performance Information of National Treasury; and (c) to provide monthly integrated management information to management to inform decision-making.

**Internal Audit:** The internal audit division aims to provide independent assurance and advisory services to management by reviewing and evaluating the adequacy and effectiveness of existing controls, risk management and governance systems and processes to ensure compliance with relevant legislation, guidelines and good governance practices. The Internal Audit division will continue to report to the Audit Committee to ensure independence of the internal audit function. The key strategic intent is to be a strategic and business partner as well as a trusted advisor, recognised as a driving force behind a culture of good governance, accountability, compliance and execution that helps in the achievement of the organisation's strategic objectives.

**Corporate Governance:** The strategic intent is to promote accountability through an ethical, disciplined, professional and risk-averse environment through putting in place accountability mechanisms for better transparency and responsiveness.

**Financial administration and management:** The key strategic intent over the next five years is to modernise business processes, support the Community Survey, develop and implement an asset disposal strategy for the move to the new building and to research a funding model for the SANSS and facilitate the approval thereof.

**Human resource management:** The intent is to be a strategic partner to core areas and render an efficient and effective Human Resource Management (HRM) service to Stats SA and to improve productivity and service delivery to enhance the quality of work life for Stats SA's employees. The strategic focus is on talent management and the effective support for all projects and surveys.

**Facilities Management, Logistics and Security:** Stats SA is relocating its head office to a new, better, safer and healthier environment in 2016/17. The key strategic focus area is to prepare the organisation during 2015/16 for the move. The new environment provides various opportunities for increasing efficiencies in the way we work.

The table below outlines the 5-year strategy to enhance governance and administration:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Strategic Planning, Reporting and Monitoring					
<i>Sub-programme: Strategy (Programme 1: Administration)</i>					
59.	Publish strategic planning and reporting documents	Publish strategic planning and reporting documents	Publish strategic planning and reporting documents	Publish strategic planning and reporting documents	Publish strategic planning and reporting documents
	Enhance strategic management by: <ul style="list-style-type: none"> <li>Communicating the strategic direction to staff</li> </ul>	Enhance strategic management by: <ul style="list-style-type: none"> <li>Developing an evaluation framework</li> <li>Driving and monitoring the strategy-in-action programme</li> </ul>	Enhance strategic management by: <ul style="list-style-type: none"> <li>Facilitating strategic conversations within the organisation</li> <li>Conducting a mid-term strategic review to assess performance</li> </ul>	Enhance strategic management by: <ul style="list-style-type: none"> <li>Investing in technology to enhance strategic management processes</li> </ul>	Enhance strategic management by: <ul style="list-style-type: none"> <li>Commencing with developing the new strategic direction for 2020–2025</li> <li>Compiling an end-of-term performance report</li> </ul>

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Programme and Project Management					
Sub-programme: Programme Office (Programme 1: Administration)					
60.	Build programme and project management capability and provide integrated management information  Improve programme and project management by: <ul style="list-style-type: none"> <li>Enhancing management information repository (functionality)</li> <li>Providing dedicated project management support to CS2016</li> </ul>	Build programme and project management capability and provide integrated management information  Improve programme and project management by: <ul style="list-style-type: none"> <li>Enhancing management information repository (functionality)</li> <li>Providing dedicated project management support to CS2016</li> </ul>	Build programme and project management capability and provide integrated management information  Improve programme and project management by: <ul style="list-style-type: none"> <li>Enhancing management information (project/operational level)</li> </ul>	Build programme and project management capability and provide integrated management information  Improve programme and project management by: <ul style="list-style-type: none"> <li>Consolidating management information</li> </ul>	Build programme and project management capability and provide integrated management information  Improve programme and project management by: <ul style="list-style-type: none"> <li>Investigating additional management information and functionality required</li> <li>Providing dedicated project management support to Census 2021</li> </ul> (R2,3 million)

Internal Audit Services					
Sub-programme: Internal Audit (Programme 1: Administration)					
61.	Provide independent assurance and advisory internal audit services  Improve internal audit services by: <ul style="list-style-type: none"> <li>Aligning internal audit system and methodologies</li> <li>Assessing readiness to conduct the Community Survey in 2016</li> <li>Conducting an external quality assurance review</li> </ul>	Provide independent assurance and advisory internal audit services  Improve internal audit services by: <ul style="list-style-type: none"> <li>Developing a quality assurance framework</li> <li>Conducting an internal audit on CS2016</li> </ul>	Provide independent assurance and advisory internal audit services  Improve internal audit services by: <ul style="list-style-type: none"> <li>Enhancing quality assurance according to IIA Standards and framework</li> <li>Conducting a peer review of internal audit services</li> </ul>	Provide independent assurance and advisory internal audit services  Improve internal audit services by: <ul style="list-style-type: none"> <li>Introducing combined assurance</li> </ul>	Provide independent assurance and advisory internal audit services  Improve internal audit services by: <ul style="list-style-type: none"> <li>Developing an internal audit plan for Census 2021</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
Governance, Risk and Compliance					
<i>Sub-programme: Corporate Governance (Programme 1: Administration)</i>					
62.	Provide governance, legal, risk management, investigations and compliance services	Provide governance, legal, risk management, investigations and compliance services	Provide governance, legal, risk management, investigations and compliance services	Provide governance, legal, risk management, investigations and compliance services	Provide governance, legal, risk management, investigations and compliance services
	Improve accountability by: <ul style="list-style-type: none"> <li>• Compiling a compliance plan</li> <li>• Compiling a governance programme</li> <li>• Embedding risk management in planning and decision-making processes (strategic risk register)</li> <li>• Re-engineering investigation processes (fraud prevention plan)</li> </ul>	Improve accountability by: <ul style="list-style-type: none"> <li>• Reviewing compliance plan</li> <li>• Reviewing the governance programme</li> <li>• Strengthening the risk identification and assessment process</li> </ul>	Improve accountability by: <ul style="list-style-type: none"> <li>• Embedding constitutional values into governance practices</li> <li>• Strengthening the risk management culture to enhance risk accountability</li> <li>• Building a resilient anti-corruption environment</li> </ul>	Improve accountability by: <ul style="list-style-type: none"> <li>• Institutionalising government's accountability framework in Stats SA</li> <li>• Evaluating anti-corruption strategy</li> </ul>	Improve accountability by: <ul style="list-style-type: none"> <li>• Evaluating risk management as a value-add to achieve the organisational strategy</li> <li>• Evaluating compliance environment</li> </ul>

Financial Administration and Management					
<i>Sub-programme: Financial Administration (Programme 1: Administration)</i>					
63.	Provide financial, supply chain and asset management services	Provide financial, supply chain and asset management services	Provide financial, supply chain and asset management services	Provide financial, supply chain and asset management services	Provide financial, supply chain and asset management services
	Enhance financial management and administration by: <ul style="list-style-type: none"> <li>• Developing and implementing an asset disposal strategy for the move to the new building</li> <li>• Providing financial administration support to CS2016</li> <li>• Developing specifications to modernise financial business processes</li> </ul>	Enhance financial management and administration by: <ul style="list-style-type: none"> <li>• Implementing an asset disposal strategy for the move to the new building</li> <li>• Providing financial administration support to CS2016</li> <li>• Testing the audit progress monitoring system</li> <li>• Researching a financial strategy for the SANSS</li> </ul>	Enhance financial management and administration by: <ul style="list-style-type: none"> <li>• Researching e-procurement and e-payroll certification</li> <li>• Implementing the audit progress monitoring system</li> <li>• Testing digital filing system</li> <li>• Drafting a financial strategy for the SANSS</li> </ul>	Enhance financial management and administration by: <ul style="list-style-type: none"> <li>• Implementing digital filing system</li> <li>• Facilitating approval of financial strategy for the SANSS</li> </ul>	Enhance financial management and administration by: <ul style="list-style-type: none"> <li>• Testing e-procurement and e-payroll systems</li> <li>• Assessing and reviewing effectiveness of financial systems and processes</li> <li>• Developing financial administration plan for Census 2021</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Human Resource Management Systems</b>					
<i>Sub-programme: Human Resource Management (Programme 1: Administration)</i>					
64.	<p>Provide efficient client-based human resource services</p> <p>Enhance human resource management by:</p> <ul style="list-style-type: none"> <li>• Reviewing standard operating procedures and management controls</li> <li>• Aligning structure to new strategy</li> <li>• Reviewing manual HRM processes to be computerised</li> <li>• Redeployment of staff affected by the new building</li> <li>• Providing HRM support to CS2016</li> </ul>	<p>Provide efficient client-based human resource services</p> <p>Enhance human resource management by:</p> <ul style="list-style-type: none"> <li>• Implementing revised standard operating procedures and management controls</li> <li>• Developing HRM systems specifications</li> <li>• Identifying staff affected by the organisational strategy</li> <li>• Providing HRM support to CS2016</li> </ul>	<p>Provide efficient client-based human resource services</p> <p>Enhance human resource management by:</p> <ul style="list-style-type: none"> <li>• Introducing client satisfaction survey</li> <li>• Piloting and testing HRM systems</li> <li>• Redeployment of staff affected by technology</li> </ul>	<p>Provide efficient client-based human resource services</p> <p>Enhance human resource management by:</p> <ul style="list-style-type: none"> <li>• Developing intervention strategies to address client needs</li> <li>• Implementing computerised HRM system</li> <li>• Redeployment of staff affected by technology</li> </ul>	<p>Provide efficient client-based human resource services</p> <p>Enhance human resource management by:</p> <ul style="list-style-type: none"> <li>• Assessing client satisfaction</li> <li>• Implementing computerised HRM systems</li> <li>• Redeployment of staff affected by technology</li> <li>• Developing HRM plan for Census 2021</li> </ul>
<b>Safe and Enabling Work Environment</b>					
<i>Sub-programme: Facilities Management, Logistics and Security (Programme 1: Administration)</i>					
65.	<p>Provide a secure, safe and healthy working environment. Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Developing a records management policy and file master plan</li> <li>• Developing security classification mechanisms</li> <li>• Monitoring the construction of the new building</li> <li>• Preparing the organisation for the new environment</li> <li>• Providing logistical services to CS2016</li> </ul>	<p>Provide a secure, safe and healthy working environment. Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Implementing a functional records management and registry services</li> <li>• Establishing and implementing the security classification system</li> <li>• Relocating Stats SA's head office to new premises</li> <li>• Rolling out post-relocation programme</li> <li>• Providing logistical services to CS2016</li> </ul>	<p>Provide a secure, safe and healthy working environment. Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Implementing the security classification system</li> <li>• Rolling out a Safety, Health Environment, Risk and Quality (SHERQ) programme</li> <li>• Implementing PPP service level agreement</li> <li>• Assessing office accommodation of provincial and district offices</li> </ul>	<p>Provide a secure, safe and healthy working environment. Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Reviewing fleet management policy and processes</li> <li>• Developing an electronic filing system</li> <li>• Assessing impact of relocation on staff</li> </ul>	<p>Provide a secure, safe and healthy working environment. Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Developing FMLS plan for Census 2021</li> </ul>



### 4.4.3 Employer of choice

**Strategic objective 4.3:** To become the employer of choice

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

**Baseline:** Number of interns per annum: 50 interns

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

**Links:** This objective links to the NDP and MTSF

Today's workers have choices, more so than ever before in history. If you have a scarce skill, you have a wide range of choices of occupation, employer locale, industry, and work arrangements. In today's competitive world, Stats SA is competing for mathematical and statistical skills — a scarce commodity. The organisation wants to attract, optimise and retain top talent — the best in the market — who will have the knowledge, experience, resilience and power to respond quickly to the demand, delivering more efficiently and effectively. But in order to do this, we will have to differentiate ourselves from competing organisations such as other government departments and private sector industries such as the banking sector. Workers seeking better employment will gravitate toward high performing organisations with a reputation for workforce stability and opportunities for personal growth.

Stats SA will be investing over the medium term in its talent management programme, focusing on identifying potential talent that will benefit the organisation; creating career advancement opportunities that includes a clear path to promotion, regular and fair evaluations, a mentoring programme and training for new skills; and creating interesting work where people are stimulated, challenged and inspired to do their work.

The table below outlines the 5-year strategy to become the employer of choice:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Talent management and employee wellness					
Sub-programme: Human Resource Management (Programme 1: Administration)					
66.	Manage talent and diversity	Manage talent and diversity	Manage talent and diversity	Manage talent and diversity	Manage talent and diversity
	Institutionalise talent management by: <ul style="list-style-type: none"> <li>Finalising skills audit and skills gap</li> <li>Developing organisational criteria for selection of talent</li> <li>Developing a talent management process</li> </ul>	Institutionalise talent management by: <ul style="list-style-type: none"> <li>Developing a scarce skills matrix and strategy</li> <li>Developing generic career pathways</li> <li>Identifying the pool of talent</li> </ul>	Institutionalise talent management by: <ul style="list-style-type: none"> <li>Developing personal career pathways</li> <li>Developing a succession plan for critical skills (phase 1)</li> </ul>	Institutionalise talent management by: <ul style="list-style-type: none"> <li>Driving the implementation of a succession plan (phase 1)</li> <li>Developing a succession plan for critical skills (phase 2)</li> </ul>	Institutionalise talent management by: <ul style="list-style-type: none"> <li>Driving the implementation of a succession plan</li> </ul>



#### 4.4.4 Information and Communication Technology (ICT)

<b>Strategic objective 4.4:</b>	Invest in ICT to align to organisational growth
<b>Objective statement:</b>	Invest in ICT to align to organisational growth through stabilising the ICT infrastructure, researching and testing new technology, and modernising business processes
<b>Baseline:</b>	Percentage ICT services delivered according to service delivery standards: 90%
<b>Justification:</b>	This objective will contribute to Stats SA becoming a capable organisation by using technology as a strategic enabler to improve efficiency of statistical operations
<b>Links:</b>	This objective links to the NDP and MTSF

**Information and Communication Technology:** In today's global marketplace, organisations like Stats SA often "compete" with larger, better-funded organisations. Our approach to technology must be strategic and innovative to be successful. Whether it's a simple server or a data centre, our IT infrastructure — servers, network, storage, and software — must be aligned to meet our business needs. Our infrastructure must be flexible to support new modern initiatives and ongoing growth, because business continuously evolves. To keep pace with the latest capabilities to meet business needs as well as to prepare for the future, the IT infrastructure needs to be updated periodically which will allow us to capitalise on technology advancements as a competitive advantage. The future will bring many changes in technology and enable new scenarios for the use of technology. As the technology evolves, so too will the sophistication of threats. Strong emphasis will be placed on advancing the discipline of risk management to match the evolving threat landscape of cyberspace. Lagging broadband deployment in emerging economies as ours will limit a range of ICT opportunities. The connectivity afforded by broadband is an essential element in a larger effort to make ICT resources available, affordable and reliable.

**Business modernisation:** A key strategic intent by 2030 is an organisation that is flexible, efficient and innovative where information science is a prime mover of an end-to-end statistical pro-user system. This will be achieved through the adoption of informatics as a requirement for staff appointment to deliver (a) innovating and modernising current manual business processes; (b) establishing a sustainable enterprise architecture capability to guide the development and management of information; (c) developing, implementing and monitoring corporate governance of ICT; and (d) implementing a knowledge management capability for the organisation to institutionalise knowledge sharing, and to harvest and harness innovation, idea generation and corporate thinking power.





