

1 April 2020 to 31 March 2023

Mid-term Review Report

(3-year review)

IMPROVING LIVES THROUGH DATA ECOSYSTEMS



stats sa

Department:
Statistics South Africa
REPUBLIC OF SOUTH AFRICA



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Mid-term Review Report

(3-year review)

(2020–2025 Strategic Plan)

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EXECUTIVE AUTHORITY STATEMENT



The importance of the work done by Statistics South Africa (Stats SA) in collecting, analysing and disseminating official statistics cannot be overstated. Statistics are vital for planning that is essentially needed to break the chains of poverty, inequality and unemployment that still trap some of our citizens. Statistics are fundamental to understanding what basic services are needed, where they are needed, and by whom. Without robust statistics, our country will fail to deliver on its promise of a better life for all.

As a nation, we have just come out of the disruption of the global COVID-19 pandemic that wreaked havoc on world economies, we are confronted by the global impact of wars and famine, and on the domestic front, the impact of the energy security challenge and extreme weather disasters. Collectively, these multiple challenges have resulted in weakening economic growth, higher inflation, and compounding our high unemployment rate.

The test to the nation's survival and resilience is how its leadership and people act with agility to attend to the challenges at hand. To enable long-term, sustainable, and inclusive growth, we must work together as a nation as we strengthen our resilience beyond a survival capacity. To achieve better outcomes for this nation, it is important that our thinking, planning and policy responses be informed by reliable empirical evidence.

The demand for timely, disaggregated and integrated data and statistical information can therefore not be overstated to support the national developmental agenda. This is critical in building a nation that has set inclusive goals to achieve a prosperous, non-racial, non-sexist and democratic society.

Stats SA has continued on the path towards fulfilling its vision of *improving lives through data ecosystems*. The 2022/23 financial year represents the third year of implementing the 5-year Strategic Plan, with a focus on developing the data ecosystem, which is so essential to the deepening of democracy in South Africa.

The year under review marks a few important achievements. Cabinet has now approved the tabling of the Statistics Act Amendment Bill that proposes the reconfiguration and coordination of the system of national statistics for our country.

Fieldwork operations for Census 2022 concluded in May 2022, with the Post-enumeration Survey (PES) – a quality-checking mechanism to ensure that the final census estimates are accurate and reliable – concluding fieldwork towards the end of 2022. This important dataset, the only source of sub-municipal data on demographics, access to basic services, education and migration, among others, will be made available towards the end of the 3rd quarter of 2023/24. I trust that we will all avail ourselves of this rich source of data to ensure that we know our communities and do what we can to meet their needs.

Stats SA also commenced with the Income and Expenditure Survey, which is currently in the field and scheduled to be completed in November 2023. We all know anecdotally that COVID-19 has negatively impacted the poverty situation in the country. The results of this survey will give us the facts we need to ensure that we plan correctly to overcome the challenge of poverty and inequality.

Despite ongoing challenges, Stats SA successfully published over 99% of planned releases for the year and additional releases on electricity, gas and water supply as well as agricultural statistics for 2021. The organisation has also received an unqualified audit opinion during a very difficult year of census undertaking.

I take this opportunity to appreciate the support that the Deputy Minister in the Presidency, Mr Kenneth Morolong, has given me particularly in the political oversight of the work of Stats SA, especially given the balance of independence that the organisation requires. In the same token, let me take note of my predecessor, Minister Mondli Gungubele, who steered the organisation before I took over.

No organisation can function without people, and the staff of Statistics South Africa have weathered many storms in ensuring the delivery of quality, reliable statistics to inform the nation. I take this opportunity to acknowledge the sterling work done by the Statistician-General, Mr Risenga Maluleke, and his management team as they continue to guide Stats SA towards the achievement of its Strategic Plan and vision. I also take this opportunity to acknowledge the work of the South African Statistics Council, which continues to safeguard official statistics.

Ms Khumbudzo Ntshavheni (MP)

Minister in the Presidency

ACCOUNTING OFFICER STATEMENT



National statistics offices around the world have been dealing with, and adjusting to, continued challenges in the environment. If COVID-19 has taught us anything, it is that statistical agencies need to adopt alternative methodologies and sources for data collection. We know that it is critical for us to build partnerships beyond the public sector, with those that are producing different forms of unofficial statistics, as well as other data producers, in order to produce statistics that are more relevant for users. We have to identify what we need to do better; what we will do differently; and how we will disrupt our thinking, operations and culture to achieve our goals.

The 2022/23 financial year marked the 3rd year of the implementation of our 5-year strategic plan. The 2020/21–2024/25 strategic planning cycle commenced with the onset of the COVID-19 pandemic. The challenges of the pandemic created opportunities for us to fast-track our plans to become a more agile, flexible organisation driven by digital transformation, and a renewed optimism to position ourselves as leaders in the data ecosystem. We have emerged stronger, wiser and remain vigilant as we returned to normality. Our operating environment has huge implications for our statistical operations, and I am delighted that we are in the process of incorporating multi-mode data collection methods in our processes. The multi-mode approach combines computer-assisted, telephone-assisted and web-assisted methods in our quest for a digital data collection rubric.

The move to digital data collection on a project the size of Census 2022 has been a baptism of fire. As we innovated and embraced technology for better data, our field experience is telling us that traditional methods still have a role to play in our developmental state as we strive to ensure that we leave no one behind. As we embrace the 4th Industrial Revolution and adapt some of our processes in the statistical value chain, we do so with full knowledge that there are many risks involved. This census posed many challenges for us in the ICT space, and, at times, our systems could not respond to the flood of data once the census taking commenced. As a country, there is still much to be achieved as we march towards embracing the 4IR.

Official statistics thrive in an ideal environment of reaching out to all people at all times. The challenges presented by the COVID-19 pandemic have created a trust deficit as a new dynamic when it comes to data collection. To change this, we must engage with all our social partners and use multimedia platforms to inform the public about the importance of official statistics.

We are, at our core, a nation defined by hope and resilience. Our highlights for the year under review included concluding the data collection phase of the Census 2022 project and conducting a Post-enumeration Survey (PES), the commencement of the Income and Expenditure Survey, achieving 93,6% of our targets as set out in the work programme as well as achieving an unqualified audit opinion with findings on compliance with laws and regulations.

It is worth mentioning that we received full funding to conduct an Income and Expenditure Survey (IES) for which fieldwork commenced in November 2022 and will conclude in November 2023. The household-based sample survey collects information on all acquisitions, consumption, spending, and income earned by households living in South Africa. The outcome of the survey will provide South Africa a snapshot of its poverty and inequality levels.

We have provided insightful data on the economy and society through the publishing of 267 statistical releases, and the compilation of a Residential Property Price Index.

Our agility initiatives are evident in the implementation of a digital price collection methodology for the Consumer Price Index (CPI). In line with Stats SA's strategic direction to modernise statistical processes, CPI field collection has moved away from paper questionnaires towards electronic data collection from retail outlets using tablets. The change to electronic data collection will enhance the accuracy and timeliness of price data which will, in turn, strengthen confidence in the quality of the measures of consumer inflation.

We have introduced a multi-mode approach in data collection, namely Computer-assisted Personal Interview (CAPI), Computer-assisted Web Interview (CAWI), and Computer-assisted Telephonic Interview (CATI). Census 2022 was the first census in the country to use digital devices to collect data. Over 100 000 fieldworkers were trained in digital data collection for the Census 2022 and PES projects.

The South African Statistical Quality Assessment Framework (SASQAF) outlines standards, principles and methodologies to be followed throughout the statistical value chain. It is intended to improve the quality of statistics produced by all stakeholders in the data ecosystem. To this end we have developed an online system for SASQAF self-assessments and have signed Memorandums of Understanding with the COEGA Development Trust and the Independent Communications Authority of South Africa (ICASA).

Our commitment to the African Statistical Development agenda gained momentum with the hosting of delegations from the Angolan National Institute of Statistics; Kenya International Organization for Migration; the Eswatini Price Statistics team; the Mozambican Ministry of Labour and Social Security; the UN Statistics Division under the Global Gender Statistics Programme; Nigeria Bureau of Statistics; National Bureau of Statistics of Pakistan; and the UN Population Fund.

While our employment equity targets have not yet achieved the desired outcomes, we are committed to prioritising our recruitment efforts with the intention of addressing our shortfalls in this area. Internally we have launched a "Pull Her Up" campaign aimed at heightening the mentorship of women within the organisation to ensure that they are empowered to ascend to senior management and participate in leadership structures.

I must express my heartfelt thanks to the management team and staff at Stats SA. It has fallen upon us as a national statistics office to be agents of change who inform policy and debate around various social transitions in the country. As we move into the 2023/24 financial year, we endeavor to live our vision of *improving lives through data ecosystems*. We have to contribute to creating a capable public service by continuously learning and improving our skills.

My gratitude to Professor Everatt and members of the South African Statistics Council for their role in safeguarding official statistics, as well as to Ms Rene van Wyk and members of the Audit Committee for their sound oversight on governance matters in Stats SA. Let me conclude by appreciating the unwavering support of the Minister in the Presidency, Ms Khumbudzo Ntshavheni, as well as that of the Deputy Minister in the Presidency, Mr Kenneth Morolong. It is through their political tenacity in giving Stats SA the space to exercise its independence that this organisation is able to play its role in the building of our nation.

Risenga Maluleke

Statistician-General and Head of Statistics South Africa

The background features a complex arrangement of overlapping geometric shapes. Large, semi-transparent teal arcs and segments are scattered across the page. A prominent orange arc is visible in the upper left. In the lower left, there is a circular graphic composed of concentric rings, with the left half in orange and the right half in teal. Another similar circular graphic is in the bottom right corner, also with orange and teal segments. The overall aesthetic is clean, modern, and professional.

SECTION 1:
OUR MANDATE

1. MANDATE:

1.1 Legislative mandate

Stats SA is a national government department accountable to the Minister in the Presidency. The activities of the department are regulated by the Statistics Act (Act No. 6 of 1999), which mandates the department to advance the production, dissemination, use and coordination of official and other statistics to assist organs of state, businesses, other organisations and the public in planning, monitoring and decision-making. The Act also requires that the department coordinate statistical production among organs of state in line with the purpose of official statistics and statistical principles.

1.2 Other legislative and policy interdependencies

There are several legislative and policy frameworks governing the statistical system nationally and globally.

At a national level, South Africa has developed a National Development Plan (NDP) that aims to address the triple threat of poverty, unemployment and inequality. The NDP, MTSF and 5-year NDP implementation plan have set targets and goals to guide implementation and track progress and development.

At a global level, the United Nations (UN) has adopted the Fundamental Principles of Official Statistics in order to safeguard official statistics and guide national statistics offices in their work (see Annexure A). The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The International Monetary Fund (IMF) developed the Special Data Dissemination Standard (SDDS) to guide countries that seek access to international capital markets. The standard provides international best practice for disseminating socio-economic and financial data to the public. South Africa is a signatory to the SDDS.

The G20 (or Group of Twenty) is an international forum for the governments and central bank governors from 19 countries and the European Union (EU), with the aim to discuss policy pertaining to the promotion of international financial stability. Official economic and financial information play a critical role in policy discussions and decisions that affect policy outcomes in countries.

The five major emerging national economies, namely Brazil, Russia, India, China and South Africa (BRICS), have established a partnership representing over 3,1 billion people, or about 41% of the world population and a combined nominal GDP of about 23,2% of the gross world product. The BRICS mechanism aims to promote peace, security, development and cooperation. It also aims at contributing significantly to the development of humanity and establishing a more equitable and fair world. Official statistics by BRICS countries play a critical role in policy discussions by heads of state.

At a continental level, the African Union Commission has adopted the African Charter on Statistics to guide African statistical systems in relation to best statistical practices and principles (see Annexure B). In 2015, African leaders adopted the policy framework, Agenda 2063, as the continent's new long-term vision that aims to optimise the use of Africa's resources for the benefit of the continent's people. The Community of Practice (CoP) on Agenda 2063 includes targets and goals for the first ten years of Agenda 2063 implementation.

These policy frameworks present a growing need for statistics that are comparable across countries. Stats SA developed an integrated indicator framework (IIF) in order to align the demand for statistical information across policy frameworks.

In South Africa, there are various other legislations that may impact on the supply and use of statistical information, including:

- Deeds Registries Act No. 47 of 1937 (Deeds Act)
- Tax Administration Act No. 28 of 2011 (the TAA)
- National Health Act No. 61 of 2003
- Births and Deaths Registration Act No. 51 of 1992
- Tourism Act No. 3 of 2014
- Spatial Data Infrastructure Act No. 54 of 2003

1.3 Institutional policies and strategies over the five-year planning period

Stats SA has embarked on a process to review the statistics legislation in the country. The Amended Statistics Act will be passed and implemented over the next five years.

Stats SA will focus on the following strategies over the five years to enable implementation of the strategic plan:

- National Strategy for Development of Statistics (NSDS)
- Digital transformation strategy
- Integrated ICT strategy
- Integrated stakeholder management strategy
- Skills development strategy
- Transformation and change agenda

1.4 The purpose of the Strategic Plan 2020/2021 – 2024/2025

The 5-year Strategic Plan defines the new direction of Stats SA, taking advantage of the data and digital revolution which provides a variety of alternative data sources and partners that can close the existing data gap.

The plan serves as an agreement on intended outcomes and outlines the organisation's direction in response to the external environment, including the renewed government priorities outlined in the Medium Term Strategic Framework (MTSF), the 5-year National Development Plan (NDP) Implementation Plan and other relevant frameworks. The strategy will guide the annual Work Programme and resource allocation over the next five years.

The 5-year strategy outlines:

- Our mandate: Describes 'Who are we?' It defines our legislative mandate and outlines the strategic importance of Stats SA.
- Our strategic focus: Describes 'Where do we want to be?' It envisions the future and the impact of our efforts.
- The situational analysis: Describes 'Where are we now?' It discusses the current statistical production environment in the country, outlining global statistical developments, as well as achievements and challenges in Stats SA.
- Measuring our performance: Describes 'How are we going to get there?' It outlines what we wish to achieve over the next five years, the strategic initiatives we intend to take and the key risks we are facing.
- Monitoring our performance: Describes 'How do we measure our performance?' It outlines how we wish to monitor performance over the next five years captured as Technical Indicator Descriptions (TIDs).

Strategic direction: In the 2020/21 to 2024/25 planning cycle, Stats SA developed a new strategic direction in which four strategic outcomes and related strategic objectives were identified that were intended to guide the organisation in achieving its vision and mission. These outcomes are aligned to the development outcomes in the National Development Plan (NDP) and the Medium Term Strategic Framework (MTSF). The strategic outcomes are:



Insightful data

Data and information are responsive to user demands and bring deeper understanding and insight for informed decisions.

Agile operating model

The business operations are lean, efficient and flexible.

Interconnected statistical systems

People, systems and technology are interconnected through collaboration, partnerships and platforms.

Transformed capability

The capability (people, systems and technology) of the organisation and statistical system is transformed.

The background features a complex arrangement of overlapping geometric shapes. Large, semi-circular arcs in various shades of teal and orange sweep across the page. Smaller, concentric circular segments and rectangular blocks in similar colors are scattered throughout, creating a sense of dynamic movement and depth. The overall aesthetic is clean, modern, and professional.

SECTION 2:

OUR STRATEGIC FOCUS

Stats SA’s vision, mission and values form the basis of our strategy.

Vision

‘Improving lives through data ecosystems.’

Mission

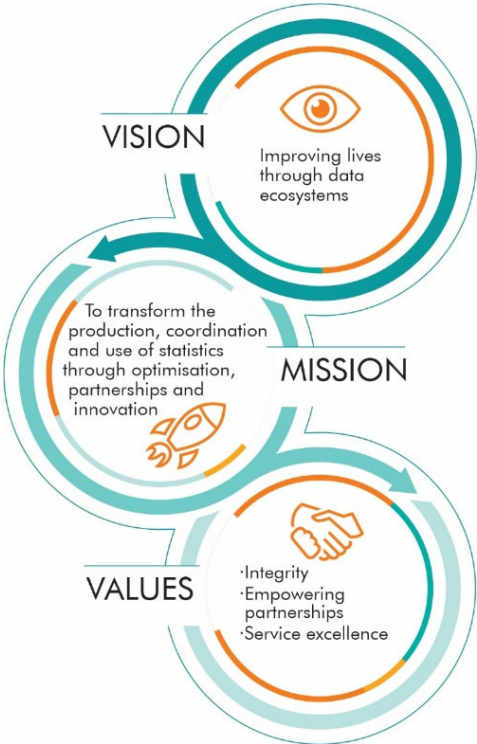
‘To transform the production, coordination and use of statistics through optimisation, partnerships and innovation.’