The table below outlines the 5-year strategy to invest in ICT to align to organisational growth:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Server and Network Environment, End-user support, ICT security and risk management					
<i>Sub-programme: Data Management and Technology (Programme 5: Statistical Support and Informatics)</i>					
67.	<p>Provide a stable, reliable and functional ICT environment</p> <p>Invest in ICT by:</p> <ul style="list-style-type: none"> <li>• Creating a broadband infrastructure</li> <li>• Stabilizing ICT infrastructure in provinces and districts</li> <li>• Improving the quality and response of ICT services</li> <li>• Conducting an awareness campaign on ICT governance</li> <li>• Developing ICT standards and protocols with SANSS partners</li> </ul>	<p>Provide a stable, reliable and functional ICT environment</p> <p>Invest in ICT by:</p> <ul style="list-style-type: none"> <li>• Expanding the broadband capability and reach</li> <li>• Creating a self-service environment for application choices</li> <li>• Assessing the effectiveness of ICT governance</li> <li>• Promoting and enable wider collaboration opportunities between Stats SA and SANSS partners</li> </ul>	<p>Provide a stable, reliable and functional ICT environment</p> <p>Invest in ICT by:</p> <ul style="list-style-type: none"> <li>• Improving the network connectivity (broadband) for research and educational opportunities</li> <li>• Creating remote-access ICT capability</li> <li>• Assessing the effectiveness of ICT environment</li> <li>• Aligning ICT governance to legislative changes</li> <li>• Creating a self-provisioning data centre</li> <li>• Researching the impact of big data on ICT environment</li> </ul>	<p>Provide a stable, reliable and functional ICT environment</p> <p>Invest in ICT by:</p> <ul style="list-style-type: none"> <li>• Implementing ICT life-cycle management</li> <li>• Researching a policy based management approach for a new generation mobile workers</li> <li>• Developing an information management strategy in collaboration with SANSS partners</li> <li>• Researching and testing readiness of ICT environment for big data</li> </ul>	<p>Provide a stable, reliable and functional ICT environment</p> <p>Invest in ICT by:</p> <ul style="list-style-type: none"> <li>• Evaluating return-on-investment</li> <li>• Improving ICT life-cycle management</li> <li>• Developing ICT Census 2021 strategy and plan</li> <li>• Creating an environment for big data</li> <li>• Enable citizen-centric online services</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
Modernising and innovating business processes					
<i>Sub-programme: Business Modernisation (Programme 5: Statistical Support and Informatics)</i>					
68.	<p>Modernise business processes through information management systems and the application of technology</p> <p>Modernise and innovate by:</p> <ul style="list-style-type: none"> <li>• Researching and developing platforms to automate data collection, processing and dissemination</li> <li>• Developing and establishing an enterprise architecture programme and capability</li> <li>• Establishing a knowledge management environment</li> <li>• Developing an organisational business modernisation strategy and plan</li> </ul>	<p>Modernise business processes through information management systems and the application of technology</p> <p>Modernise and innovate by:</p> <ul style="list-style-type: none"> <li>• Testing and piloting automated data collection, processing and dissemination systems</li> <li>• Implementing an enterprise architecture programme and capability</li> <li>• Implementing knowledge management practices</li> <li>• Automating support services business processes</li> </ul>	<p>Modernise business processes through information management systems and the application of technology</p> <p>Modernise and innovate by:</p> <ul style="list-style-type: none"> <li>• Rolling-out automated data collection, processing and dissemination systems</li> <li>• Assessing enterprise architecture programme and capability</li> <li>• Implementing a knowledge management system</li> <li>• Automating support services business processes</li> </ul>	<p>Modernise business processes through information management systems and the application of technology</p> <p>Modernise and innovate by:</p> <ul style="list-style-type: none"> <li>• Continuing the roll-out of automated data collection, processing and dissemination systems</li> <li>• Aligning enterprise architecture programme and capability to SANSS environment</li> <li>• Automating support services business processes</li> </ul>	<p>Modernise business processes through information management systems and the application of technology</p> <p>Modernise and innovate by:</p> <ul style="list-style-type: none"> <li>• Evaluating data collection, processing and dissemination systems automated for all surveys</li> <li>• Evaluating knowledge management system</li> <li>• Assessing support services business processes automated</li> </ul>

#### 4.4.5 Sustainable and responsive statistical infrastructure

<b>Strategic objective 4.5:</b>	To invest in a sustainable and responsive statistical infrastructure
<b>Objective statement:</b>	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
<b>Baseline:</b>	Number of operational provincial and district offices: 63
<b>Justification:</b>	This objective will contribute to Stats SA becoming a capable organisation by ensuring effective and efficient provincial and district statistical infrastructure and operations
<b>Links:</b>	This objective links to the NDP and MTSF

Statistics is a national competency, with a provincial and district presence. The Statistics Act (6 of 1999) stipulates that the Statistician-General may establish and maintain such offices in the provinces, having regard to the needs for official and other statistics for provinces and other organs of state.

Stats SA's national footprint is represented through its nine provincial offices and 54 district offices across the country. The current core responsibility of provincial and district offices is mainly that of data collections and dissemination of statistical information.

The provincial strategy sets out the following strategic shifts to strengthen evidence based decision making in provinces:

- Provincial statistics agenda: mainstreaming provincial information needs into collection agenda
- Statistical collections: addressing quality of data collected and establishing efficient and effective survey operations supported by technology
- Statistical frames: maintaining and updating the provincial spatial information frame (DU, EA and place names) through collaborative mapping with municipalities and other provincial stakeholders
- Statistical dissemination: Increasing usage of statistics at provincial and municipal level; Rolling out a stakeholder-focused communication, marketing, advocacy and publicity strategy and plan
- Statistical coordination: Strengthening provincial statistics system through providing statistical support and advice; strengthening the quality and use of administrative data; and participating in provincial statistical projects



- Statistical capacity: developing a framework for internal capacity building focusing on developing staff skills for new strategic demands, and external capacity building to cohesively build statistical literacy and numeracy
- Statistical administration: Increase productivity and capability of provincial and district offices; and reviewing and rationalising provincial structure and function

The implementation of the provincial strategy is captured under each strategic outcome. The table below outlines the 5-year strategy to invest in a sustainable statistical infrastructure in the provinces:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Sustainable provincial and district infrastructure					
<i>Sub-programme: Provinces (Programme 6: Statistical collections and outreach)</i>					
69.	Provide an efficient governance and administration service  Improve productivity and service delivery by: <ul style="list-style-type: none"> <li>• Reviewing and rationalising provincial function and structure</li> <li>• Preparing for scope changes</li> </ul>	Provide an efficient governance and administration service  Improve productivity and service delivery by: <ul style="list-style-type: none"> <li>• Developing a proposal on statistical regions</li> <li>• Developing mobility options for remote field staff</li> </ul>	Provide an efficient governance and administration service  Improve productivity and service delivery by: <ul style="list-style-type: none"> <li>• Preparing for implementation of statistical regions</li> </ul>	Provide an efficient governance and administration service  Improve productivity and service delivery by: <ul style="list-style-type: none"> <li>• Implementing statistical regions</li> </ul>	Provide an efficient governance and administration service  Improve productivity and service delivery by: <ul style="list-style-type: none"> <li>• Implementing statistical regions</li> </ul>



Good statistics are absolutely vital to sensible, sound economic management, to good social policy and are necessary to the nations as sound money and clean water

**Michael Scholar, Chair of the UK Statistics Board, 2007**

## 4.5 Strategic Outcome 5: Statistical leadership

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

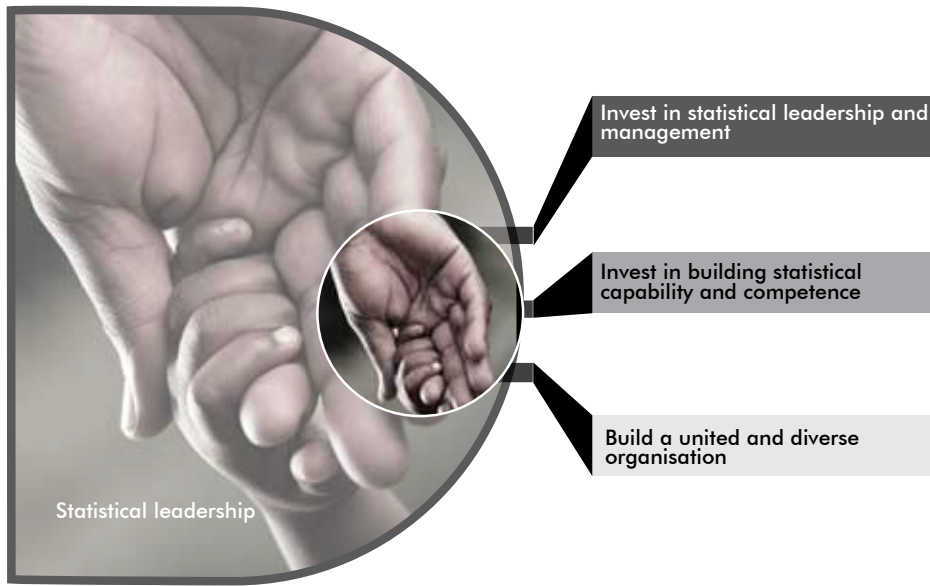
Statistical leadership is one of the strategic resources of the 21st century that needs to be harnessed for statistical development in countries, Africa and the world. The success or failure of Stats SA and the national statistics system is largely dependent on the effectiveness of its leadership. Leadership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

Effective statistical leadership provides the vision and direction to drive statistical reform; build strategic partnerships and networks for statistical development; be responsive to emerging and changing data needs; protect the professional independence of statistics by managing the political interface and sometimes tension between politics and statistics; lead transformation and change by responding to the fast-paced global and technology changes in the environment; and invest in building statistical literacy and capability to address the skills gap. By so doing create not only an agency that is resilient but one that is adaptive to change.

Stats SA envisions that statistical leadership must be demonstrated by all organs of state responsible for the production of statistics. To this end, the organisation will invest over the medium- to long term in capacity to lead and manage the strategic change required in the statistics system, not only within Stats SA, but extend building statistical leadership to partners in the national statistics system.



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



#### 4.5.1 Statistical leadership and management

**Strategic objective 5.1:** To invest in statistical leadership and management

**Objective statement:** Invest in statistical leadership 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 statistical environment is complex in that it needs to harness statistical information, knowledge and understanding for national, regional and international development. The system has to transit to a national information system embracing as key ingredients statistics, geography and informatics. We are witnessing an information explosion and revolution where knowledge and evidence has become a strategic resource for decision-making and catalysing action. Central to the information society is the role of location-based information

and information technology in the production, distribution and consumption of social, material and intellectual outputs. In the context of sustainable development, it is not only about production and consumption but the key transformation is replenishment, sustenance and sustainability of the productive and consumptive capacity in society at large. Statistical leadership has become an essential ingredient to rollout a sustainable statistics system that supplies the statistical information required by the information society.

The key role and responsibility of the statistical leader is to guide, support and develop the following integrated and harmonised abilities that are central to the supply and use of statistical information:

- Political astuteness: the ability to understand and respond to the political environment and related demands and pressures; including managing tensions between policy and statistics;
- Strategic and administrative capability: the ability to provide strategic direction to statistical development; manage in a statistical environment, including planning and monitoring, communication and public relations, and good governance; manage complex relationships within the statistics system;
- Logistical capability: the ability of organisational processes and systems to collect statistical information on a large scale from various sources in the field
- Technological capability: the people, information technology (IT) and information systems (IS) central to the production of statistical information; and
- Intellectual capability: the knowledge and skills required in the fields of statistics, mathematics, informatics, economics, sociology and geography to produce official statistics and it is assumed that the leader should have this training.

The table below outlines the 5-year strategy to invest in statistical leadership and management:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Statistical leadership and management					
<i>Sub-programme: Corporate Services - Human Capacity Development (Programme 1: Administration)</i>					
70.	Build statistical leadership and management capability  Invest by: <ul style="list-style-type: none"> <li>• Developing selection criteria and requirements for participation in leadership and management programme</li> <li>• Developing a post-CRUISE strategy</li> <li>• Participation in the Harvard leadership programme</li> <li>• Offering a lecture series for statistical development</li> </ul>	Build statistical leadership and management capability  Invest by: <ul style="list-style-type: none"> <li>• Expanding CRUISE participation to municipalities</li> <li>• Developing a statistical leadership and management programme</li> </ul>	Build statistical leadership and management capability  Invest by: <ul style="list-style-type: none"> <li>• Expanding CRUISE participation to municipalities</li> <li>• Developing a statistical leadership and management programme</li> </ul>	Build statistical leadership and management capability  Invest by: <ul style="list-style-type: none"> <li>• Piloting the leadership and management programme</li> </ul>	Build statistical leadership and management capability  Invest by: <ul style="list-style-type: none"> <li>• Implementing the leadership and management programme</li> </ul>



## 4.5.2 Building statistical capability and competence

<b>Strategic objective 5.2:</b>	To invest in building statistical capability and competence
<b>Objective statement:</b>	Invest in building statistical capability and competence through the schools programme, tertiary programme, inside Stats SA and within the national statistics system
<b>Baseline:</b>	Number of staff trained annually: 1 972
<b>Justification:</b>	This objective will contribute to Stats SA becoming a capable organisation by ensuring that the skills gap in the statistical system is addressed
<b>Links:</b>	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 also continues to decline. Our central national concern is to accelerate statistical literacy and numeracy so that there is a match between supply and demand for human resources.

Since 1999 Statistics SA has driven a persistent initiative to build capacity in statistics, official statistics and mathematics as a gateway subject for statistical-related professions. A number of capacity building initiatives were rolled out including master maths, maths4stats, an internship programme, programmes in official statistics, young statistician programmes and university research programmes. Although we have made great strides over the past 15 years to address the skills deficiencies, the skills gap remains.

In order to consolidate previous initiatives and attempts to a coherent approach to capacity building, Stats SA will be developing a National Statistics Skills Pipeline Strategy that takes into account (i) current and future skills needed to strengthen and consolidate the statistics platform required for evidence-based planning and spatial planning; (ii) current and future challenges in the learning and teaching of maths, science and geography as three core subjects that form a foundation for statistical skills; (iii) the entire statistical capability value chain. Key elements in the skills pipeline include:

- A schools support programme;
- A tertiary support programme;
- A professional workplace support programme; and
- A professional deployment programme.





Below is an outline of the 5-year strategy to build statistical capability and competence:

No.	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Statistical literacy at schools level</b>					
<i>Sub-programme: Office of the SG (Programme 1: Administration)</i>					
71.	<p><i>Build statistical capability and competence</i></p> <ul style="list-style-type: none"> <li>• Develop a national statistics pipeline strategy</li> <li>• Identify pilot schools based on ANA 2014 results for programme implementation</li> <li>• Compile MoU Addendum with DBE and District Education offices in which 30 schools fall</li> <li>• Identify and training of school programme facilitators from B.Ed Mathematics/Statistics Degree programme</li> <li>• Enter into MoUs with key institutions of higher learning with secured bursaries and admissions for identified learners with statistics related aptitudes</li> </ul>	<p><i>Build statistical capability and competence</i></p> <ul style="list-style-type: none"> <li>• Pilot the implementation of proven concept on mathematics and geography learning and teaching for grade 11 and 12 learners</li> <li>• Develop a matric readiness programme for Grade 12 learners with statistics-related aptitude</li> <li>• Develop local curriculum, content inputs and resources in data handling and probability and GIS for Mathematics (Gr 7 - 12) and Geography (Gr 10 - 12)</li> </ul>	<p><i>Build statistical capability and competence</i></p> <ul style="list-style-type: none"> <li>• Expand mathematics and geography learning to grade 9 and 10</li> <li>• Expand national footprint of schools in programme</li> </ul>	<p><i>Build statistical capability and competence</i></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	<p><i>Build statistical capability and competence</i></p> <ul style="list-style-type: none"> <li>• Evaluate impact of the schools programme</li> </ul>
<b>Statistical capacity at Tertiary level</b>					
<i>Sub-programme: Human Resource Development (Programme 1: Administration)</i>					
72.	<p><i>Create learning opportunities at tertiary level</i></p> <ul style="list-style-type: none"> <li>• Align MoUs with organisational needs</li> </ul>	<p><i>Create learning opportunities at tertiary level</i></p> <ul style="list-style-type: none"> <li>• Assess course content and curriculum of tertiary partners</li> </ul>	<p><i>Create learning opportunities at tertiary level</i></p> <ul style="list-style-type: none"> <li>• Institutionalise centres of excellence</li> </ul>	<p><i>Create learning opportunities at tertiary level</i></p> <ul style="list-style-type: none"> <li>• Identify training opportunities at other tertiary institutions</li> </ul>	<p><i>Create learning opportunities at tertiary level</i></p> <ul style="list-style-type: none"> <li>• Evaluate return on investment of partnerships with tertiary institutions</li> </ul>



No.	2015/16	2016/17	2017/18	2018/19	2019/20
<i>Sub-programme: Office of the SG (Programme 1: Administration)</i>					
73.	Coordinate a tertiary support programme <ul style="list-style-type: none"> <li>Develop a university statistics student mentoring programme</li> </ul>	Coordinate a tertiary support programme <ul style="list-style-type: none"> <li>Implement 1st year university statistics students mentoring programme</li> <li>Develop a NSS-wide work programme for students of statistics related studies</li> </ul>	Coordinate a tertiary support programme <ul style="list-style-type: none"> <li>Institutionalise statistics student work programme within the SANSS</li> </ul>	Coordinate a tertiary support programme <ul style="list-style-type: none"> <li>Monitor statistics student work programme within the NSS</li> </ul>	Coordinate a tertiary support programme <ul style="list-style-type: none"> <li>Identification and deployment of graduates of schools programme in SANSS</li> </ul>

**Building capacity inside Stats SA**  
*Sub-programme: Human Resource Development (Programme 1: Administration)*

74.	Coordinate capacity building in Stats SA <p>Improve by:</p> <ul style="list-style-type: none"> <li>Developing an HRD evaluation framework</li> <li>Developing an HCD strategy to align to organisational strategy</li> <li>Researching accreditation of Diploma in Official statistics</li> <li>Piloting e-learning induction programme</li> </ul>	Coordinate capacity building in Stats SA <p>Improve by:</p> <ul style="list-style-type: none"> <li>Developing and rolling out a re-skilling programme</li> <li>Providing training support to CS 2016</li> <li>Aligning training material with unit standards for accreditation</li> <li>Assessing e-learning programme</li> </ul>	Coordinate capacity building in Stats SA <p>Improve by:</p> <ul style="list-style-type: none"> <li>Implementing a re-skilling programme (for new technology)</li> <li>Obtaining accreditation in Official statistics</li> <li>Piloting new e-learning system</li> <li>Re-aligning all training initiatives</li> </ul>	Coordinate capacity building in Stats SA <p>Improve by:</p> <ul style="list-style-type: none"> <li>Implementing a re-skilling programme (for data revolution)</li> <li>Piloting training on Diploma in Official statistics</li> </ul>	Coordinate capacity building in Stats SA <p>Improve by:</p> <ul style="list-style-type: none"> <li>Implementing a re-skilling programme (for data revolution)</li> <li>Implementing training on Diploma in Official statistics</li> </ul>
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**Building capacity in the SANSS**  
*Sub-programme: Provinces (Programme 6: Statistical collections and outreach)*

75.	Coordinate capacity building in the provinces for SANSS <ul style="list-style-type: none"> <li>Developing a framework for capacity building in provinces for the SANSS</li> </ul>	Coordinate capacity building in the provinces for SANSS <ul style="list-style-type: none"> <li>Identifying the skills gap in the provinces</li> <li>Developing a statistical training programme in the provinces for SANSS</li> </ul>	Coordinate capacity building in the provinces for SANSS <ul style="list-style-type: none"> <li>Expanding the statistical training programme in the provinces for SANSS</li> <li>Developing an integrated provincial statistical capability plan</li> </ul>	Coordinate capacity building in the provinces for SANSS <ul style="list-style-type: none"> <li>Implementing an integrated provincial statistical capability plan</li> </ul>	Coordinate capacity building in the provinces for SANSS <ul style="list-style-type: none"> <li>Implementing an integrated provincial statistical capability plan</li> </ul>
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### 4.5.3 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

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

The strategic intent is to facilitate a process of building a resilient and sustainable organisation of motivated employees that will weather difficult times successfully. The end state is a diverse and united organisation with engaged employees that positively contribute towards developing a Stats SA that we can all be proud of.