Our culture and values

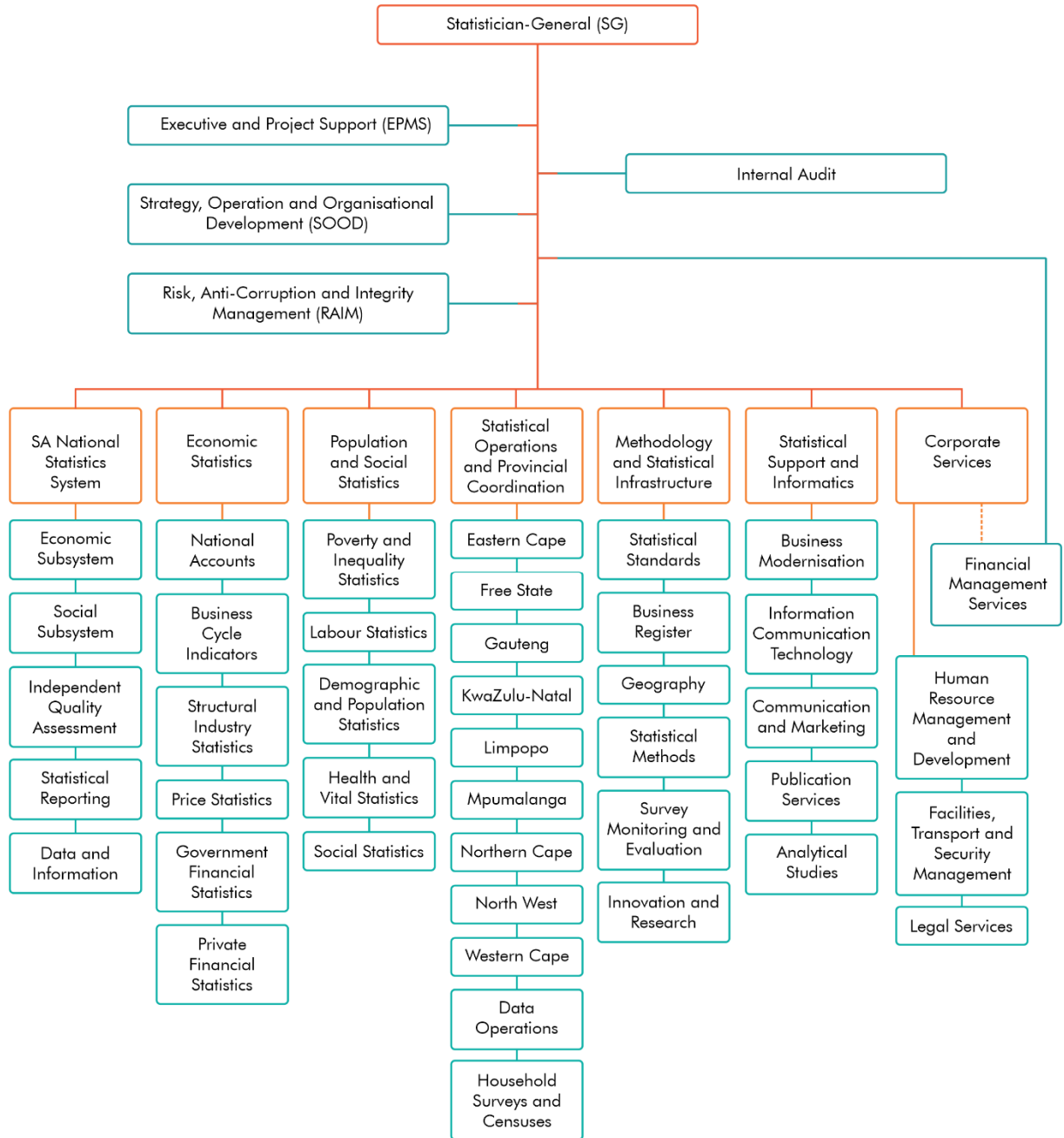
Our culture embraces diversity in thought and practice in order to guide our behaviour on the change and transformation journey. Our culture aims to align the purpose of staff members with that of the organisation. Our culture will help us to create the future that we want by ‘Embracing change and transformation’, ‘Driving powerful and meaningful engagements’ facilitated through ‘Ethical and collective leadership’.

Our shared values will help our employees and the organisation to grow and develop. Our values form the basis of our methods of work, the way we make decisions, and the way we interact with our stakeholders both internal and external. Our values are:

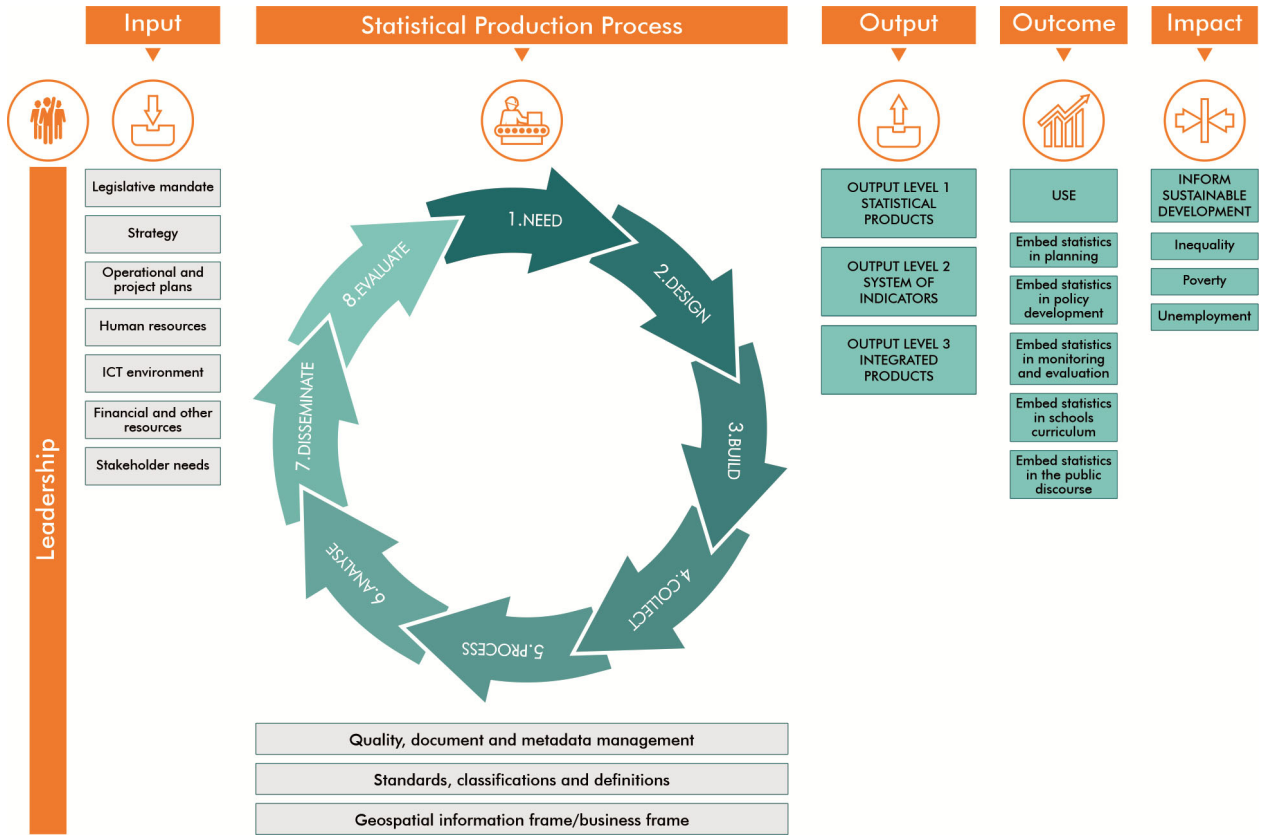
- *Integrity*: We take accountability for the quality of information delivered by striving to deliver products and services in a transparent and ethical way. We ensure that our products are fit for use and aligned to internationally recognised best practice;
- *Empowering partnerships*: We create opportunities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



Organisational Structure



Statistical Value Chain

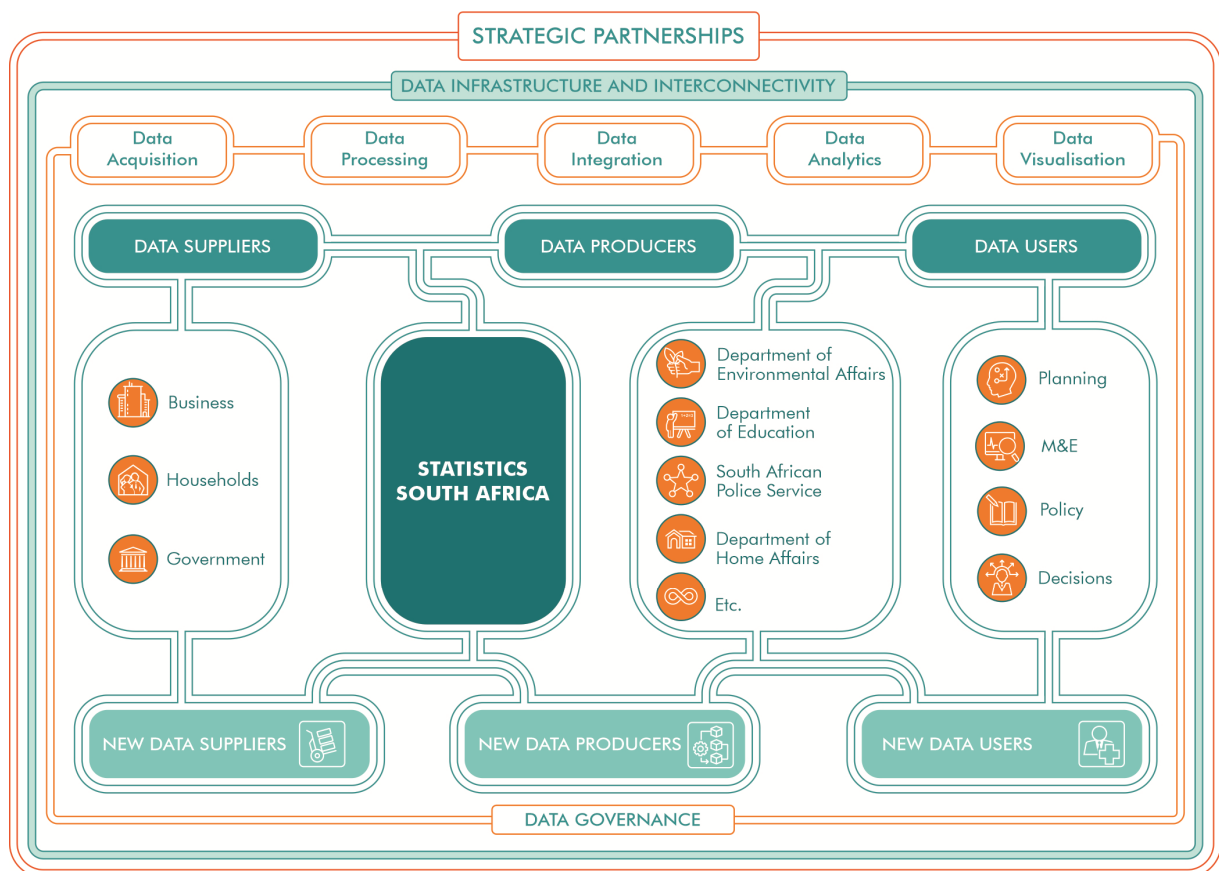


The Data Ecosystem

The data ecosystem is defined as a complex network or interconnected system that aims to connect people, systems and technology.

It is an evolving system where emerging technologies have given rise to new and non-traditional data sources and new analytical methods that were previously not possible. This community of interacting entities, as well as the policy environment in which new data users and producers operate, creates an extended data ecosystem of many new actors with new capabilities (adapted from Paris21).

Our vision will be realised if policy and development programmes are underpinned by a vibrant data ecosystem that provides information and insights for evidence-based decisions.





SECTION 3:

MEASURING OUR PERFORMANCE

1. IMPACT STATEMENT

1.1 Impact statement

The impact of the strategy is evidence-based decisions that promote citizenry and inform policy development, planning, monitoring and evaluation to create a better life for all.

1.2 Progress made towards achievement of the impact statement:

1.2.1 Strategic Outcome 1: Insightful data

Insightful data speaks to the information requirements for development and sustainability concerns of humankind, at a level that is within the grasp of the nation's people and global citizens.

Outcome statement: By 2025, we serve users' basic demands through an online self-service platform.

Outcome statement: By 2030, users are partners in co-creating value in the data ecosystem.

The following strategic focus areas will guide the achievement of providing **Insightful Data**:



a) Put stakeholders at the centre to increase usage and trust

Stats SA alone cannot meet the statistical demand in the country. Collaboration and building strategic partnerships with both public and private stakeholders within the data ecosystem will be critical to remain relevant and responsive to the increasing demand. Stats SA will embrace these stakeholders, either as data producers and/or as strategic partners in the data ecosystem, to earn their trust and build an inclusive brand for Stats SA. Creating and sustaining these beneficial relationships with stakeholders will enable the statistical system to better meet the national statistical demand.

Key strategic initiatives to increase usage and trust are to:

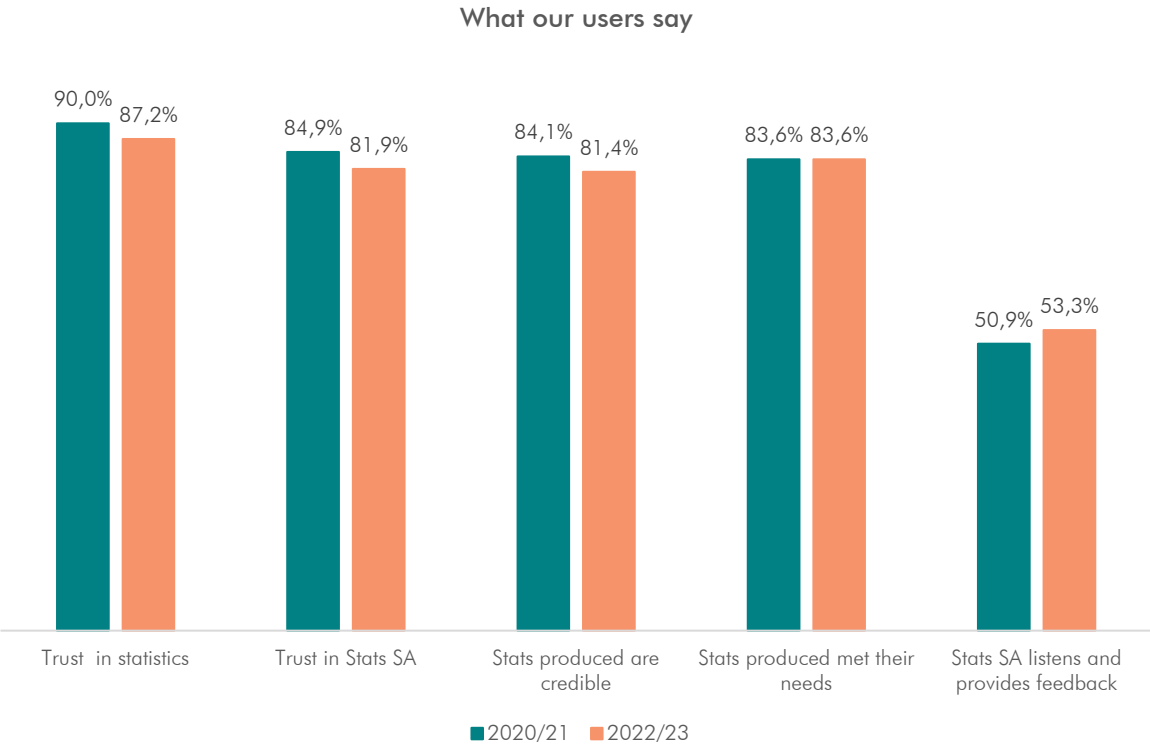
- Collaborate and engage stakeholders to better understand and respond to the external environment and user demand.
- Promote data literacy of users to increase use of statistical information.
- Pursue new strategic partnerships in the data ecosystem.
- Re-position Stats SA as a trusted brand in the data ecosystem.
- Optimise and innovate interactive and online dissemination platforms and tools.