We aim to have an organisation where staff understand and appreciate diversity and feel free and safe to have frank and open conversations about diversity. We want our staff to understand, embrace and are open and honest about our past. Our staff see diversity as a platform for success for the future. We want to create an environment that offer challenging jobs, considerable freedom, and significant responsibilities, generous incentives, promotions, recognitions, attract and keep talented people.

We want to create an environment with equal opportunities that is cohesive to the extent that the inequalities, exclusions and disparities based on ethnicity, gender, class, nationality, age, disability or any other distinctions, which engender divisions, distrust and conflict are reduced and eliminated in a planned and sustained manner. Therefore, the talent management and human capacity development policy, strategy and practices must institutionalise these principles.

We want to create an environment where staff respect and understand the values and beliefs that our staff practice and hold dear. We also understand that corporate culture is a microcosm of the diverse cultures of staff and the nation at large. We choose to reward behaviours that positively reflect the culture that we aspire to and discourage negative behaviours. Unity in diversity will be fostered by a shared commitment to organisational values.

No.	2015/16	2016/17	2017/18	2018/19	2019/20
Transformation and Change					
<i>Sub-programme: Office of the SG - Change management (Programme 1: Administration)</i>					
76.	Drive the Transformation and Change Agenda <ul style="list-style-type: none"> <li>Developing and adopting a Transformation and Change Agenda</li> <li>Rolling-out an awareness campaign</li> </ul>	Drive the Transformation and Change Agenda <ul style="list-style-type: none"> <li>Developing a values programme</li> <li>Developing a diversity programme</li> <li>Assessing alignment of the talent management programme (policies, strategies and practices)</li> </ul>	Drive the Transformation and Change Agenda <ul style="list-style-type: none"> <li>Implementing a values programme</li> <li>Implementing a diversity programme</li> <li>Alignment of the talent management programme (policies, strategies and practices)</li> </ul>	Drive the Transformation and Change Agenda <ul style="list-style-type: none"> <li>Implementing a values programme</li> <li>Implementing a diversity programme</li> <li>Alignment of the talent management programme (policies, strategies and practices)</li> </ul>	Drive the Transformation and Change Agenda <ul style="list-style-type: none"> <li>Evaluating the impact of the Transformation and Change Agenda</li> </ul>



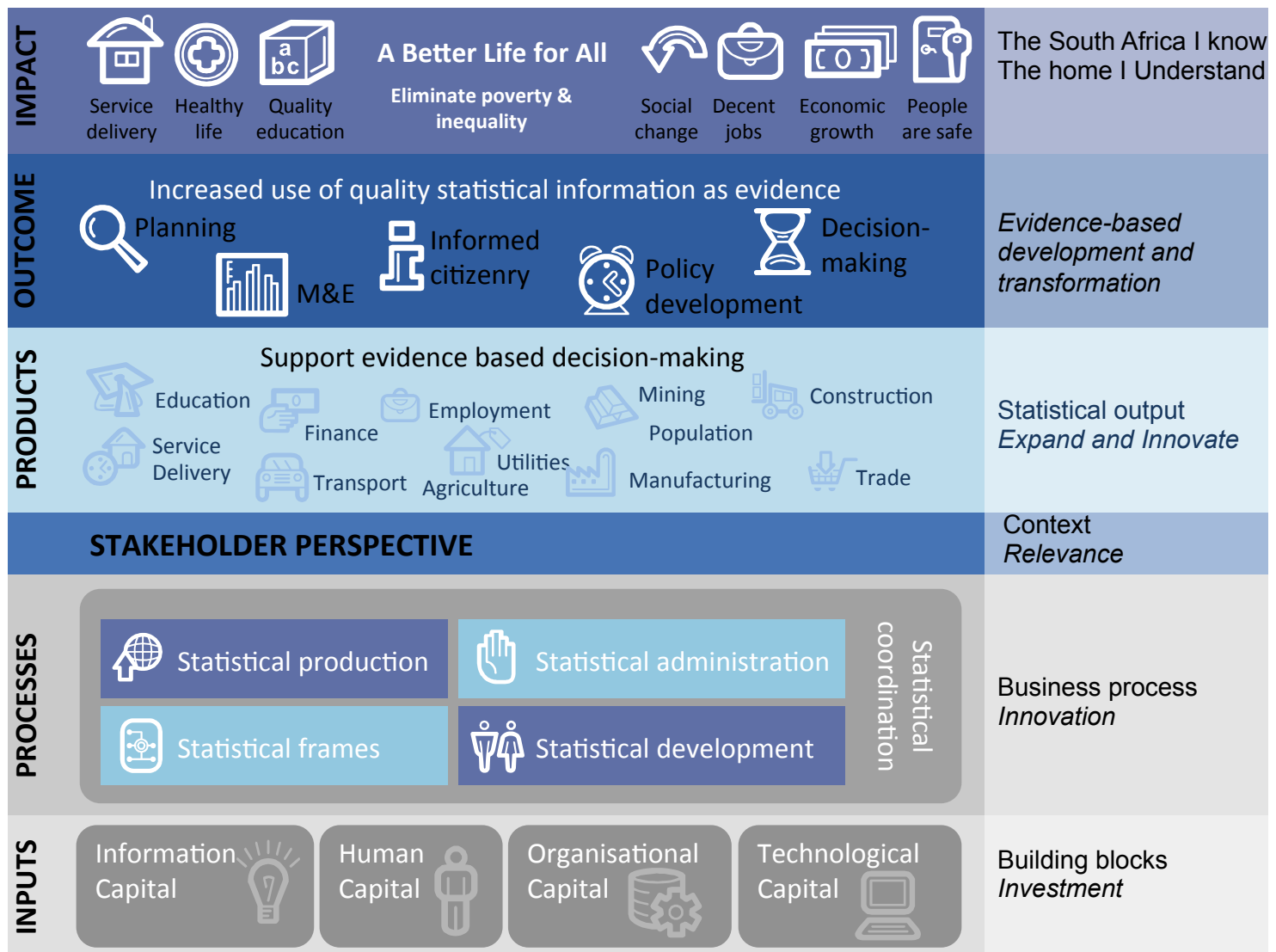


Chapter 5: How do we implement?

# Strategy-In-Action

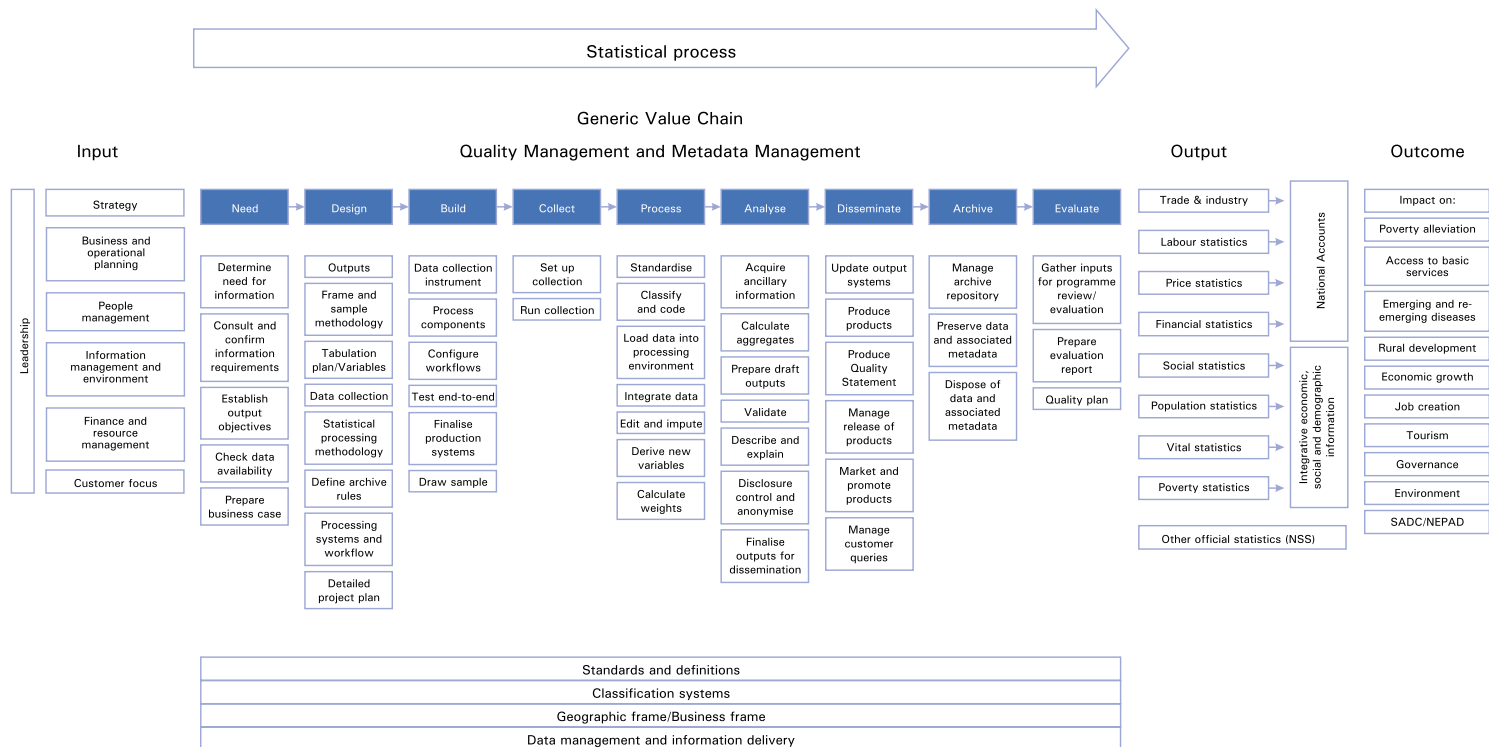
## 5.1 Defining the roadmap

Stats SA has developed a strategy map that outlines how it aims to achieve its vision “The South Africa I know, the home I understand.



## 5.2 Defining the method of work

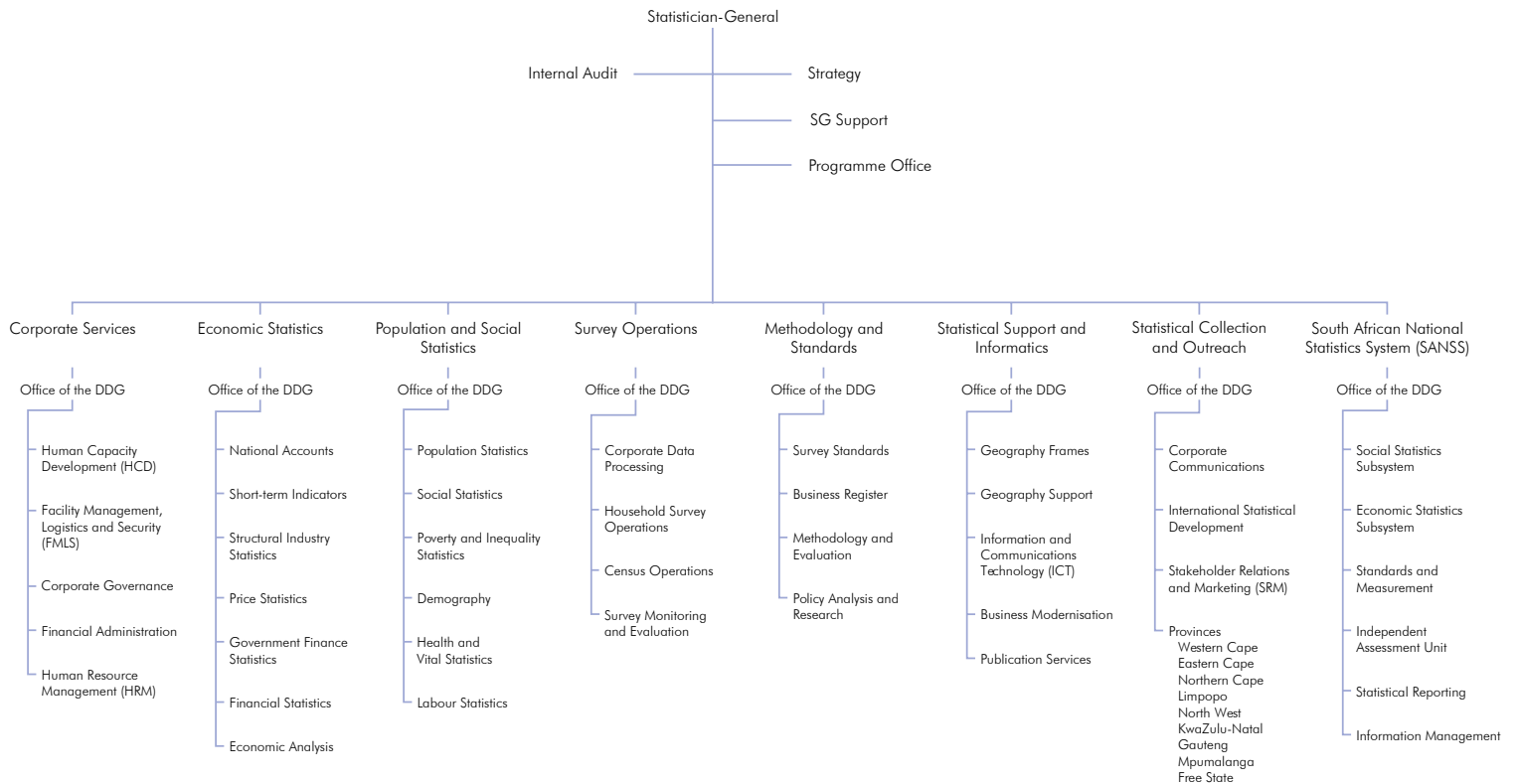
Stats SA has developed a *statistics value chain* that defines the method of statistical operations at strategic and operational level. The value chain demonstrates how Stats SA operates from a systems and process perspective towards achieving the strategic outcomes. Key strategic focus areas in the strategy revolve around institutionalising quality management across the value chain as well as innovating and modernising the way we do our work. Below is a schematic presentation of Statistics SA Value chain.





## 5.3 Defining the organisation of work

Following the adoption of the new strategy for the next 5 years, Stats SA will be reviewing its organisational structure and establishment. Below is a schematic presentation of Stats SA's current organisational structure.



## 5.4 Defining the body of work

Stats SA compiles a Work Programme annually (also called an Annual Performance Plan) that sets out performance indicators, outputs and targets to achieve its strategic outcome-oriented goals and strategic objectives in line with the Strategic Plan. All the activities of the department are aligned to the strategic outcomes to ensure effective implementation.

A discussion follows on each programme's contribution and strategic intent to achieve the strategic outcomes and objectives of the organisational strategy.

## 5.5 Linking Programmes to Strategic Outcomes and Objectives

Statistics South Africa has eight budget programmes responsible for the outputs and outcomes of the organisation. The Economic and Social Statistics clusters are mainly responsible for the statistical products and outputs of the organisation. These clusters are mainly supported by (1) the Methodology, Standards and Research cluster, (2) the Statistical Support and Informatics cluster, (3) the Statistical Collections and Outreach cluster, and (4) the Survey Operations cluster. A new cluster for the South African National Statistics System has been established during 2014, which will be responsible for driving statistical coordination in the country as outlined in the Statistics Act.