Collaborating and engaging stakeholders

Stats SA is responsible for producing, analysing and disseminating statistics to a wide range of data users to meet their evidence-based decision-making needs. Consulting stakeholders is an integral part of the Generic Statistical Business Process Model that Stats SA follows to compile official statistics.

Stats SA conducts a *User Satisfaction Survey (USS)* annually. The USS respondents are stakeholders who access/use official statistics and other information available on the Stats SA website or via requests by email, telephone, and social media or in person at any of our offices nationally.

The USS measures overall satisfaction with the organisation and statistical products, services used to access statistics and statisticians/officials, the Stats SA brand (trust, credibility, professionalism, and independence), and the way in which Stats SA engaged with stakeholders. This survey was conducted online. The overall user satisfaction with the performance of Stats SA as national statistics office for 2020/21 was 81,2% and 77,6% in 2022/23. A comparative analysis of respondents’ opinions is captured in the graph below. Due to the Census 2022 priority, the 2021/22 USS was not conducted.



The 2022/23 USS survey was conducted online on Stats SA’s website from 30 January to 3 March 2023. The survey measured data users' satisfaction with Stats SA’s overall performance; statistical products and services used to access statistics; Stats SA brand (trust, credibility, professionalism, independence); and the way in which Stats SA engages with stakeholders. The 2023 USS results indicated that 77,6% of respondents are satisfied with Stats SA’s performance, while 53,3% are of the opinion that Stats SA listens and gives feedback to stakeholders. The survey shows that the website remains the most popular data and information access channel, with 79,5% of respondents accessing statistics via the website. 77,2% of respondents have indicated that they are satisfied with the accessibility of information.

Revamping the website

Stats SA’s website is the key service point to access statistical information produced by Stats SA. Through User Satisfaction Surveys conducted, users have indicated the need to improve the accessibility and user friendliness of the official website StatsOnline.

In view of the upcoming release of the Census 2022 results, one of the top ten organisational priorities identified during 2022/23 was the re-engineering of the website. The first phase of the revamped website has been concluded; however, implementation has been delayed due to technical challenges that are currently being resolved. Further enhancements to optimise and innovate interactive and online dissemination tools on the website are planned for the following years.

New strategic partnerships

The COVID-19 environment has provided numerous opportunities to forge new strategic partnerships and collaboration in the data ecosystem. During 2020/21 and 2021/22, collaboration efforts included the signing of MoUs with the SA Reserve Bank; the SA Medical Research Council; the Companies and Intellectual Property Commission; and Harambee Youth Employment Accelerator (specifically for recruitment for the pilot and main Censuses). In 2022/23, Stats SA signed MoUs with the Department of Home Affairs, COEGA Development Corporation and ICASA.

Stats SA’s brand presence

The summary below shows increases in publication downloads and increased Facebook, Twitter and LinkedIn interaction during the period under review. The increase is attributed to the conducting of the pilot Census and Census 2022 (mainly recruitment and advertising).

	2019/20 (baseline)	31/03/21	% increase	31/03/22	% increase	31/03/23 Year 3	% increase
Publication downloads	398 281	404 297	1,0%	420 802	5,2%	447 614	11,9%
Facebook	27 540	36 030	33,0%	86 284	>200%	92 103	>200%
Twitter	51 939	65 124	27,0%	71 881	38,5%	77 166	48,6%
LinkedIn	22 338	46 735	100,0%	78 468	>200%	117 363	>200%

b) Sustain the quality of national indicators

Sound policy decisions matter for everyone. Statistics must provide a firm evidence base for these decisions, as well as for decision-making and debate outside government. While downward pressure on public spending is likely to continue for the medium term, the demand for sound statistical information is growing. We will follow smart technologies to harness data that will meet the basic demand for the national indicators contained in the integrated indicator framework (IIF).

Key strategic initiatives to sustain the quality of national indicators:

- Provide official statistics as an evidence base for policy- and decision-making on the economy, society and environment in response to the NDP, MTSF and 5-year NDP implementation plan and other policy frameworks.
- Expand the statistical information base by conducting a national population census and user-paid surveys, and introducing a continuous population survey.
- Provide statistical information at district level to inform the District Development Model (DDM). Census 2021 will form the baseline for the DDM.
- Prioritise and review content aligned to the IIF (rationalisation vs expansion).
- Develop a strategy to address the data gap in the IIF.

Providing official statistics

In its effort to sustain the quality of national indicators, and despite human resource and budgetary challenges, Stats SA informed socioeconomic planning, monitoring and decision-making by providing accurate, relevant and timely economic, population and social statistics. Releases published covered national accounts estimates, business cycle indicators, structural industry statistics, private sector and government financial statistics, price statistics, statistics on the labour market, agriculture, life circumstances, service delivery, poverty and inequality, population dynamics, and safety and security.

During 2020/21 a total of 265 releases were published, consisting of 224 releases on the economy and 41 releases on population and social statistics. In response to the COVID-19 pandemic, Stats SA published 5 additional releases, bringing the total number of publications to 270. The additional releases focussed on measuring the impact of the COVID-19 pandemic on individuals in the country to assist government and other stakeholders in their response to the crisis and to understand behaviour during the COVID-19 lockdown

period; the impact of COVID-19 on demographic processes such as mortality, fertility and migration; the impact on businesses and the economy at large; and the impact of the national lockdown on the prices of essential items.

During 2021/22, Stats SA published 273 of the 276 planned releases, consisting of 228 releases on the economy, and 45 releases on population and social statistics. Other key achievements included:

- Releasing the new rebased and benchmarked estimates of GDP;
- Publishing Financial Census of Municipalities time-series from 2006 for the first time;
- Compiling a Natural Capital Accounting Country Strategy in collaboration with key partners in the data ecosystem;
- Releasing the first ever accounts for Protected Areas;
- Publishing thematic reports on maternal health, male fertility, migration of women, children and the elderly, unwanted fertility and the status of women's health;
- Publishing an additional release on the state of food security in SA; and
- Publishing a reweighted CPI.

During 2022/23, Stats SA informed socioeconomic planning, monitoring and decision-making by providing accurate, relevant and timely economic, population and social statistics. Releases published covered national accounts estimates, business cycle indicators, structural industry statistics, private sector and government financial statistics, price statistics, statistics on the labour market, agriculture, life circumstances, service delivery, poverty and inequality, population dynamics, and safety and security. 99,2% of planned releases (265 of the 267) were published, consisting of 223 releases on the economy and 43 releases on population and social statistics. In addition, two releases on electricity, gas and water supply and agriculture statistics for 2021 were published.

Expanding the statistical information base

Census 2022: Notwithstanding the numerous challenges experienced in terms of its statistical operations, the organisation continued with its efforts to conduct the population census. The initial date of October 2021 was moved to February 2022 due to COVID-19. Data collection was extended until May 2022 to ensure coverage of the total population of more than 14 million households. A Post-enumeration Survey followed the census data collection period as a statistical method to determine the under- or over-coverage of Census 2022. The census results will be released in 2023/24.

Census 2022 was the first multi-mode digital census in the history of the census. The survey commenced in February 2022 and concluded in May 2022.

Census 2022 was South Africa's fourth population count since the dawn of democracy, and the first digital count of the country's population. Against all odds, including the COVID-19 pandemic, Census 2022 commenced in February 2022 using a multi-mode approach for data collection consisting of face-to-face interviewing via Computer-assisted Personal Interview (CAPI), Computer-assisted Web Interview (CAWI) and Computer-assisted Telephonic Interview (CATI).