### 5.5.1 Programme 1: Administration

#### **Programme 1: Administration**

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

#### **a) Programme Purpose and Objectives**

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

#### Objectives

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



- o enhancing qualifications, skills and capabilities
- o promoting good governance.

#### **Sub-programmes**

- o *Departmental Management* provides strategic direction and leadership to the organisation.
- o *Corporate Services* provides human resources, facilities management and capacity building services, and promotes good governance.
- o *Financial Administration* provides financial, asset and procurement support services to the department.
- o *Internal Audit* provides an independent audit service to the department.
- o *National Statistics System* coordinates the statistical production system among organs of state.
- o *Office Accommodation* provides a secure and healthy working environment for employees and stakeholders.



Below is an outline how programme 1 contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
<b>Office of the SG</b>	
Statistical leadership	Fostering shared values Equalising opportunities, promoting inclusion and redress
Capable state	Driving legislative reform Enhance corporate governance and administration (integrative planning and reporting)
<b>South African National Statistics System</b>	
Informed nation	Enhance the statistical information base by increasing its depth, breadth and geographic spread in terms of: <ul style="list-style-type: none"> <li>• Economic growth and Transformation</li> <li>• Prices</li> <li>• Employment, job creation and decent work</li> <li>• Life circumstances, service delivery and poverty</li> <li>• Sustainable resource management</li> <li>• Health</li> <li>• Education</li> <li>• Safety and security</li> <li>• Rural development, food security and land reform</li> <li>• Population dynamics</li> </ul>
Partners in statistics	Lead the coordination and collaboration of the statistical system in SA
<b>Corporate Services</b>	
Capable state	Enhance corporate governance and administration (Financial administration, Human resource management, Risk management, Compliance, Facilities management & Security) Become the employer of choice
Statistical leadership	Invest in Statistical leadership and management Invest in building statistical capability and competence



## b) Strategic intent

**Office of the Statistician-General:** The Statistician-General, supported by the Executive Committee provide strategic direction for statistical development to the organisation and the country. This is critical to ensure that the system of statistics provides the evidential knowledge base to meet the requirements of the planning, reporting and evaluation systems in the country. A key strategic focus area over the medium term is to lead the reform of the statistics system and environment through creating an enabling legislative environment, leading the development of a national strategy for the development of statistics (NSDS) to respond to the information requirements in the National Development Plan and the Medium Term Strategic Framework as well as taking advantage of the information explosion globally. Following the adoption of the NSDS, the organisation will facilitate the development of sector statistical strategies and plans to implement the national strategy. The implementation of the strategic step change required by this new strategy will be closely monitored through the strategic and operational planning and reporting programmes.

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

The human resources development initiatives are currently being consolidated into the Talent Management and Succession Planning Model, and continue to register reasonable success rates and include, inter alia:

- The internship programme: Includes an internal bursary scheme for training at local universities and an off-shore training programme. It is a preferred entry level choice for recruitment;
- Special programmes: Targeted at Stats SA being able to, for example, generate a complete set of National Accounts (Production, Income and Expenditure sides);
- CRUISE at Stellenbosch: The senior to middle management training programme at the University of Stellenbosch (CRUISE) is producing good results that critically embed geo-statistical analysis in support of spatial development initiatives. This programme will also assist with planning at municipality level, thus providing support to the National Development Plan. So far, 39 staff or 18% of SMS cadre have gone through this programme;
- Programme and project management: 400 staff members or almost 12% of the staff complement have successfully completed a home-grown 12-week programme and project management training course in the last ten years. This programme is spread over a year and is etched in the practical activities and challenges of the organisation. This has made it a very successful and thus is always over-subscribed year-in and year-out. In order to rise to an SMS position, programme and project management is a requirement; and
- Census@schools: At school level we have introduced the census@schools which, whilst not quite successful, has caught the imagination of the world, South Africa being one of five countries leading on this front with the United Kingdom, the United States, Australia and Italy. The census@schools has enabled Stats SA to team up with the University of KwaZulu-Natal in teaching teachers in statistics and prospectively producing curriculum material for primary and high school under learner outcome 4. Going forward, more emphasis will be placed on the soccer4stats programme which aims to promote statistical literacy amongst school children and teachers, thus creating and growing the future user community of statistics.



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

In relation to the working environment, a key deliverable is the construction of a new head office for Stats SA. The construction phase commenced in 2014/15. The movement to the new building is scheduled for 2016/17.

Furthermore, this cluster aims to stabilise the financial environment by doing more with less. This will be achieved through reprioritisation of resources, rationalisation and other efficiency gains. The continuous improvement of corporate governance and instilling a service excellence culture will remain a strategic focus area in relation to compliance, risk management and fraud prevention.



### c) Programme risks

Strategic risks	Mitigation strategy
Organisational budget is inadequate to fund strategic priorities	Demonstrate prudent spending and effective reprioritisation of funding of activities Engage the Minister and National Treasury to stabilise the financial environment
Slow uptake of NSS activities by organs of state	Approval of Policy framework by Cabinet and Amendment to the Statistics Act
Inadequate capacity to conduct independent quality assessments against SASQAF	Expand capacity building efforts to increase methodological and statistical capability
Non-compliance to legislative provisions	Enhance communication to personnel and enforcement of accountability
Inaccurate and incomplete supporting documentation for accountability	Enhance internal controls and monitor accountability
Non-compliance to the Occupational Health and Safety standards	Engagement with landlords to enforce compliance to requirements

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### d) Resource considerations

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

## Expenditure Trends and Estimates

### Administration expenditure trends and estimates by sub-programme and economic classification

Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
<b>R million</b>												
Departmental Management	23,0	26,7	27,2	29,9	9,1%	4,6%	37,7	36,7	38,6	8,9%	4,5%	
Corporate Services	195,2	201,4	176,0	187,9	-1,3%	32,5%	204,5	209,4	221,1	5,6%	26,1%	
Financial Administration	68,8	61,1	62,0	76,2	3,5%	11,4%	85,8	90,6	95,0	7,6%	11,0%	
Internal Audit	8,8	8,8	9,7	10,3	5,5%	1,6%	12,5	12,9	13,7	9,8%	1,6%	
National Statistics System	19,6	18,6	21,6	30,2	15,5%	3,8%	30,8	30,7	32,3	2,2%	3,9%	
Office Accommodation	96,2	144,8	257,8	579,8	82,0%	46,1%	420,0	324,9	343,4	-16,0%	52,9%	
<b>Total</b>	<b>411,6</b>	<b>461,4</b>	<b>554,2</b>	<b>914,4</b>	<b>30,5%</b>	<b>100,0%</b>	<b>791,3</b>	<b>705,2</b>	<b>744,0</b>	<b>-6,6%</b>	<b>100,0%</b>	
Change to 2014 Budget estimate				(20,3)			(18,9)	(15,6)	(16,3)			
<b>Economic classification</b>												
<b>Current payments</b>	<b>398,6</b>	<b>437,3</b>	<b>543,3</b>	<b>470,1</b>	<b>5,7%</b>	<b>79,0%</b>	<b>534,2</b>	<b>485,1</b>	<b>470,3</b>	<b>-</b>	<b>62,1%</b>	
Compensation of employees	192,0	196,6	197,8	220,5	4,7%	34,5%	248,4	264,3	279,0	8,2%	32,1%	
Goods and services	206,6	240,7	345,6	249,6	6,5%	44,5%	285,8	220,9	191,3	-8,5%	30,0%	
of which:												
Audit costs: External	6,5	6,5	6,3	6,5	0,3%	1,1%	7,9	8,4	8,8	10,3%	1,0%	
Communication	5,8	4,3	4,8	7,1	7,3%	0,9%	8,4	8,8	9,2	9,1%	1,1%	
Consultants and professional services: Infrastructure and planning	-	0,4	-	7,5	-	0,3%	8,8	9,2	9,7	9,0%	1,1%	
Operating leases	81,4	113,4	203,3	122,8	14,7%	22,2%	140,8	74,5	35,6	-33,8%	11,8%	
Property payments	25,7	46,7	70,3	31,7	7,1%	7,5%	39,7	48,1	52,7	18,5%	5,5%	
Travel and subsistence	22,9	26,7	20,8	22,9	-	4,0%	31,1	23,1	24,2	1,9%	3,2%	
<b>Transfers and subsidies</b>	<b>7,7</b>	<b>13,8</b>	<b>4,5</b>	<b>14,8</b>	<b>24,2%</b>	<b>1,7%</b>	<b>14,5</b>	<b>15,3</b>	<b>16,0</b>	<b>2,6%</b>	<b>1,9%</b>	
Higher education institutions	1,0	8,0	1,5	8,8	106,8%	0,8%	8,2	8,6	9,0	0,7%	1,1%	
Non-profit institutions	-	0,1	0,1	0,1	180,2%	-	0,1	0,1	0,1	4,6%	-	
Households	6,7	5,7	2,9	5,9	-4,4%	0,9%	6,2	6,5	6,9	5,2%	0,8%	



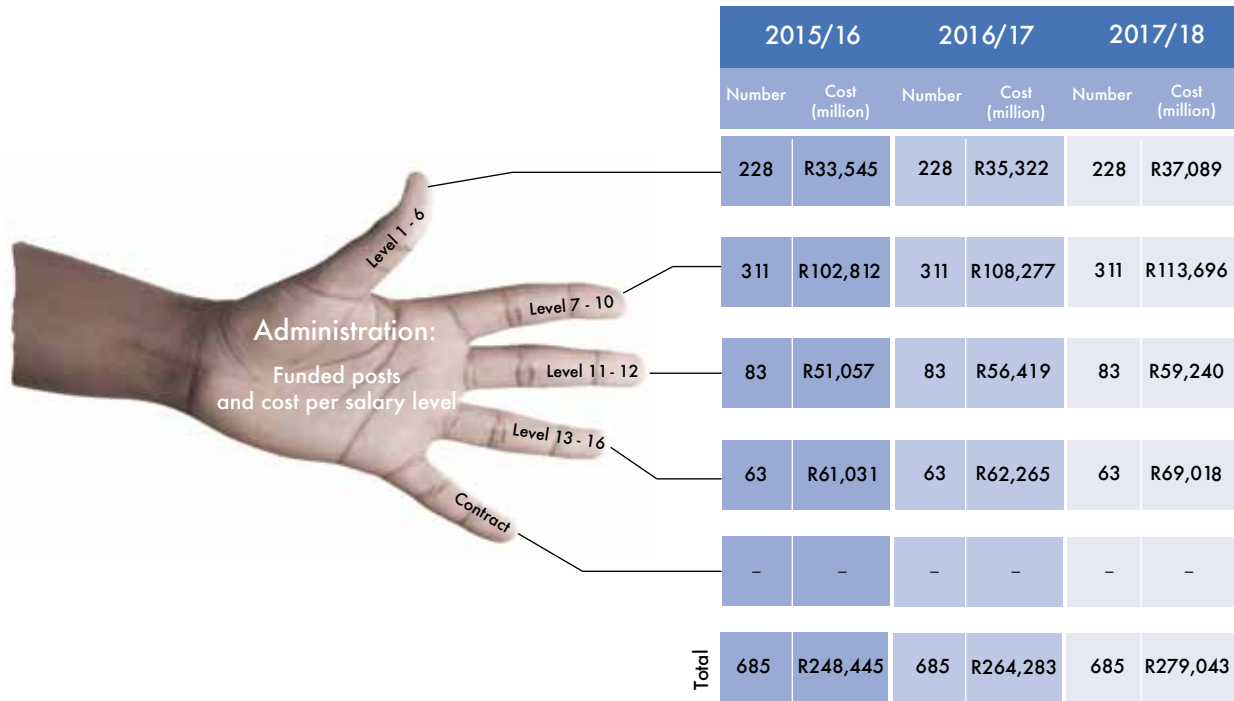


Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	2011/12	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
<b>R million</b>												
<b>Payments for capital assets</b>	5,1	9,6	6,3	429,5	338,1%	19,2%	242,5	204,8	257,7	-15,7%	36,0%	
Buildings and other fixed structures	–	–	–	421,2	–	18,0%	234,9	197,3	249,8	-16,0%	35,0%	
Machinery and equipment	5,1	9,5	6,3	8,3	17,5%	1,2%	7,6	7,5	7,9	-1,7%	1,0%	
Software and other intangible assets	–	0,1	–	–	–	–	–	–	–	–	–	
<b>Payments for financial assets</b>	0,2	0,7	–	–	-100,0%	–	–	–	–	–	–	
<b>Total</b>	<b>411,6</b>	<b>461,4</b>	<b>554,2</b>	<b>914,4</b>	<b>30,5%</b>	<b>100,0%</b>	<b>791,3</b>	<b>705,2</b>	<b>744,0</b>	<b>-6,6%</b>	<b>100,0%</b>	
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>11,2%</b>	<b>26,2%</b>	<b>32,1%</b>	<b>40,8%</b>			<b>35,2%</b>	<b>28,2%</b>	<b>32,7%</b>			
<b>Details of selected transfers and subsidies</b>												
<b>Households</b>												
<b>Other transfers to households</b>												
<b>Current</b>	6,7	5,6	2,6	5,9	-4,3%	0,9%	6,2	6,5	6,9	5,2%	0,8%	
Employee social benefits	0,1	0,4	0,5	–	-100,0%	–	–	–	–	–	–	
Bursaries for non-employees	6,7	5,3	2,1	5,9	-4,0%	0,9%	6,2	6,5	6,9	5,2%	0,8%	
<b>Higher education institutions</b>												
<b>Current</b>	1,0	8,0	1,5	8,8	106,8%	0,8%	8,2	8,6	9,0	0,7%	1,1%	
University of KwaZulu-Natal	–	0,5	0,5	0,5	–	0,1%	–	–	–	-100,0%	–	
Stellenbosch University	–	6,0	–	6,8	–	0,5%	6,7	7,1	7,5	3,2%	0,9%	
University of the Witwatersrand	1,0	0,5	–	0,5	-20,6%	0,1%	0,5	0,5	0,5	–	0,1%	
University of Cape Town	–	1,0	1,0	1,0	–	0,1%	1,0	1,0	1,0	–	0,1%	



## Personnel information

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



## 5.5.2 Programme 2: Economic Statistics

### a) Programme Purpose and Objectives

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

Objectives:

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

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

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### Sub-programmes

- o *Programme Management* for Economic Statistics provides strategic direction and leadership to the programme.
- o *Short Term Indicators* provides information on turnover and volumes in various industries in the economy through the publication of monthly, quarterly and annual statistical releases.
- o *Structural Industry Statistics* provides periodic information on the income and expenditure structure of industries by publishing periodic statistical information.
- o *Price Statistics* provides information on the level of inflation by producing the consumer price index and various producer price indices.
- o *Private Sector Finance Statistics* tracks the financial performance of private sector organisations.
- o *Government Finance Statistics* tracks public sector spending.
- o *National Accounts* produces GDP data and other integrative statistical products.
- o *Economic Analysis* integrates and analyses information from various internal and external data sources.

Below is a schematic outline of how the Economic Statistics programme contributes to the achievement of strategic outcomes and objectives

Strategic outcome	Strategic objective
Informed nation	Expand the statistical information base by increasing its depth, breadth and geographic spread in terms of: <ul style="list-style-type: none"> <li>• Economic growth and Transformation</li> <li>• Prices</li> <li>• Life circumstances, service delivery and poverty</li> <li>• Sustainable resource management</li> <li>• Rural development, food security and land reform</li> </ul>
	Develop new and innovative statistical products and services
	Revolutionise/innovate data systems
Trusted statistics	Innovate Statistics Value Chain
	Adopt international statistical standards and classifications

## b) Strategic intent of Economic statistics

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

The SNA is the coordinating framework for economic statistics. It ensures that the statistics have common definitions and classifications, and are comparable and consistent over time and between countries. There are various related international standards, frameworks and classifications that support the SNA. Many of these classifications have a South African adaptation. The responsibility for producing statistics according to the SNA is primarily shared between Stats SA and the SARB, with both institutions producing different aspects of the system. South Africa recently implemented the 2008 version of the SNA. Other (potential) SANSS partners all contribute to the implementation of the SNA and related standards through the provision of data and/or the adherence to these supporting standards and classifications, e.g. the South African Revenue Service and the Department of Agriculture, Forestry and Fishing. The primary intention for the short-term is to finalise the national accounts capacity building project as it will enable Stats SA to release a complete set of estimates of gross domestic product in March 2016.