Stats SA deployed over 100 000 supervisors and field staff to the field. The organisation faced serious challenges with recruitment and logistics, including the availability of rental vehicles in the country due to the impact of COVID-19, which resulted in delays in the downstream processes and led to the extension of the Census project into the 2022/23 financial year in order to complete enumeration of the country's population.

Continuous Population Survey (CPS): Stats SA has received full funding to conduct an Income and Expenditure Survey (IES). The survey commenced in November 2022 and will conclude in 2023/24. The IES is a module in the CPS. Results of the IES will be published in 2024/25.

Integrated Indicator Framework

The organisation has developed an integrated indicator framework (IIF) that aligns statistical information needs from global level to municipal level, with the National Development Plan at the centre of the framework. The production of basic statistics forms the cornerstone of the integrated indicators that are required to respond to the demand of users. The integrated indicator framework, which is updated annually, will assist Stats SA to identify the data gaps that exist in the statistical information system and will be used as a guide to inform prioritisation of statistical series and operations. Discussions are currently underway with COGTA to identify indicators for the District Development Model to be included in future in the IIF.

c) Deepen statistical analysis for new insights

Many new users are expected on the information market. Furthermore, the structure of users is changing and their diverse data needs are growing increasingly. Local governments are realising the value add of evidence-based policymaking. There is a growing need for more detailed and custom-fit data on a variety of topics that are not commonly available, as it is very expensive to collect. The responsiveness of Stats SA to the diverse and changing needs of users will require an investment in deeper statistical analysis by integrating a variety of data sources.

Key strategic initiatives to increase responsiveness to user needs include:

- Invest in value-add products (thematic, integrative reports and geo-enabled products).
- Explore collaboration in analysis, taking advantage of the capabilities of other data producers within the data ecosystem.
- Develop evidence-based insights by conducting deeper analytical studies and statistical modelling, to further increase our value in the statistical system.

Stats SA has created a new Chief Directorate for Analytical Studies that will drive this initiative in the future. The organisation will have to invest more resources to build analytical capability in the data ecosystem.

Reports compiled as at 31 March 2023 included thematic reports on gender, marginalised groups and education, as well as spatial reports on South African Protest Statistics 2020/21, Cities, Urban and Rural: Applying Global Definitions to SA in 2020/21, South African Protest Statistics 2021–2022, and Settlement Changes in Tshwane.

In August 2021, Cabinet endorsed the establishment of a National Migration and Urbanisation Forum, to bring together researchers and data around this theme in order to inform government on this key issue.

d) Explore the use of alternative data sources

Rapid changes in society and technology mean that more data, in richer and more complex forms, are available than ever before. Data scientists' ability to mobilise the power of data is a key ingredient for success for many companies. This growing data capability in other organisations presents new opportunities to co-create and collaborate. We will adopt creative solutions where it makes sense to do so, such as outsourcing and developing beneficial partnerships across the private and public sectors. The effort will afford us the opportunity to learn and explore the use of alternative data sources in the data ecosystem, without disrupting our current production leg.

Key strategic initiatives to explore the use of alternative data sources include:

- Adopt a bi-modal approach to:
 - Research the use and value of alternative data sources to fill the data gap in the IIF;
 - Research competitors and new entrants as disruptors; and
 - Collaborate with other data producers, to develop our capability to analyse and integrate administrative and commercial data sources, supported by appropriate methods and standards.
- Harness alternative data sources as usable statistical information.
- Research the linking of various data sources in the statistical system to bring new insights.

Stats SA has, through the Innovation subcommittee, conducted a maturity assessment on the use of administrative and alternative data sources.

Two research reports were compiled on alternate data sources for education statistics, and two research reports on external data sources for household income and expenditure and poverty and inequality statistics.

In response to a request from the South African Reserve Bank (SARB), Stats SA embarked on a process to compile an official Residential Property Price Index (RPPI). An RPPI can be used to track the changes in household wealth, gauge financial and price stability, and help individuals to make decisions on buying and selling a home. The RPPI is compiled using records from the Deeds register, which contains the legal records of property ownership in South Africa. Being an administrative database, substantial work is required to make the data suitable for statistical processing and analysis. In 2020, the International Monetary Fund (IMF) published a manual to assist countries to compile an RPPI in line with international best practice, and it has provided training and consulting support to Stats SA during the project. Consequently, the methodology of the RPPI is fully in line with international methods and standards.

1.2.2 Strategic Outcome 2: Agile operating model

An agile operating model enables flexibility and responsiveness to the use of innovative development practices to deliver statistical products and services to users better, faster and more cost efficient.

Outcome statement: By 2025, efficiencies in the business operating model are underpinned by innovative methodologies.

Outcome statement: By 2030, statistical operations and methodologies are agile in response to opportunities and disruptions in the data ecosystem.

Stats SA has transformed its business model in the data ecosystem. Stats SA is agile and adapts quickly to external opportunities. We disrupt our own methods of work ahead of external forces.

The following strategic focus areas will guide the achievement of an **Agile Operating Model**:



a) Modernise and innovate business processes across the value chain for improved efficiencies

The traditional approach within the current statistical value chain has proved to be costly, inefficient and slow in terms of the turnaround times of product delivery. Stats SA will institutionalise continuous business process improvement through a quality management system and operating procedures that drive standardisation throughout the value chain.

The following key strategic initiatives will be implemented:

- Adopt an agile operating model management philosophy.
- Embed quality management in the operating model by ensuring that business processes are mapped, standardised and continuously improved.
- Introduce an integrated data collection approach.
- Establish statistical regions to optimise statistical collection.

During 2020/21, the business operating model of Stats SA was disrupted during the COVID-19 pandemic. Staff had to adjust to a flexible hybrid work-from-home environment during the various levels of lockdown; face-to-face data collection was suspended to ensure the safety of staff and respondents; a number of innovative methodologies albeit untested had to be deployed; and new relationships with stakeholders were forged on various aspects of data and information delivery.

Innovations introduced during 2020 included mixed-mode data collection for the Census 2021 Pilot and the introduction of CATI data collection for the QLFS and other household surveys. Methodological assessments were revised due to the change in data collection modes and the CPI approach to data collection under COVID-19.

During 2021/22, Stats SA's operating model continued to be disrupted as work in various areas was affected. The organisation embarked on designing new statistical methodologies in areas of data collection and intensified the development of systems and processes to respond to emerging needs. Technological inventions and new partnerships presented vast opportunities. Agility and use of technology have never been more critical in leadership and have become the bedrock of the new normal. Innovations introduced during 2021/22

included multi-mode data collection for Census 2022, CATI data collection for the QLFS and other household surveys, the updating of the geo-spatial frame in preparation for Census 2022, and the development and implementation of an electronic leave system.

The Census 2022 and PES have gone digital, using technology to navigate to households, offering respondents various digital options to participate in the census as well as automating the quality assurance process. The Post-enumeration Survey that was conducted used the same automated tools, systems and platforms.

Stats SA has commenced with a process to institutionalise continuous business process improvement as the basic building block that will drive standardisation and enable flexibility in our service delivery. A business process management framework has been developed and adopted with the generic statistical business process model as the cornerstone of the value chain. The organisation has commenced with the mapping of the end-to-end business processes for the mixed-mode methodology to be deployed in the household survey programme.

In line with Stats SA's strategic direction to modernise statistical processes, Consumer Price Index (CPI) field collection will move away from paper questionnaires towards electronic data collection from retail outlets using tablets. The CPI (As-Is) and (To-Be) business processes have been mapped to guide the transition and change impact. The change to electronic data collection will enhance the accuracy and timeliness of price data which will, in turn, strengthen confidence in the quality of the measures of consumer inflation. A software suite, which includes the mobile application as well as processing and management modules, has been developed and the Price Information by Mobile Application (PRIMA) pilot was conducted in Limpopo. Full implementation is scheduled for the end of the 2022/23 financial year.