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

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

A number of gaps are identified if the current suite of economic statistics is compared with known government indicators taken from the NDP, the 14 outcomes of government as outlined in the MTSF and other performance indicators from the Presidency. The gaps cannot be closed by continuing with the current business model. Although centralised collection of data within the cluster will remain the primary vehicle for all the sample surveys, efficiency gains can be expected through the increased use of administrative data as well as innovation through using electronic data collection instruments and dissemination tools. Decentralised data collection will, however, continue for consumer price and agriculture statistics, highlighting the need for close interaction with provincial offices and support staff.

The economic statistics produced by Stats SA are deemed to be official statistics, without having been tested against the South African Statistical Quality Assessment Framework (SASQAF). The quality of all current series will be assessed to identify weaknesses in existing statistics. Our intention is to continue to submit our series for scrutiny to ensure that we adhere to the predefined principles of quality.

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

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



### c) Programme risks

Strategic risks	Mitigation strategy
Failure to implement internationally adopted standards (ISIC4)	The organisation to commit resources to the implementation of ISIC
Failure of organs of state to submit suitable data to Stats SA for the compilation of various economic statistics and National Accounts	Engage potential SANSS partners to establish MOU and related SASQAF certification where appropriate
Increasing respondent apathy impacting negatively on collection rates and quality of statistics	Conduct research to increase the use of administrative records as potential statistics Enforce the Statistics Act Improve the ease of doing business with Stats SA

### d) Resource considerations

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



## Expenditure trends and estimates

### Economic Statistics expenditure trends and estimates by sub-programme and economic classification

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



Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
R million												
Operating payments	0,6	0,7	1,2	0,7		6,9%	0,4%	0,9	0,9	0,8	6,5%	0,4%
Transfers and subsidies	0,1	0,2	0,2	0,1		6,5%	0,1%	-	-	-	-75,7%	-
Households	0,1	0,2	0,2	0,1		6,0%	0,1%	-	-	-	-100,0%	-
Payments for capital assets	1,1	1,2	0,9	1,1		1,8%	0,6%	1,1	1,1	1,0	-3,5%	0,5%
Machinery and equipment	1,1	1,2	0,9	1,1		1,8%	0,6%	1,1	1,1	1,0	-3,5%	0,5%
<b>Total</b>	<b>167,6</b>	<b>182,2</b>	<b>187,2</b>	<b>202,8</b>		<b>6,6%</b>	<b>100,0%</b>	<b>214,4</b>	<b>226,5</b>	<b>240,1</b>	<b>5,8%</b>	<b>100,0%</b>
Proportion of total programme expenditure to vote expenditure	4,6%	10,3%	10,8%	9,0%		-	-	9,6%	9,1%	10,5%	-	-



## Personnel information

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

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



### 5.5.3 Programme 3: Population and Social Statistics

#### a) Programme purpose and objectives

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

Objectives:

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

- publishing quarterly and annual statistical information on the labour market, and on employment and earnings in the formal and informal sector
- publishing monthly and annual statistical information on vital registrations based on administrative sources
- publishing annual and periodic statistical information on poverty levels, living conditions and service delivery, as well as population dynamics and demographic trends
- developing new innovative products to respond to user demands over the medium term
- improving the measurement of social indicators over the medium term through the application of internationally recognised standards and practices

#### Sub-programmes

- o *Programme Management* for Population and Social Statistics provides strategic direction and leadership to the programme.
- o *Population Statistics* publishes population statistics collected by means of population censuses and surveys.
- o *Health and Vital Statistics* publishes statistics on births, deaths, marriages, divorces, tourism and migration based on administrative records.
- o *Social Statistics* provides information on living conditions, domestic tourism and crime by means of household surveys.
- o *Demographic Analysis* collates and analyses data from censuses and other surveys, as well as administrative data, to compile midyear population estimates and generate a knowledge base on social and population themes.
- o *Labour Statistics* provides information on employment levels in the formal, non-agricultural sector, as well as labour market trends in South Africa.
- o *Poverty and Inequality Statistics* provides information on poverty levels as well as income and expenditure trends in South Africa.



Below is an outline of how the Population and Social Statistics programme contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
Informed nation	<p>Expand the statistical information base by increasing its depth, breadth and geographic spread in terms of:</p> <ul style="list-style-type: none"> <li>• Economic growth and Transformation</li> <li>• Prices</li> <li>• Employment, job creation and decent work</li> <li>• Life circumstances, service delivery and poverty</li> <li>• Sustainable resource management</li> <li>• Health</li> <li>• Education</li> <li>• Safety and security</li> <li>• Rural development, food security and land reform</li> <li>• Population dynamics</li> </ul> <p>Develop new innovative statistical products and services</p> <p>Revolutionise data systems</p>
Trusted statistics	<p>Innovate the Statistics Value Chain</p> <p>Adopt international statistical standards and classifications</p>

## b) Strategic intent of Population and Social statistics

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

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



**Quality gap:** Data quality is a multidimensional concept including both the relevance of information to users' needs, and other characteristics such as accuracy, timeliness, accessibility, interpretability, coherence and comparability of data that affect how it can be used. Data have quality if it satisfies the requirements of its intended use. Statistics produced through surveys are potentially subject to missing data and inconsistent responses. This can increase the amount of non-sampling errors occurring during the analysis of data. Analyses of data sets with missing data can create inconsistency as analysts compensate for missing data in different ways. Secondly, in the presence of non-responses that is unlikely to be random, estimates of population parameters may be biased. The population and social statistics produced and released by Stats SA will be subjected to the South African Statistical Quality Assessment Framework (SASQAF) over the medium term.

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

The master sample is the heartbeat of production of quality statistics. The master sample listing needs to be regularly updated and maintained because of its importance and its impact on the data quality. Stats SA is currently looking into new methodologies to maintain the master sample.

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

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

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



### c) Cluster risks

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

### d) Resource considerations

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



## Expenditure trends and estimates

### Population and Social Statistics expenditure trends and estimates by sub-programme and economic classification

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

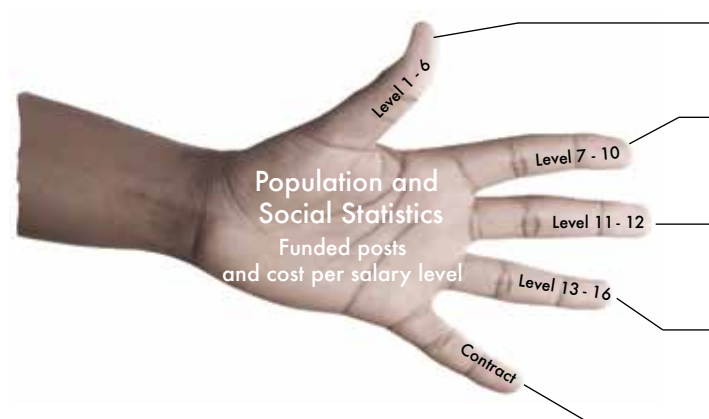


Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14				2014/15	2015/16	2016/17		
<b>R million</b>					<b>2011/12 - 2014/15</b>					<b>2014/15 - 2017/18</b>	
Operating leases	–	–	6,3	–	-100,0%	1,4%	5,7	7,1	7,4	–	3,6%
Travel and subsistence	17,1	14,5	2,7	18,5	2,6%	11,8%	6,5	4,2	4,5	-37,7%	6,1%
Operating payments	2,2	3,9	7,7	6,4	42,0%	4,5%	6,1	4,6	4,1	-13,4%	3,8%
<b>Transfers and subsidies</b>	<b>0,2</b>	<b>0,3</b>	<b>0,2</b>	<b>0,2</b>	<b>7,9%</b>	<b>0,2%</b>	<b>0,2</b>	<b>0,2</b>	<b>0,2</b>	<b>3,4%</b>	<b>0,2%</b>
Non-profit institutions	–	–	0,1	0,2	–	0,1%	0,2	0,2	0,2	3,4%	0,2%
Households	0,2	0,3	0,1	–	-100,0%	0,1%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0,6</b>	<b>0,9</b>	<b>0,7</b>	<b>1,1</b>	<b>22,1%</b>	<b>0,7%</b>	<b>0,9</b>	<b>1,0</b>	<b>1,0</b>	<b>-4,2%</b>	<b>0,7%</b>
Machinery and equipment	0,6	0,9	0,7	1,0	18,7%	0,7%	0,8	0,9	0,9	-5,1%	0,7%
Software and other intangible assets	–	–	–	0,1	–	–	0,1	0,1	0,1	5,4%	0,1%
<b>Payments for financial assets</b>	<b>3,3</b>	<b>7,1</b>	<b>1,9</b>	<b>–</b>	<b>-100,0%</b>	<b>2,7%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>94,3</b>	<b>102,3</b>	<b>102,1</b>	<b>150,0</b>	<b>16,7%</b>	<b>100,0%</b>	<b>133,7</b>	<b>130,6</b>	<b>138,1</b>	<b>-2,7%</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>2,6%</b>	<b>5,8%</b>	<b>5,9%</b>	<b>6,7%</b>	<b>–</b>	<b>–</b>	<b>6,0%</b>	<b>5,2%</b>	<b>6,1%</b>	<b>–</b>	<b>–</b>



## Personnel information

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



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



## 5.5.4 Programme 4: Methodology, Standards and Research

### a) Programme Purpose and Objectives

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

#### Objectives

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

#### Sub-programmes

- o *Programme Management* for Methodology, Standards and Research provides strategic direction and leadership to the programme.
- o *Policy Research and Analysis* provides integrated statistical advice and support for policy planners and development practitioners, and participates in knowledge research and innovation on key development themes.
- o *Methodology and Evaluation* provides technical expertise on methodologies for producing official statistics and conducting reviews of surveys.
- o *Survey Standards* develops standards, classifications and definitions for surveys undertaken by the department.
- o *Business Register* maintains and improves the sampling frame for economic statistics.





Below is an outline how the Methodology, Standards and Research programme contributes to the achievement of strategic outcomes and objectives:

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

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## b) Strategic intent of Methodology, Standards and Research

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

The System of National Accounts (SNA) is the framework that guides all activities relating to economic statistics. At present, South Africa follows the 1993 SNA. The 2008 SNA has recently been approved by the United Nations Statistics Division (UNSD) and countries are in the process of implementing it. In support of the 2008 SNA, the International Standard Industrial Classification of all economic activities (ISIC) was updated, to ISIC rev.4, locally adapted to SIC 7. This provides an updated classification of activities in the economy. Stats SA is currently using a locally developed version of ISIC rev. 3 (SIC 5) and has developed a similar classification based on ISIC rev.4 which needs to be implemented. The introduction of a new classification system is a lengthy process encompassing 4 distinct phases. The first is the local adaptation of ISIC, which Stats SA has successfully completed. The second relates to the modification of existing and the development of new IT systems related to the business register, the basis of all economic statistics. The third phase is to classify all businesses according to SIC 7. The 4<sup>th</sup> phase deals with parallel sampling and other survey methodologies.

This cluster will continue to provide methodological support to both Economic and Social Statistics in terms of sampling, weighting and estimation as well as quality audits of the sampling frames. Methodological support in terms of sampling and weighting will be critical for the introduction of the new continuous population survey as well as a large scale survey.

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

### c) Programme risks

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

### d) Resource considerations

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

### Expenditure Trends and Estimate

#### Methodology, Standards and Research expenditure trends and estimates by sub-programme and economic classification

Sub-programme	Audited outcome				Adjusted appropriation 2014/15	Average growth rate (%) 2011/12 - 2014/15	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%) 2014/15 - 2017/18	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
<b>R million</b>												
Programme Management for Methodology, Standards and Research	3,9	4,4	3,1	2,5	-14,6%	6,7%	3,8	3,8	4,1	18,7%	5,2%	
Policy Research and Analysis	3,3	3,5	4,6	6,0	21,5%	8,4%	5,8	6,4	6,7	3,9%	9,2%	
Methodology and Evaluation	11,6	11,9	12,0	14,2	7,0%	24,1%	17,7	18,5	19,7	11,5%	25,9%	
Survey Standards	2,5	2,1	2,8	5,4	30,0%	6,2%	7,1	7,4	7,9	13,3%	10,3%	
Business Register	24,8	26,6	28,7	32,1	9,0%	54,5%	32,0	33,9	35,8	3,6%	49,4%	
<b>Total</b>	<b>46,1</b>	<b>48,5</b>	<b>51,2</b>	<b>60,2</b>	<b>9,3%</b>	<b>100,0%</b>	<b>66,3</b>	<b>69,9</b>	<b>74,2</b>	<b>7,2%</b>	<b>100,0%</b>	
Change to 2014 Budget estimate				(5,2)			(2,7)	(2,0)	(2,2)			

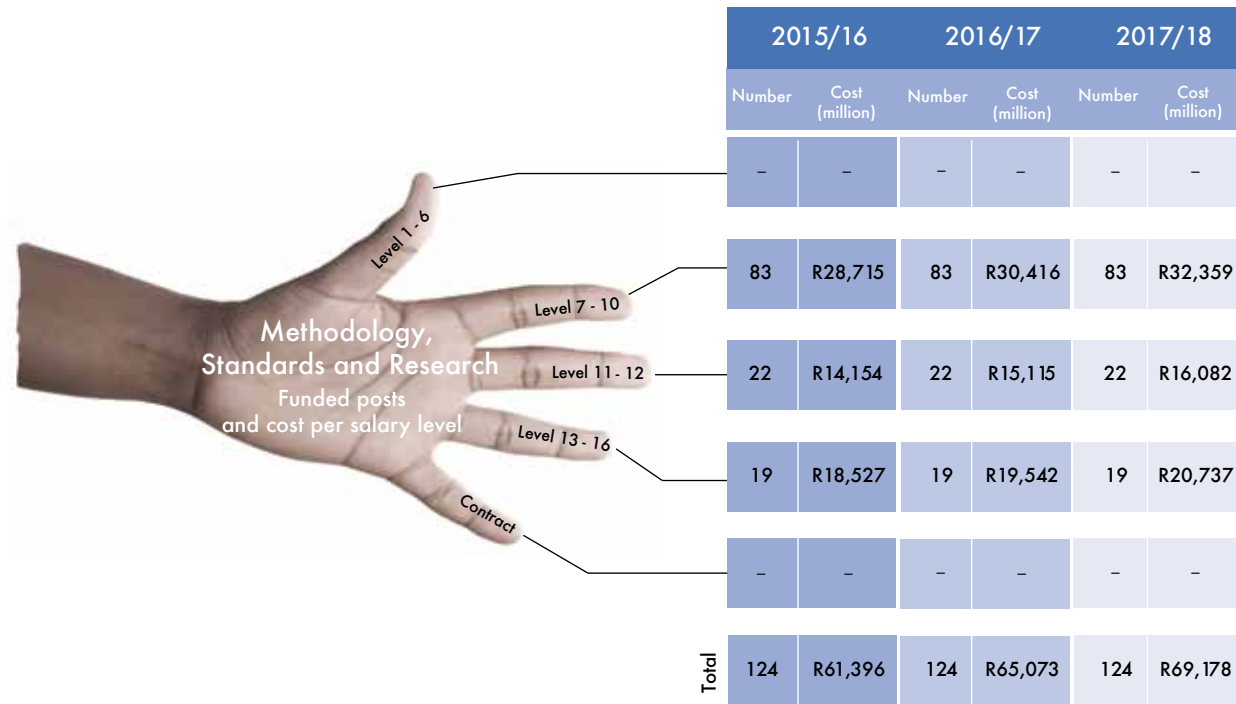




Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
<b>R million</b>												
<b>Economic classification</b>												
<b>Current payments</b>	45,7	47,7	50,9	59,6		9,3%	99,0%	65,6	69,6	73,9	7,4%	99,3%
Compensation of employees	41,3	45,8	49,1	55,6		10,4%	93,1%	61,4	65,1	69,2	7,5%	92,9%
Goods and services	4,4	1,9	1,8	4,0		-3,3%	5,9%	4,3	4,6	4,7	5,8%	6,5%
<i>of which:</i>												
<i>Assets less than the capitalisation threshold</i>	–	–	0,1	0,2		101,9%	0,1%	0,2	0,2	0,2	-3,7%	0,3%
Communication	0,9	0,1	0,7	1,2		7,6%	1,4%	0,9	0,9	0,7	-16,8%	1,3%
Consultants and professional services: Business and advisory services	0,2	0,2	0,3	0,2		-2,6%	0,5%	0,5	0,6	0,7	49,6%	0,8%
Consumables: Stationery, printing and office supplies	0,4	0,3	0,3	0,5		11,4%	0,7%	0,6	0,7	0,7	9,0%	0,9%
Travel and subsistence	0,9	0,5	0,5	1,5		20,4%	1,6%	1,3	1,5	1,6	1,6%	2,2%
Training and development	0,1	–	–	–		-21,0%	–	0,3	0,3	0,3	106,9%	0,3%
<b>Transfers and subsidies</b>	<b>0,1</b>	<b>0,1</b>	<b>0,1</b>	–		<b>-100,0%</b>	<b>0,1%</b>	–	–	–	–	–
Households	0,1	0,1	0,1	–		-100,0%	0,1%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0,3</b>	<b>0,7</b>	<b>0,2</b>	<b>0,6</b>		<b>18,4%</b>	<b>0,9%</b>	<b>0,6</b>	<b>0,3</b>	<b>0,3</b>	<b>-19,7%</b>	<b>0,7%</b>
Machinery and equipment	0,3	0,7	0,2	0,6		18,4%	0,9%	0,6	0,3	0,3	-19,7%	0,7%
<b>Total</b>	<b>46,1</b>	<b>48,5</b>	<b>51,2</b>	<b>60,2</b>		<b>9,3%</b>	<b>100,0%</b>	<b>66,3</b>	<b>69,9</b>	<b>74,2</b>	<b>7,2%</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>1,3%</b>	<b>2,8%</b>	<b>3,0%</b>	<b>2,7%</b>		–	–	<b>3,0%</b>	<b>2,8%</b>	<b>3,3%</b>	–	–

## Personnel information

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



## 5.5.5 Programme 5: Statistical Support and Informatics

### a) Programme Purpose and Objectives

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

#### Objectives

- Collaborate with partners to build and maintain a reliable sampling frame for household surveys by updating the spatial information frame annually.
- Modernise business processes by applying emerging technologies in the data collection, processing and dissemination of statistics.
- Support the department's production of official statistics by upgrading and maintaining ICT infrastructure, and ensuring 90 per cent of network availability for users at all times over the medium term.