The Statistical Operations and Provincial Coordination Branch has developed an Integrated Operations Model (IOM) to introduce an integrated data collection approach in the household surveys programme. The IOM will be tested and rolled out as part of the mixed-mode programme. The implementation of the Integrated Operations Model will inform the establishment of statistical regions and the national footprint of district offices.

b) Adapt/adapt international frameworks and standards

The global statistics community is embracing emerging and integrative frameworks, methods and refined classifications to satisfy their information needs.

In order to ensure that the statistics produced by South Africa remain on par with international practice, the following key strategic initiatives will be implemented:

- Adopt and/or adapt the Global Statistical Geospatial Framework (GSGF), ISIC 4 and SEEA prescripts to improve statistical practices.
- Monitor and evaluate the application of statistical standards across the statistical value chain.

The following initiatives were undertaken towards ensuring that the statistics produced by Stats SA remain on par with international practice:

The United Nations has embarked on a process to develop a new version (5) of the International Standard for Industrial Classification (ISIC) to be adopted in March 2023. Stats SA will commence with further work on ISIC 5 thereafter.

The organisation has mapped all statistical standards to the statistical value chain and created a portal, a component of the Central Metadata Repository (CMR), to monitor the implementation of these standards. Survey areas are now required to capture information on the standards usage in this portal to demonstrate the implementation of approved statistical standards.

In 2020/21, six statistical standards and related policies, including concepts and definitions for four main topics, were reviewed and one new standard on National ecosystem classification systems of South Africa was adopted.

In 2021/22, eight statistical standards and related policies, including concepts and definitions for five main topics, were reviewed and one international standard on Central Product Classification (CPC) Version 2.1 was adopted.

In 2022/23, an international standard on Institutional Sector Classification was adopted.

A Post-enumeration Survey (PES), intended to measure the accuracy and reach of the Census 2022 population count, was conducted between June and December 2022. Results of Census 2022 are expected to be published in the 2023/24 financial year.

c) Leverage statistical infrastructure within the data ecosystem

The Global Statistical Geospatial Framework (GSGF) provides for the establishment of a geo-enabled statistical system by introducing five principles that underpin the institutionalisation of the framework. Stats SA will collaborate with both the statistical and geospatial entities within the data ecosystem to tap into the complementary offerings provided by the two practices.

The following key strategic initiatives will be implemented:

- Create a geo-enabled statistical system for South Africa.
- Innovate the dwelling and the business statistical frames.

During the first two years of the planning cycle, Stats SA implemented the following:

- Adopted a Global Statistical Geospatial Framework;
- Developed a Geospatial Management Platform for regular surveys and censuses;
- Established an end-to-end geospatial workflow management platform;
- Compiled a research report on a layer of output areas;
- Compiled a concept note on the sustainable supply of additional sources to update the Statistical Business Register and a report on additional sources relevant for updating the Statistical Business Register; and
- The SBR Chief Directorate introduced the use of modern technologies so that all correspondence with respondents can be saved and stored, creating cost efficiencies in the business process.

d) Reposition and strengthen the methodology function within the statistical system

The future of NSOs in the digital world is mainly dependent on their methodology function to drive standardisation while maintaining relevancy to produce credible statistics. This transformation will require the organisation to adopt new methodological principles and practices to fully realise and comply with the prescripts of the Statistics Act that require the Statistician-General to formulate quality criteria and establish standards, classifications and procedures for statistics. The following outputs were achieved during the first two years of the planning cycle:

The following key strategic initiatives will be implemented in the five-year cycle:

- Redefine the role of methodology in the new environment, ensuring that it serves as an entry point and a transversal function within the statistical system in the data ecosystem.
- Establish a research and innovation hub to drive innovative and agile methodologies.

The Statistical Methodology Chief Directorate has embarked on a comprehensive consultative process on developing and redefining the role of methodology. A concept note will be presented to Exco in March 2023.

A new Chief Directorate for Research and Innovation has been approved in March 2020 as part of the new structure. Resources have been reprioritised toward establishing the new chief directorate.

In line with strengthening the methodology and standards function, a Quality Management System (QMS) was developed and an assessment report on the QMS was compiled.

1.2.3 Strategic Outcome 3: Interconnected statistical systems

An interconnected statistical system is a network of various data systems, institutions, technological resources, human resources and partnerships based on shared principles that are interoperable and interconnected. An interconnected system aims to improve efficiency, accountability and accessibility.

Outcome statement: By 2025, statistical systems are connected through statistical principles, standards and frameworks.

Outcome statement: By 2030, the creation and use of data in the data ecosystem is driven by statistical principles, standards and frameworks facilitated by interconnected platforms.

Statistical partners within the data ecosystem subscribe to the statistical principles, standards and frameworks as directed by the SG in the creation and use of data for all indicators in the IIF.

The following strategic focus areas will guide the achievement of **Interconnected Statistical Systems**:



a) Deepen and strengthen participation in the NSS by implementing and enforcing the amended Statistics Act

The current Statistics Act gives the SG the power to access data from other organs of state for statistical purposes. The Amended Statistics Act makes provisions to strengthen statistical coordination and the statistical system in the country.

The following key strategic initiatives will be implemented over the 5-year period:

- Roll out a campaign to raise awareness of the amended Statistics Act
- Establish statistical units within NSS entities
- Develop and implement the NSDS
- Develop and implement sector statistical plans

An interconnected statistical system will facilitate the function of the national statistics system by systematically addressing the information, quality, capacity and governance gaps. The current Statistics Act gives the Statistician-General the power to access data from other organs of state for statistical purposes. The Amended Statistics Act makes provision for strengthening statistical coordination and the statistical system at large in the country, thereby creating an environment that facilitates collaboration and partnerships.

The increased need for collaboration between Stats SA, other organs of state and the private sector became evident during the COVID-19 pandemic, reaffirming the organisation's position in the data ecosystem. The use and appreciation of official statistics in decision-making has become even more critical in the changing data landscape supported by a legislative framework.

Stats SA has finalised the proposed changes to the Act. The amendment to the Statistics Act (Act No. 6 of 1999) has been consulted with all legislative structures. The key focus of the amendments is to strengthen statistical coordination mechanisms, to define and broaden the scope and participation in the national statistics system and to create a state-wide statistical service.

The Amendment Bill and Stats SA operations are in full compliance with the eight conditions of the Protection of Personal Information Act (POPIA) as the organisation fully complies with the conditions for lawful processing of personal information, and official certification by the Office of the Chief State Law Advisor. Stats SA presented the Amendment Bill to the Cluster of Ministers for State Capacity and Institutional Development in September 2022, and the Bill was approved by Cabinet to be tabled in Parliament.

Once the Amendment Bill is approved, the organisation will embark on activities to develop a National Strategy for the Development of Statistics (NSDS), sector plans and establishing statistical units.

b) Promote standardisation across the statistical system

The Statistics Act outlines that the SG adopts and sets frameworks to be used by all statistical producers. Standardisation of these frameworks will imply that all statistical producers comply with the Act. In preparation for the future, Stats SA will play a leading role to influence the way in which all data producers collect, process and disseminate their information by providing legislative frameworks that outline standards, principles and methodologies to be followed throughout the statistical value chain.

The following key strategic initiatives will be implemented:

- Establish an online SASQAF self-assessment facility.
- Develop legislative frameworks and policies outlining methodologies, standards and guidelines for NSS entities.
- Develop a metadata repository.

One of the objectives of the South African National Statistics System (SANSS) cluster in Stats SA is to ensure that the production of national statistics is based on common statistical standards and principles. To this end, clearance reports were compiled for the Department of Science and Technology Research and Development Surveys and for the South African Police Service (SAPS) Crime statistics, and SASQAF quality assessment reports for the monthly Electricity generated and available for distribution and the Financial Statistics of higher education releases.

The organisation has also embarked on the review of SASQAF as the key framework to assess the quality of statistics and certify the statistics as official, as well as developing a SASQAF for administrative records.

An online SASQAF self-assessment portal was developed and launched in 2020/21 to enable producers of statistics to conduct self-assessments of their statistical products before an independent assessment is conducted by Stats SA, to enable the designation of these statistics as official by the Statistician-General.

c) Invest in strategic partnerships nationally and globally

With the inclusion of more frameworks in the IIF, the data demands and gaps will grow. The strategic intent is to close the existing data gap using alternative data sources. Stats SA will build strategic partnerships with relevant participants in the data ecosystem, enabling access to other data sources. All data sources must undergo rigorous quality assurance processes before they can be adopted for use in the IIF.