#### Sub-programmes

- o *Programme Management* for Statistical Support and Informatics provides strategic direction and leadership to the programme.
- o *Geography Services* provides a mapping and information service to the department and other users.
- o *Geography Frames* provides a sampling frame for household surveys and censuses.
- o *Publication Services* provides editing, publishing and distribution services to survey areas.
- o *Data Management and Technology* provides technology infrastructure to the department and supports data management across statistical series.
- o *Business Modernisation* improves data and information management across the department by modernising the way business is conducted and supported by technology, and develops systems applications.



Below is an outline of how the Statistical Support and Informatics programme contributes to the achievement of strategic outcomes and objectives:

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

#### **b) Strategic intent of Statistical Support and Informatics**

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

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

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

The use of technology is a key strategic enabler to achieve the mandate of Stats SA. In line with new technological developments, the ICT strategy will be reviewed and updated, coupled with the business modernisation strategy. The strategic intent of this cluster is to expand and optimise the ICT environment. Over the medium term,



the following key activities will be undertaken, namely the upgrade of the ICT environment of provincial and district offices; upgrade of Stats SA's website infrastructure as well as connectivity; improve security through the implementation of a next-generation firewall; and expansion of the virtualised server environment in order to increase system availability and reduce the carbon footprint.

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

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



**c) Programme risks**

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

**d) Resource considerations**

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

## Expenditure Trends and Estimates

### Statistical Support and Informatics expenditure trends and estimates by sub-programme and economic classification

Sub-programme	Audited outcome				Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18		
<b>R million</b>					<b>2011/12 - 2014/15</b>					<b>2014/15 - 2017/18</b>	
Programme Management for Statistical Support and Informatics	2,3	2,5	2,6	3,1	10,2%	1,2%	2,9	3,1	3,3	1,2%	1,2%
Geography Services	23,2	32,9	24,6	20,3	-4,3%	11,9%	25,7	28,0	28,8	12,3%	10,1%
Geography Frames	27,1	21,6	16,1	19,7	-10,1%	10,0%	24,6	25,4	26,9	11,0%	9,4%
Publication Services	20,3	20,1	20,7	30,4	14,5%	10,8%	28,2	29,1	30,6	0,2%	11,6%
Data Management and Technology	99,9	99,5	117,5	118,5	5,9%	51,3%	120,7	126,3	132,9	3,9%	48,7%
Business Modernisation	26,8	26,3	29,1	43,6	17,6%	14,8%	47,8	49,7	53,6	7,1%	19,0%
<b>Total</b>	<b>199,6</b>	<b>202,9</b>	<b>210,7</b>	<b>235,6</b>	<b>5,7%</b>	<b>100,0%</b>	<b>250,0</b>	<b>261,6</b>	<b>276,0</b>	<b>5,4%</b>	<b>100,0%</b>
Change to 2014 Budget estimate				(9,5)			(3,6)	(4,5)	(5,2)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>170,9</b>	<b>161,2</b>	<b>200,0</b>	<b>216,4</b>	<b>8,2%</b>	<b>88,2%</b>	<b>239,4</b>	<b>251,0</b>	<b>265,2</b>	<b>7,0%</b>	<b>95,0%</b>
Compensation of employees	86,0	93,8	104,4	114,6	10,0%	47,0%	128,2	135,9	144,4	8,0%	51,1%
Goods and services	84,8	67,3	95,6	101,8	6,2%	41,2%	111,2	115,1	120,7	5,9%	43,9%
<i>of which:</i>											
Communication	4,4	4,1	5,0	4,3	-1,5%	2,1%	6,3	6,6	7,3	19,5%	2,4%
Computer services	62,2	50,1	83,9	82,5	9,8%	32,8%	80,6	85,4	88,2	2,3%	32,9%
Consultants and professional services: Business and advisory services	2,5	1,2	0,4	2,9	4,2%	0,8%	3,9	3,2	4,4	15,1%	1,4%
Contractors	1,0	0,6	0,9	3,9	57,4%	0,8%	8,0	8,5	8,9	31,5%	2,9%



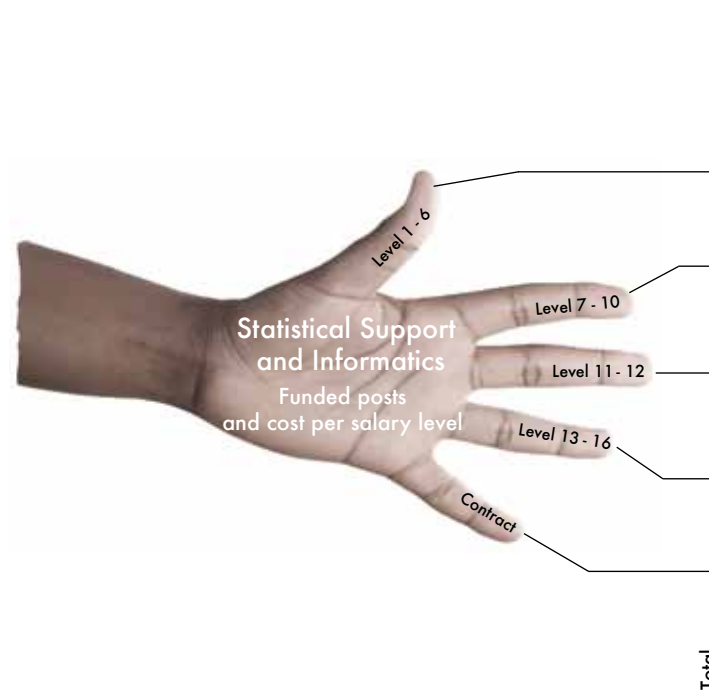




Sub-programme	Audited outcome			Adjusted appropriation 2014/15	Average growth rate (%) 2011/12 - 2014/15	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%) 2014/15 - 2017/18	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18		
<b>R million</b>											
Travel and subsistence	5,2	5,5	1,1	2,5	-22,1%	1,7%	4,6	3,8	4,1	18,3%	1,5%
Operating payments	0,8	2,5	3,2	3,9	67,2%	1,2%	3,9	3,7	3,6	-2,6%	1,5%
<b>Transfers and subsidies</b>	<b>0,1</b>	<b>0,1</b>	<b>0,8</b>	<b>2,2</b>	<b>149,8%</b>	<b>0,4%</b>	-	-	-	<b>-100,0%</b>	<b>0,2%</b>
Public corporations and private enterprises	-	-	-	2,2	-	0,3%	-	-	-	-100,0%	0,2%
Households	0,1	0,1	0,8	-	-100,0%	0,1%	-	-	-	-	-
<b>Payments for capital assets</b>	<b>27,4</b>	<b>26,5</b>	<b>9,5</b>	<b>17,1</b>	<b>-14,6%</b>	<b>9,5%</b>	<b>10,6</b>	<b>10,6</b>	<b>10,9</b>	<b>-14,0%</b>	<b>4,8%</b>
Machinery and equipment	24,9	9,0	9,4	12,6	-20,3%	6,6%	10,6	10,6	10,9	-4,8%	4,4%
Software and other intangible assets	2,5	17,5	-	4,5	21,3%	2,9%	-	-	-	-100,0%	0,4%
<b>Payments for financial assets</b>	<b>1,2</b>	<b>15,1</b>	<b>0,4</b>	<b>-</b>	<b>-100,0%</b>	<b>2,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>199,6</b>	<b>202,9</b>	<b>210,7</b>	<b>235,6</b>	<b>5,7%</b>	<b>100,0%</b>	<b>250,0</b>	<b>261,6</b>	<b>276,0</b>	<b>5,4%</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>5,4%</b>	<b>11,5%</b>	<b>12,2%</b>	<b>10,5%</b>			<b>11,1%</b>	<b>10,5%</b>	<b>12,1%</b>		
<b>Details of selected transfers and subsidies</b>											
<b>Public corporations and private enterprises</b>											
<b>Private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,2</b>	<b>-</b>	<b>0,3%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>0,2%</b>

## Personnel information

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



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

## 5.5.6 Programme 6: Statistical Collections and Outreach

### a) Programme Purpose and Objectives

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

#### Objectives

- Increase awareness and the use of official statistics by government and the public by:
  - reaching out to stakeholders and responding to user enquiries, improving accessibility and ease of use of statistical information, educating users, and conducting publicity campaigns on an ongoing basis.
- Manage external and internal communications on statistical matters by issuing daily, weekly and monthly information updates through the media on an ongoing basis.
- Provide integrated data collection services and disseminate quality statistics to provincial and local stakeholders and the public, by ensuring an average annual collection rate of 85 per cent.
- Ensure alignment with international standards, best practice and statistical skills development by increasing participation, sharing and learning in international statistical initiatives on an ongoing basis.

#### Sub-programmes

- o *Programme Management* for Statistical Support and Informatics provides strategic direction and leadership to the programme.
- o *Programme Management* for Statistical Collection and Outreach provides strategic direction and leadership to the programme.
- o International Statistical Development and Cooperation manages relations with international statistical agencies, promotes statistical development in Africa and builds partnerships.
- o Provincial and District Offices provides integrated data collection and dissemination services, and promotes the use and coordination of official statistics to provincial and local stakeholders.
- o Stakeholder Relations and Marketing maintains relations with stakeholders across the country.
- o Corporate Communications manages external and internal communications in the department.



Below is an outline how the Statistical Collections and Outreach programme contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
<b>Informed nation</b>	Increase the use of official and other statistics
<b>Trusted statistics</b>	Innovate Statistics Value Chain Increase stakeholder focus/ <i>Improve brand positioning</i>
<b>Partners in statistics</b>	Strengthen international collaboration and partnerships Lead statistical development in the region and on the continent
<b>A capable organisation</b>	Sustainable and responsive statistical infrastructure

## b) Strategic intent of Statistical Collections and Outreach

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

The key strategic focus of provincial and district offices will be on constantly delivering cost-effective data collection services and dissemination of statistics at provincial and local levels. The use of technology will be a key thrust in improving data collection and improving administrative records at these levels. This will in turn give rise to active participation by other data producers at sub-national level. An improved geographic frame will be very critical for enhancing the use of technology, both in data collection and collation of administrative records. The provincial and district offices will have to meet the 'appetite' for province-specific surveys by the users. Both the conception of province-specific surveys and the absorptive capacity to use statistical data at sub-provincial levels will require developments in human capacity, both within Stats SA and for the users of data. Furthermore, continued provincial and district presence should infuse a culture of use of empirical data by the users to tackle challenges that may require the use of evidence to resolve these challenges.



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

### c) Programme risks

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

### d) Resource considerations

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



## Expenditure Trends and Estimates

### Statistical Collections and Outreach expenditure trends and estimates by sub-programme and economic classification

Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15	2014/15	2011/12 - 2014/15	2015/16	2016/17	2017/18	2014/15 - 2017/18	2014/15 - 2017/18	
<b>R million</b>												
Programme Management for Statistical Collection and Outreach	6,4	6,8	5,7	7,6		5,9%	1,4%	8,9	8,6	9,1	6,3%	1,5%
International Statistical Development and Cooperation	10,4	11,0	7,8	11,2		2,6%	2,1%	10,5	12,0	12,7	4,2%	2,1%
Provincial and District Offices	430,3	423,6	433,6	473,6		3,3%	91,0%	497,0	512,5	543,4	4,7%	89,9%
Stakeholder Relations and Marketing	15,5	16,5	16,9	18,8		6,7%	3,5%	19,9	20,6	21,9	5,2%	3,6%
Corporate Communications	8,2	8,7	9,5	13,5		18,0%	2,1%	17,2	17,5	18,6	11,3%	3,0%
<b>Total</b>	<b>470,7</b>	<b>466,6</b>	<b>473,5</b>	<b>524,7</b>		<b>3,7%</b>	<b>100,0%</b>	<b>553,6</b>	<b>571,3</b>	<b>605,6</b>	<b>4,9%</b>	<b>100,0%</b>
Change to 2014 Budget estimate				0,1				3,5	(1,2)	(1,4)		
<b>Economic classification</b>												
<b>Current payments</b>	<b>465,8</b>	<b>427,5</b>	<b>450,0</b>	<b>513,3</b>		<b>3,3%</b>	<b>95,9%</b>	<b>542,2</b>	<b>549,7</b>	<b>582,8</b>	<b>4,3%</b>	<b>97,0%</b>
Compensation of employees	346,8	329,7	355,7	408,7		5,6%	74,5%	432,7	462,6	491,8	6,4%	79,6%
Goods and services	119,0	97,8	94,3	104,6		-4,2%	21,5%	109,5	87,1	91,0	-4,5%	17,4%
of which:												
Communication	17,4	12,0	14,5	13,8		-7,4%	3,0%	14,0	17,6	18,4	10,1%	2,8%
Fleet services (including government motor transport)	37,2	17,4	18,0	14,3		-27,2%	4,5%	16,3	5,5	5,6	-26,8%	1,9%
Operating leases	0,0	0,0	36,9	32,8		1661,1%	3,6%	33,7	27,8	29,2	-3,8%	5,5%
Travel and subsistence	32,7	32,3	15,8	23,4		-10,6%	5,4%	19,6	20,9	22,4	-1,4%	3,8%






Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/ Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total: Average (%)
	2011/12	2012/13	2013/14	2014/15				2015/16	2016/17	2017/18		
<b>R million</b>												
<i>Training and development</i>	0,1	0,2	–	0,1	27,9%	–	3,2	3,1	3,1	185,9%	0,4%	
<i>Operating payments</i>	2,1	1,7	2,0	4,0	24,3%	0,5%	4,5	2,0	2,0	-20,3%	0,6%	
<b>Transfers and subsidies</b>	<b>0,7</b>	<b>1,9</b>	<b>1,0</b>	<b>0,1</b>	<b>-51,9%</b>	<b>0,2%</b>	<b>0,1</b>	<b>–</b>	<b>0,1</b>	<b>1,3%</b>	<b>–</b>	
Foreign governments and international organisations	–	0,7	–	–	–	–	–	–	–	–	–	
Households	0,7	1,2	1,0	0,1	-51,9%	0,2%	0,1	–	0,1	1,3%	–	
<b>Payments for capital assets</b>	<b>3,8</b>	<b>27,9</b>	<b>22,6</b>	<b>11,3</b>	<b>43,3%</b>	<b>3,4%</b>	<b>11,3</b>	<b>21,6</b>	<b>22,7</b>	<b>26,2%</b>	<b>3,0%</b>	
Machinery and equipment	3,8	27,9	22,6	11,3	43,3%	3,4%	11,3	21,6	22,7	26,2%	3,0%	
<b>Payments for financial assets</b>	<b>0,4</b>	<b>9,3</b>	<b>–</b>	<b>–</b>	<b>-100,0%</b>	<b>0,5%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	
<b>Total</b>	<b>470,7</b>	<b>466,6</b>	<b>473,5</b>	<b>524,7</b>	<b>3,7%</b>	<b>100,0%</b>	<b>553,6</b>	<b>571,3</b>	<b>605,6</b>	<b>4,9%</b>	<b>100,0%</b>	
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>12,8%</b>	<b>26,5%</b>	<b>27,4%</b>	<b>23,4%</b>	<b>–</b>	<b>–</b>	<b>24,7%</b>	<b>22,9%</b>	<b>26,6%</b>	<b>–</b>	<b>–</b>	
<b>Details of selected transfers and subsidies</b>												
<b>Households</b>												
<b>Other transfers to households</b>												
<b>Current</b>	<b>0,2</b>	<b>0,8</b>	<b>0,6</b>	<b>0,1</b>	<b>-31,6%</b>	<b>0,1%</b>	<b>0,1</b>	<b>–</b>	<b>0,1</b>	<b>5,8%</b>	<b>–</b>	
Employee social benefits	0,2	0,8	0,6	–	-100,0%	0,1%	–	–	–	–	–	
Employees: Ex-gratia payment	–	–	–	0,1	–	–	0,1	–	0,1	5,8%	–	
<b>Foreign governments and international organisations</b>												
<b>Current</b>	<b>–</b>	<b>0,7</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	
Institut National de la Statistique	–	0,7	–	–	–	–	–	–	–	–	–	

## Personnel information

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



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





## 5.5.7 Programme 7: Survey Operations

### a) Programme Purpose and Objectives

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

#### Objectives

- Increase the statistical information base for use by government, the private sector and the general public by conducting a population census every 10 years and large scale population surveys between censuses
- Ensure the efficiency and effectiveness of survey operations conducted by the department by coordinating household survey operations with an average collection rate of 85 per cent on an annual basis.
- Improve the quality and timeliness of the editing and processing of statistical data by standardising the use of IT within the department on an ongoing basis.

#### Sub-programmes

- o *Programme Management* for Survey Operations provides strategic direction and leadership to the programme.
- o *Census and Community Survey Operations* conducts periodic population censuses or large scale population surveys.
- o *Household Survey Operations* coordinates and integrates collection activities across surveys.
- o *Corporate Data Processing* manages the editing and processing of data.
- o *Survey Coordination, Monitoring and Evaluation* monitors the quality of field operations of household surveys and censuses, and conducts independent evaluations.

Below is an outline how the Survey Operations programme contributes to the achievement of strategic outcomes and objectives:

Strategic outcome	Strategic objective
An informed nation	Revolutionise data systems
Trusted statistics	Innovate the Statistics Value Chain



## b) Strategic intent of Survey Operations

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

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

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

## c) Programme risks

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

## d) Resource considerations

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



## Expenditure Trends and Estimates

**Table 12.12 Survey Operations expenditure trends and estimates by sub-programme and economic classification**

Sub-programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/Total: Average (%)
	2011/12	2012/13	2013/14	2014/15	2014/15	2011/12 - 2014/15	2015/16	2016/17	2017/18	2014/15 - 2017/18	2014/15 - 2017/18	
<b>R million</b>												
Programme Management for Survey Operations	–	–	5,5	10,8		–	0,6%	13,9	14,6	15,5	12,6%	4,9%
Census and Community Survey Operations	2 184,1	196,6	50,0	19,5		-79,3%	84,9%	114,5	407,9	66,2	50,3%	54,1%
Household Survey Operations	31,0	34,3	24,7	48,6		16,1%	4,8%	22,4	22,8	24,3	-20,6%	10,5%
Corporate Data Processing	57,6	51,6	54,2	60,5		1,6%	7,8%	66,7	69,3	73,6	6,8%	24,0%
Survey Coordination, Monitoring and Evaluation	11,8	15,4	15,1	15,5		9,6%	2,0%	18,4	19,2	20,3	9,4%	6,5%
<b>Total</b>	<b>2 284,5</b>	<b>297,9</b>	<b>149,6</b>	<b>154,9</b>		<b>-59,2%</b>	<b>100,0%</b>	<b>236,0</b>	<b>533,8</b>	<b>199,9</b>	<b>8,9%</b>	<b>100,0%</b>
Change to 2014 Budget estimate				10,6				87,0	378,7	35,3		
<b>Economic classification</b>												
<b>Current payments</b>	<b>2 189,0</b>	<b>284,5</b>	<b>146,4</b>	<b>154,1</b>		<b>-58,7%</b>	<b>96,1%</b>	<b>233,0</b>	<b>524,1</b>	<b>195,7</b>	<b>8,3%</b>	<b>98,4%</b>
Compensation of employees	358,9	181,3	129,4	124,3		-29,8%	27,5%	131,7	232,8	160,9	9,0%	57,8%
Goods and services	1 830,1	103,2	17,0	29,9		-74,6%	68,6%	101,3	291,3	34,8	5,2%	40,7%
<i>of which:</i>												
Advertising	157,5	9,2	0,5	–		-100,0%	5,8%	21,1	2,4	4,3	–	2,5%
Communication	17,7	6,3	4,6	4,4		-37,2%	1,1%	4,1	6,5	4,9	3,7%	1,8%
Fleet services (including government motor transport)	4,4	–	0,1	0,2		-67,6%	0,2%	5,6	46,4	0,6	54,2%	4,7%

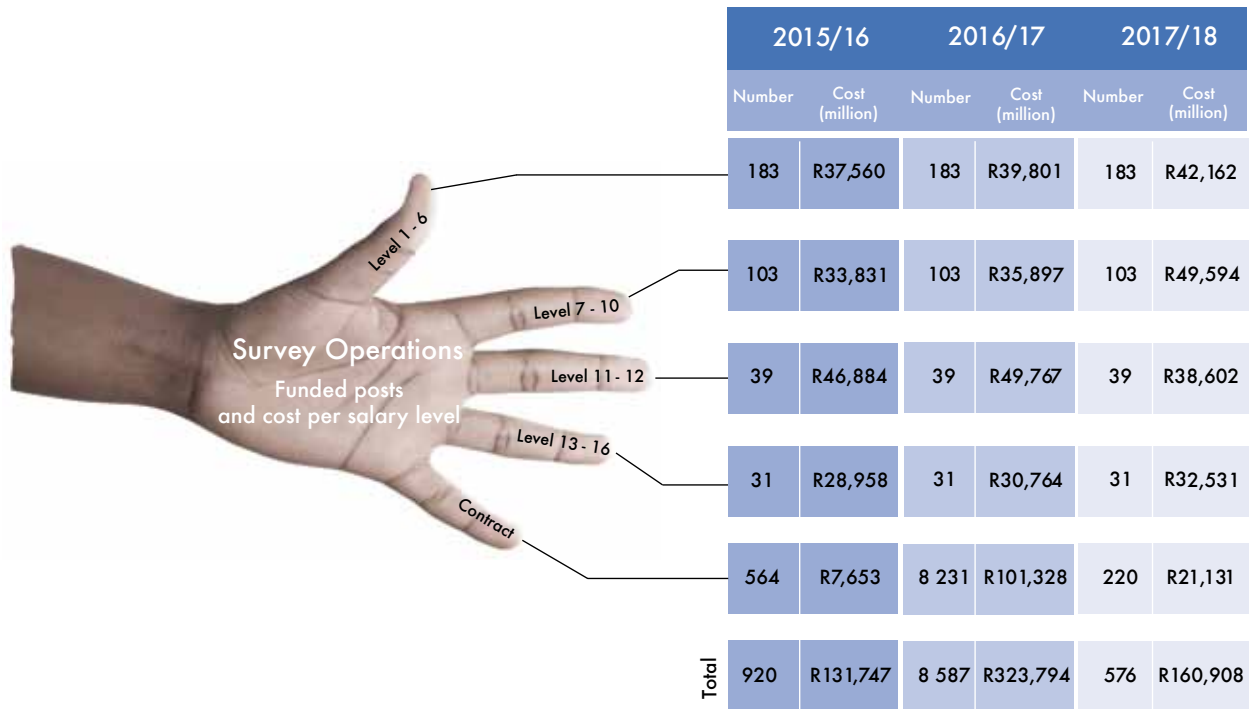


Sub-programme	Audited outcome			Adjusted appropriation 2014/15	Average growth rate (%) 2011/12 - 2014/15	Expenditure/Total: Average (%) 2011/12 - 2014/15	Medium-term expenditure estimate			Average growth rate (%) 2014/15 - 2017/18	Expenditure/Total: Average (%) 2014/15 - 2017/18
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18		
<b>R million</b>											
Consumables: Stationery, printing and office supplies	20,8	2,2	0,5	0,8	-66,9%	0,8%	5,3	6,2	3,8	71,4%	1,4%
Travel and subsistence	391,4	43,1	7,6	17,1	-64,8%	15,9%	27,7	190,3	8,8	-19,7%	21,7%
Operating payments	107,3	5,1	1,4	3,3	-68,6%	4,1%	27,3	20,2	1,2	-28,7%	4,6%
<b>Transfers and subsidies</b>	<b>10,3</b>	<b>5,2</b>	<b>1,5</b>	<b>-</b>	<b>-100,0%</b>	<b>0,6%</b>	<b>0,7</b>	<b>4,2</b>	<b>1,9</b>	<b>-</b>	<b>0,6%</b>
Households	10,3	5,2	1,5	-	-100,0%	0,6%	0,7	4,2	1,9	-	0,6%
<b>Payments for capital assets</b>	<b>55,6</b>	<b>8,0</b>	<b>1,7</b>	<b>0,8</b>	<b>-76,2%</b>	<b>2,3%</b>	<b>2,2</b>	<b>5,4</b>	<b>2,3</b>	<b>45,9%</b>	<b>1,0%</b>
Machinery and equipment	55,6	8,0	1,7	0,8	-76,2%	2,3%	2,2	5,4	2,3	45,9%	1,0%
<b>Payments for financial assets</b>	<b>29,7</b>	<b>0,1</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>1,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>2 284,5</b>	<b>297,9</b>	<b>149,6</b>	<b>154,9</b>	<b>-59,2%</b>	<b>100,0%</b>	<b>236,0</b>	<b>533,8</b>	<b>199,9</b>	<b>8,9%</b>	<b>100,0%</b>
Proportion of total programme expenditure to vote expenditure	62,2%	16,9%	8,7%	6,9%	-	-	10,5%	21,4%	8,8%	-	-
<b>Details of selected transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>10,3</b>	<b>4,8</b>	<b>1,5</b>	<b>-</b>	<b>-100,0%</b>	<b>0,6%</b>	<b>0,7</b>	<b>4,2</b>	<b>1,9</b>	<b>-</b>	<b>0,6%</b>
Employee social benefits	10,3	4,8	1,5	-	-100,0%	0,6%	0,7	4,2	1,9	-	0,6%



## Personnel information

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



## Conclusion: Driving a statistical reform

The central tenet of this Strategic Plan promotes the **use** of statistical information for evidence-based planning, policy development, monitoring and evaluation, and decision-making.

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

Delivering on this strategy requires:

- A sustainable platform for statistical production where our work methods are innovative and efficient. Project management and good governance are embedded in our processes
- An organisational structure that aligns to the new strategy
- A new skills set, where we have grown the capabilities of our staff for the new environment
- An organisational culture and ethos that embrace change and recognise people for their efforts
- An investment in statistical capacity at schools and municipalities
- Deployment of senior management to lead the change (horses for courses)
- A statistical leadership that demonstrates technical and strategic capability thus creating the ethos

Critical to the success of this Strategic Plan is creating an enabling legislative environment that strengthens statistical production and coordination in the country. The proposed legislative changes seek to define the requisite environment for the implementation of statistical coordination, institutional strengthening, modernising and transforming the statistical system; improving data management and the use of administrative sources; and introducing statistical geography as part of the statistical infrastructure.

Stats SA as the official statistics agency will lead statistical coordination through partnership with other organs of state.

This Strategic Plan is supported by Stats SA's Work Programme that outlines the outputs and milestones towards achieving the new strategy.

**Stats SA will lead the way in changing the statistical landscape of the country.**





Annexure A – Strategy in brief: 2015/16

Annexure B – Description of the strategic planning process

Annexure C – The fundamental principles of official statistics



Annexure D – African Charter on Statistics

Annexure E – List of abbreviations and acronyms




Annexure F – Statistics Act



## Strategy in brief: 2015/16

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



<p>Partners in statistics</p> 	Strengthen collaboration and build statistical sampling frames	Geospatial frame and services Business register
	Lead the development and coordination of the national statistical system in SA	Economic and social statistics subsystems Information management in the SANSS Statistical reporting Statistical support and advice
	Strengthen international collaboration and partnership and lead statistical development in Africa	International collaboration and partnerships Statistical development in Africa
<p>A capable organisation</p> 	Drive legislative reform	Drive legislative reform of the statistical production and coordination environment
	Enhance corporate governance and administration	Strategic planning, reporting and monitoring Programme and project management Internal Audit Corporate Governance Financial administration and management Human resource management Facilities management, logistics and security
	Become the employer of choice	Talent management and employee wellness
	Invest in ICT to align to organisational growth	Server and network environment, end user support, ICT security and risk management Modernise and innovate business processes
	Invest in a sustainable and responsive statistical infrastructure	Sustainable provincial and district infrastructure
<p>Statistical leadership</p> 	Invest in statistical leadership and management	Statistical leadership and management
	Invest in building statistical capability and competence	Statistical literacy at schools level Statistical capability at tertiary level Building capacity inside Stats SA Building capacity in the SANSS
	Build a united and diverse organisation	Transformation and change



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## Annexure B: Description of the strategic planning process



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Stats SA adopted the common “Strategic management process model” framework to formulate a new strategic direction. The various phases are described below:

### Phase I: Strategy review

During 2014, the organisation reviewed its strategic, operational, risk, financial and human resource performance to see how well we performed and mainly focused on the internal environment:

- Assessed performance against targets in the strategic plan for the past four years;
- Assessed organisational performance against targets in the work programme for the past four years;
- Analysed present performance against strategic and work programme;
- Identified lessons learnt, areas of under-performance as well as areas of excellence which can be taken forward to influence future strategies; and
- Reviewed the organisational value chain (current process/system) to identify the areas that require improvement, innovation or change.

## Phase II: Strategy analysis

The information collected during the strategy review assisted the organisation to bring together the challenges in the internal and external environment to define the problem statement and strategic shift required:

- Stakeholder analysis: Key stakeholders, suppliers, producers and users of statistical information, both at a national and international level were identified. Stats SA annually conducts a user satisfaction survey to gather information about Stats SA the organisation, our products and services offered to users and the public. These results form part of the stakeholder analysis process. Stats SA hosted nine Statistical Symposia workshops across the country during 2013 to engage stakeholders on the use and application of statistical information. This was followed by a National Stakeholder Symposia in June 2014 where international and national stakeholders were invited to enable engagement to better understand statistical best practice on the one hand, and stakeholder needs on the other. Stakeholder consultations within sectors followed to better understand the statistical subsystem requirements.
- An external analysis (PESTEL) was conducted to better understand what in the external environment has changed or is changing that will have an impact on the future of the organisation.
- A SWOT analysis was compiled, bringing together the strengths and weaknesses in the internal environment and the opportunities and threats in the external environment that enabled the organisation.
- The PESTEL and SWOT analysis enabled the organisation to identify the strategic drivers for change, the barriers to change and what supports change. This enabled us to identify the problem statement and the strategic shift required.

## Phase III: Strategy formulation

Following the strategy review and analysis, the organisation embarked on an envisioning process to define where we want to be in the future. This process included:

*Setting the direction:* We reviewed the mission (what we are about), the vision (who we want to become) and the values (our behaviour to achieve the vision and mission).

*Strategic outcome-oriented goals:* Setting the strategic direction was followed by defining the strategic outcomes and long-term goals that we wish to achieve by 2020, 2025 and 2030. The National Development Plan has formed the basis of our understanding of what we want to achieve collectively as a country. We have crafted our future in line with the outcomes in the NDP and MTSF.

*Strategic objectives:* The strategic outcomes informed the development of the strategic objectives which defines what we need to do or drive to achieve the strategic outcomes. The strategic intent describes how we will go about driving the key initiatives over the next five years.



#### Phase IV: Strategy implementation

Translating the strategy into action starts with:

- Defining the **roadmap** of how we are going to get there. Stats SA compiled a strategy map that will guide our strategy to ensure common understanding and communication on the strategic direction.
- Defining the **method of work** by developing a value chain (at conceptual and operational levels) and defining a quality management process.
- Defining the **organisation of work** by reviewing and assessing the organisational structure and establishment; defining the competencies and skills required for the new way of doing business.
- Defining the **body of work** by identifying how the various programmes will implement the strategy, including identifying the strategic risks that may impact on the achievement as well as the resources required to roll out the strategy.
- Defining the **annual programme of work**: Achieving the strategic outcomes and objectives are then captured in the annual work programme by identifying the key performance indicators, outputs, targets and milestones.



## Annexure C: The fundamental principles of official statistics

In order to safeguard official statistics and guide national statistics offices in their work, the United Nations has adopted the following fundamental principles of official statistics:

- **Impartiality:** Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social, and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.
- **Professional independence:** To retain trust in official statistics, the statistical agency needs to decide, according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
- **Transparency of methods applied:** To facilitate a correct interpretation of the data, the statistical agency is to present information according to scientific standards on the sources, methods and procedures of the statistics.
- The statistical agency is entitled to **comment on erroneous interpretation** and misuse of statistics.
- **Use the most efficient sources:** Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. The statistical agency is to choose the source with regard to quality, timeliness, costs and the burden of respondents.
- **Confidentiality:** Individual data collected by the statistical agency for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
- **Transparency of laws:** The laws, regulations and measures under which the statistical system operates are to be made public.
- **Cooperation among institutions:** Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
- **Adherence to international standards:** The use, by the statistical agency in each country, of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
- **International cooperation:** Bilateral and multilateral cooperation in statistics contributes to the improvement of the system of official statistics in all countries.





## Annexure D: African Charter on Statistics

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

### Principle 1: Professional independence

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

### Principle 2: Quality

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



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

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

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

### Principle 4: Dissemination

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



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

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

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

#### Principle 6: Coordination and cooperation

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



## Annexure E: List of abbreviations and acronyms

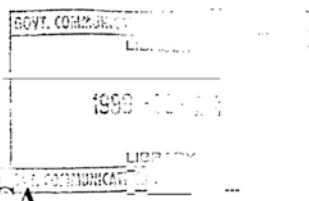
AsgiSA	Accelerated and Shared Growth Initiative-South Africa
ASS	African Statistics System
AUC	African Union Commission
ASSD	Africa Symposia on Statistical Development
AFS	Annual Financial Statistics
BSF	Business Sampling Frame
CRVS	Civil Registration/Vital Statistics
CWP	Community Work Programme
CPS	Continuous Population Survey
CPI	Consumer Price Index
CABS	Crime Against Business Survey
DHS	Demographic and Health Survey
DBE	Department of Basic Education
DoL	Department of Labour
DPSA	Department of Public Service and Administration
DPME	Department of Performance, Monitoring and Evaluation
dti	Department of Trade and Industry
DTS	Domestic Tourism Survey
ECD	Early Childhood Development
EPWP	Expanded Public Works Programmes
GHS	General Household Survey
GCIS	Government Communication and Information System
GFS	Government Finance Statistics
GEAR	Growth, Employment and Redistribution
HEIS	Higher Education Information System
IES	Income and Expenditure Survey
IDP	Integrated Development Programme Plan
ILO	International Labour Organization
IMF	International Monetary Fund
LCS	Living Conditions Survey
MDGs	Millennium Development Goals
NDP	National Development Plan
NHTS	National Household Travel Survey
NIDS	National Income Dynamics Study
NPR	National Population Register
NSS	National Statistics System
NSOs	National Statistics Offices
NSDS	National Strategy for the Development of Statistics
NT	National Treasury
OECD	Organisation for Economic Cooperation and Development
QFS	Quarterly Financial Statistics





QFSM	Quarterly Financial Statistics of Municipalities
QLFS	Quarterly Labour Force Survey
PSM	Public Sector Management
PPI	Property Price Index
RDP	Reconstruction and Development Programme
RTMC	Road Traffic Management Corporation
SWTS	School to Work Transition Survey
SMS	Senior Management Service
SMMEs	Small, Medium and Micro Enterprises
SAQAF	South African Quality Assessment Framework
SANNS	South African National Statistics System
SARS	South African Revenue Service
SASDI	South African Spatial Data Infrastructure
SASQAF	South African Statistical Quality Assessment Framework
SIC	Standard Industrial Classification
SBR	Statistical Business Register
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SAYP	Survey of Activities of Young People
SESE	Survey of Employers and Self-employed
SDGs	Sustainable Development Goals
SEEA	System of Environmental Economic Accounts
SNA	System of National Accounts
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNSC	United Nations Statistics Commission
UNSD	United Nations Statistics Division
VOCS	Victims of Crime Survey
WB	World Bank
YAS	Young African Statisticians

## Annexure F: Statistics Act



REPUBLIC OF SOUTH AFRICA

# GOVERNMENT GAZETTE

## STAATSKOERANT

VAN DIE REPUBLIEK VAN SUID-AFRIKA

*Registered at the Post Office as a Newspaper*

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**No. 19957**

OFFICE OF THE PRESIDENT

KANTOOR VAN DIE PRESIDENT

No. 489.

21 April 1999

No. 489.

21 April 1999

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

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

No. 6 of 1999: Statistics Act. 1999.

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



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

## ACT

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

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

### CONTENTS OF ACT

1. Definitions		
2. Purpose of Act		5
3. Purpose of official statistics, and statistical principles		
4. Status of Statistics South Africa		
5. Minister's duties and powers		
6. Appointment and tenure of Statistician-General		
7. Statistician-General's duties and powers		10
8. Establishment of Statistics Council		
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13. Duties and powers of Council		
14. Statistical co-ordination among organs of state		
15. Entry on and inspection of premises		
16. Duty to answer questions		
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18. Offences and penalties		
19. References in other legislation or documents		
20. Repeal of legislation, and savings		
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#### Definitions

1. In this Act, unless the context indicates otherwise—
- (i) "business" means any individual, juristic person or partnership carrying on a commercial activity; (iv)
  - (ii) "Cabinet" means the Cabinet in the national sphere of government, referred to in section 91 of the Constitution; (viii)
  - (iii) "Constitution" means the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); (vi)
  - (iv) "Council" means the South African Statistics Council, established by section 8(1); (xi) 35
  - (v) "document" includes—
    - (a) a form, questionnaire, schedule, notice or report whether in printed or photographic form;





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

#### Purpose of Act

2. The purpose of this Act is to advance the planning, production, analysis, 55
- documentation, storage, dissemination and use of official and other statistics by providing for—
- (a) a Statistician-General as head of Statistics South Africa and for a Council;
- (b) the respective functions of the Statistician-General, the Council and the Minister and their interrelations; 60
- (c) co-ordination between Statistics South Africa and other organs of state that produce official or other statistics;



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



- (2) The Minister may—
- (a) subject to subsection (3), direct [he Statistician-General to undertake any statistical collection;
  - (b) subject to subsection (4) and on the recommendation of the Statistician-General, enter into an international agreement with the government of any other state or any international organisation relating to the purpose of this Act;
  - (c) after consultation with the Cabinet, terminate the membership of a member of the Council as provided in section 9(3).
- (3) The Minister may not interfere with the power of the Statistician-General to decide, in respect of the activities of Statistics South Africa, on—
- (a) the manner in which, and the time when, a statistical collection is to be undertaken;
  - (b) the form, extent and timing of the release of statistical information; or
  - (c) whether a statistical collection should be discontinued.
- (4) The Minister may only enter into an international agreement in terms of subsection (2)(b) if authorised in accordance with the applicable law by the national executive which, in terms of section 231(1) of the Constitution, is responsible for the negotiating and signing of international agreements.

#### Appointment and tenure of Statistician-General

6. (1) The President must appoint an appropriately qualified person as the Statistician-General who is the head of Statistics South Africa.
- (2) The Statistician-General must be professionally independent by acting impartially and exercising his or her powers and performing his or her duties—
- (a) without fear, favour or prejudice; and
  - (b) in the interest of maintaining a high standard of professional service and the integrity of the statistics which Statistics South Africa produces.
- (3) The provisions of the Public Service Act regarding the appointment, terms and conditions of employment, powers and duties of a head of department apply to the Statistician-General, except where otherwise provided in this Act.
- (4) The person appointed as Statistician-General holds office for an agreed term not exceeding five years, which term may be renewed.
- (5) The Statistician-General may resign by written notice to the President.
- (6) The Statistician-General may be removed from office by the President only—
- (a) on the grounds of—
    - (i) incapacity;
    - (ii) misconduct;
    - (iii) incompetence;
    - (iv) declaration as an insolvent, or
    - (v) conviction of an offence and sentence to a term of imprisonment without the option of a fine; and
  - (b) if the Cabinet, after considering a report on the matter from the Council, recommends to the President such removal.

#### Duties and powers of Statistician-General

7. (1) The Statistician-General—
- (a) administers this Act;
  - (b) is the accounting officer for Statistics South Africa;
  - (c) after receiving advice from the Council, makes recommendations to the Minister on the policies and priorities of Statistics South Africa;
  - (d) directs Statistics South Africa in accordance with the duties and powers imposed or conferred on him or her by this Act, section 7(3)(b) of the Public Service Act and any other law;



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





- (iii) may vary or set aside any decision made in terms of such delegation;
- (f) on the conditions and for the period determined by him or her, establish an advisory committee or committees to advise him or her on any matters pertaining to this Act;
- (g) make, by notice in the *Gazette*, rules relating to— 5
- (i) the returns, information, data and statistics to be furnished and collected in the undertaking of a statistical collection;
  - (ii) the manner and form in which, the times when and the places where, and the persons to whom and from whom, such statistics must be furnished and collected; and 10
  - (iii) any other matter necessary for the effective collection of statistics and the effective functioning of Statistics South Africa.
- (4) Any member of an advisory committee appointed in terms of subsection (3)(f) who is not in the full-time employment of the State receives such remuneration and allowances as the Minister of Finance determines. 15
- (5)(a) If the Minister, in prioritizing the work programme of Statistics South Africa in terms of section 5(1)(a), rejects the Statistician-General's recommendation, the Minister and the Statistician-General must endeavour to resolve their disagreement after receiving advice from the Council.
- (b) If the Minister and the Statistician-General fail to resolve their disagreement, the 20 Minister makes the final decision and the Statistician-General must implement that decision.
- (c) The Statistician-General may make public the fact that the decision is contrary to his or her recommendation.
- Establishment of Council 25
8. (1) A council to be known as the South African Statistics Council is hereby established.
- (2) The Council must consist of not less than 18 and not more than 25 members—
- (a) with relevant professional proficiency and interest;
  - (b) broadly representative of groups or interests concerned with the production 30 and use of official statistics, including—
    - (i) organs of state;
    - (ii) producers of statistics;
    - (iii) organised business and labour;
    - (iv) specialist and research interests, including statistics and information 35 technology;
    - (v) economic and financial interests;
    - (vi) demographic and social interests, including rural, gender and disability interests; and
    - (vii) the public, including non-governmental, private, civic and other 40 organisations; and
- (c) of whom nine must be persons representing the respective provinces.
- (3) The Minister must, after consultation with the Cabinet, appoint the members of the Council from nominations obtained through—
- (a) public invitations for nominations; and 45
  - (b) a request to the executive council of each province to submit two or three nominations.
- (4) The Statistician-General is by virtue of his or her office a member of the Council and he or she or his or her representative may attend meetings of the Council, but may not— 50
- (a) vote at such meetings; and
  - (b) act as chairperson or deputy chairperson.
- (5) The Minister must appoint a member of the Council as chairperson.
- (6) The Council must elect one of its members as deputy chairperson.
- (7) If both the chairperson and deputy chairperson of the Council are unable to act as 55 chairperson, the other members must designate one of their number to act as chairperson during such inability.



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**Tenure of members of Council**

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

**Meetings of Council**

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

**Committees of Council**

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

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

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

**Duties and powers of Council** 40

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



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

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

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



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

#### Entry on and inspection of premises

15. (1) For the purpose of making enquiries or observations necessary for achieving 55 the purpose of this Act, the Statistician-General or any officer of Statistics South Africa authorised by him or her may enter on any land or premises, other than a private dwelling, of any organ of state, business or other organisation and inspect anything thereon or therein—
- (a) on the authority of a warrant issued in terms of subsection (2); or 60





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

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

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

(a) it is executed;

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

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

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

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

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

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

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

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

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

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

#### Duty to answer questions

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

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

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

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

(i) furnish all such information; or

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

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

#### Confidentiality and disclosure 45

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

(a) an individual;

(b) a household;

(c) an organ of state; 50

(d) a business; or

(e) any other organisation,

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



- (2) The return or other information contemplated in subsection(1) may, subject to the directions of the Statistician-General, be disclosed—
- (a) to the Statistician-General and officers concerned of Statistics South Africa who have taken the oath of confidentiality referred to in subsection (7)(a);
  - (b) to the person from whom such return or other information was collected or his 5 or her representative;
  - (c) with the prior written consent of the person from whom such return or other information was collected or his or her representative;
  - (d) where the information is already available to the public from the organ of 10 state, business or other organisation concerned;
  - (e) in the form of lists of the names and addresses of individual organs of state and other organisations and their classifications by function, type of legal entity and range of numbers of members and employees, or other indicator of size;
  - (f) in the form of lists of the names and addresses of individual businesses and their classifications by industry or activity, type of legal entity, and range of 15 numbers of employees or other indicator of size;
  - (g) in the form of lists of the kinds of products produced, manufactured, stored, bought or sold, or services rendered, by businesses, organs of state or other organisations or classes thereof.
- (3) The Statistician-General may, for statistical purposes, disclose to another organ of 20 state information or data gathered in the course of a joint collection undertaken with that organ in terms of section 14(11), on condition that—
- (a) the name, address or any other means by which the respondents may be identified is deleted;
  - (b) any person who is involved in the collection of, or who may use, that 25 information or data, must first take an oath of confidentiality similar to the one provided for in subsection (7)(a) irrespective of whether he or she has taken an oath of confidentiality in terms of any other law; and
  - (c) the Statistician-General is satisfied that the confidentiality of that information 30 or data will not be impaired.
- (4) Despite any other law—
- (a) an entry made by the competent person concerned in terms of this Act in any document; or
  - (b) a return or its contents,
- is not admissible as evidence in legal proceedings, except for purposes of criminal 35 proceedings in terms of this Act.
- (5) Information collected by any person, organ of state, business or other organisation for his, her or its own purposes and communicated to Statistics South Africa is subject to the same confidentiality requirements as information collected directly by Statistics South Africa, irrespective of any other confidentiality requirements to which it may have 40 been subject when it was collected.
- (6) The results of the compilation and analysis of the statistical information collected in terms of this Act may not be published or disseminated in a manner which is likely to enable the identification of a specific individual, business or other organisation, unless that person, business or organisation has consented to the publication or dissemination 45 in that manner.
- (7) The Statistician-General and every officer of Statistics South Africa must—
- (a) before assuming duty, take an oath of confidentiality prohibiting disclosure of any information coming to his or her knowledge by reason of such duty before its release is authorised by the Statistician-General; 50
  - (b) preserve, and promote the preservation of, confidentiality in respect of all information that may come to his or her knowledge by reason of such employment.

#### Offences and penalties

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



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- (u) wilfully makes any false declaration, statement or return;
- (b) obtains or seeks to obtain information that he or she is not duly authorised to obtain;
- (c) puts to any person a question which he or she is not duly authorised to ask;
- (d) asks of, or receives or takes from, any person, organ of state, business or other organisation, any payment or reward in connection with such employment, other than remuneration due to him or her in terms of this Act or the Public Service Act;
- (e) wilfully discloses any data or information obtained in the course of such employment to a person not authorised to receive that information; 10
- (f) uses information obtained in the course of such employment for the purpose of speculating in—
- (i) any stock, bond or other security; or
- (ii) any goods or services, before its release is authorised by the Statistician-General; or 15
- (g) contravenes any provision of section 17,
- is guilty of an offence and liable on conviction to a fine not exceeding R10 000, or such higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991 (Act No. 101 of 1991), or to imprisonment for a period not exceeding six months or to both such fine and 20 such imprisonment.
- (2) Any person who—
- (a) impersonates an officer of Statistics South Africa for the purpose of obtaining information from any person or body; or
- (b) represents himself or herself to be making an entry and inspection in terms of 25 section 15 or putting a question in terms of section 16(1) when he or she is not an officer of Statistics South Africa authorised in terms of section 15 or 16, as the case may be,
- is guilty of an offence and liable on conviction to a fine not exceeding R10 000, or such 30 higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991, or to imprisonment for a period not exceeding six months or to both such fine and such imprisonment.
- (3) Any individual other than an employee of an organ of state, business or other organisation that— 35
- (a) fails to answer a question put in terms of section 16(2)(a) or furnishes an answer to such a question which is false or misleading in any material respect, knowing the answer to be false or misleading;
- (b) fails to furnish information or sign a declaration in terms of section 16(2)(b) or furnishes such information which is false or misleading in any material 40 respect, knowing the information to be false or misleading;
- (c) incites any other person to act as contemplated in paragraph (a) or (b);
- (d) refuses—
- (i) the Statistician-General or any authorised officer of Statistics South Africa, acting in terms of section 15, entry on any land or premises; or 45
- (ii) to permit the Statistician-General or that authorised officer to inspect anything on or in that land or premises;
- (e) wilfully obstructs the Statistician-General or any officer of Statistics South Africa in the exercise of a power, or the performance of a duty, in terms of this Act, 50
- is guilty of an offence and liable on conviction—
- (i) in the case of an individual, to a fine not exceeding R 10000, or such higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991, or to imprisonment for a period not exceeding six months or to both such fine and 55 such imprisonment; and
- (ii) in the case of a business or other organisation, to a fine not exceeding R20 000 or an amount determined by the Minister from time to time by notice in the *Gazette*.
- (4) (a) A conviction of an offence referred to in subsection (3)(a) or (b) does not 60 relieve any individual, business or other organisation of the obligation to supply the correct information.



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

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

#### References in other legislation or documents

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

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

#### Repeal of legislation, and savings

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

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

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

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

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

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

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

#### Short title

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



Act No. 6.1999

STATISTICS ACT, 1999

SCHEDULE  
LEGISLATION REPEALED

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

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