The following key strategic initiatives will be implemented to expand a stock of data sources:

- Compile an inventory of data sources (administrative and survey data).
- Establish multi-stakeholder partnerships to increase the stock of data sources.
- Develop a strategy for sourcing and assessing data from other data producers.
- Establish data quality assessment teams across the statistical system to assess the quality of alternative data sources.
- Strengthen collaboration in Africa and globally to promote statistical development.

The Innovation subcommittee has compiled a list of all administrative data sources as a basis for the maturity assessment. The SANSS branch has compiled an inventory of data sources, both administrative and survey data sources in line with the data requirements of the IIF and in specific for the compilation of the upcoming SDG report.

Global and continental engagements continued online in 2020/21 with the SADC DG's Committee, the United Nations technical working groups, the Methodological note to the African Union on QLFS sampling in SA, the 6th International Conference on Big Data for Official Statistics, and a submission to the Commission for Gender Equality (CGE) on developing capacity for gender-based violence statistics.

Global and continental engagements in 2021/22 included participation in SADC activities, including the 29th SADC Statistics Committee, the SADC meeting for the approval of the Protocol on Statistics, the SADC Information and Communication Technology Observatory Forum, and the SADC Regional Strategy for the Development of Statistics meeting.

Other international engagements included the 13th meeting of Heads of BRICS National Statistical Offices, the 27th session of the African Commission on Agricultural Statistics, the Executive meeting of SHaSA 2, the Committee of DG's of African countries, the 14th International Total Official Support for Sustainable Development (TOSSD), and a thematic seminar on the System of National Accounts.

Stats SA hosted observer missions from Namibia and Nigeria during Census 2022 and conducted an online information sharing session on Inclusive Data and Statistics Harmonising, Disability Definitions and Classifications across different data sources.

Stats SA hosted delegations from the Angolan National Institute of Statistics; IOM Kenya; the Eswatini Price Statistics team; the Mozambican Ministry of Labour and Social Security; the UN Statistics Division under the Global Gender Statistics Programme; Nigeria Bureau of Statistics Study tour; National Bureau of Statistics of Pakistan; and the UN Population Fund Study tour.

d) Envision the data ecosystem

The power of data for decision-making can only be realised when all data from across the ecosystem are harnessed and connected. New and non-traditional data sources, new users and producers, new methodologies and innovative technologies are emerging and need to interact. The evolving data ecosystem will need to be conceptualised and envisioned, including the future role and positioning of Stats SA in the ecosystem.

The following key strategic initiatives will be implemented:

- Envision the data ecosystem that will drive data innovation and enable informed decision-making.
- Develop a data management strategy.
- Develop a digital transformation strategy for Stats SA.

Stats SA has embarked on discussions internally on the data ecosystem. A national conference is planned for 2023/24 to engage all stakeholders on the data ecosystem for South Africa.

Research of the digital business transformation strategy has commenced. The Enterprise Architecture Framework will form the baseline for the transformation of the technology and systems architecture in the new environment. The strategy is scheduled to be finalised by March 2024. The data management strategy will only commence after the finalisation of the Enterprise architecture project.

1.2.4 Strategic Outcome 4: Transformed capability

Transformed capability refers to a major shift in an organisation's strategic capabilities in terms of its human, technological and organisational capital so that it can drive business transformation and change in order to remain relevant and deliver better outcomes for its stakeholders.

Outcome statement: By 2025, we have adopted agile technologies and built a diverse, skilled and versatile workforce that embraces change and is able to deliver innovative solutions.

For Stats SA to remain relevant and be a meaningful player in the environment in which it operates, it has to adopt agile technologies driven by a skilled workforce to foster modernisation and innovation in the business operating model.

Outcome statement: By 2030, we are leading agile, interconnected and seamless technologies and have created a cadre of analytical capability to drive value in the data ecosystem.

The following strategic focus areas will guide the achievement of **Transformed Capability**:



a) Invest in innovative technologies and ICT infrastructure

The modernisation and automation of the current operating model requires the organisation to invest in relevant technologies and infrastructure that will deliver integrative and innovative solutions to aid agility.

The following key strategic initiatives will be implemented:

- Optimise business processes by:
 - Establishing and institutionalising an enterprise architecture capability; and
 - Integrating and standardising ICT solutions and services.
- Invest in an ICT infrastructure that enables emerging technologies, interconnectivity and agility of data networks within the data ecosystem.
- Create a secure and enabling ICT environment that aids agile service delivery.
- Build an interconnected ICT platform that facilitates data acquisition, data integration, data application and data visualisation in the data ecosystem.

Stats SA, like the rest of the world, had to adjust to the unforeseen arrival of the COVID-19 pandemic. IT systems were upgraded to enable 90% of staff to work from home, and an OHS Committee monitored the implementation of COVID-19 protocols and guidelines and provided advice and feedback to Exco on a weekly basis.

The organisation commenced with the establishment of an enterprise architecture that will in future facilitate an interconnected statistical system in the data ecosystem. During 2021/22, the business and data architectures were defined, followed by the systems and technology architectures in 2022/23. The EA project will facilitate the integration and standardisation of applications and technology across the organisation. A digital roadmap will guide how the organisation will invest in ICT infrastructure that will enable emerging technologies, security and an agile work environment. This project will be implemented over the medium term.

In addition, an electronic leave system and an Employee Self Service Suite to manage payroll activities were developed and introduced to modernise regular HR functions. To bolster business continuity, the IT disaster recovery processes and solutions were reviewed and are being implemented.

Initiatives to update the Management Information Repository commenced with the conducting of feasibility studies and the compilation of a discussion document and feasibility study report on required functionalities and utilising other platforms.

b) Build a versatile and multi-skilled workforce

The digital skills gap is widening fast. Rapid advances in emerging technologies require new technical skills that do not currently exist in the organisation, along with skills that computers cannot easily master, such as creative thinking, problem-solving and negotiating.

The following key strategic initiatives will be implemented to drive value in the data ecosystem:

- Develop a digital skills development strategy.
- Develop basic, intermediate and advanced skills programmes for the new environment (inclusive of technology, analytical and soft skills).
- Invest in 'Leading change and transformation' programmes.

Stats SA embarked on a process to develop a skills development strategy focusing on the future of work and the new skills required for the new environment. The strategy is scheduled for completion in March 2023.

Investment in digital skills continued with the re-skilling of staff in the use of tablets for data collection with the change in data collection methodology from CAPI to CATI.

Online training courses for the Census and PES have been developed to train more than 100 000 fieldworkers. The capability will be expanded to other household survey programmes.

A total of 2 814 staff members completed skills programmes and other short courses during 2020/21 and 362 attended training in 2021/22.

During 2022/23, 900 staff attended skills programmes and other short courses.

c) Invest in capacity building in the data ecosystem

Stats SA's intent to lead the statistical system in the data ecosystem implies that we should be prepared to build capability beyond Stats SA. Through collaboration efforts, we will conceptualise and initiate relevant capacity building programmes that will increase statistical capability in the statistics system, which will eventually increase good quality data that can be used by various stakeholders.

The following key strategic initiatives will be implemented to drive capacity building in the data ecosystem:

- Develop statistical capacity building programmes in collaboration with partners in the statistical system inclusive of:
 - Online training programmes; and
 - International exchange programmes.
- Establish a virtual statistical institute in collaboration with research and tertiary institutions.

Discussions are currently underway with the National School of Government for the development of online training programmes within the NSS.

d) Build a united and diverse organisation that is responsive to a fast-changing environment

Digital technologies are transforming the world of work. The interactions between people and technology will become more imperative since intelligent technologies are fuelling the statistical processes. This unprecedented, exponential pace of change is increasingly reliant on collaborative platforms to realise the results that are more integrated and modern. We will therefore seize the opportunities presented by these transformative changes to capitalise and build on current diverse intellectual capabilities that our people and stakeholders in the data ecosystem possess.

The following key strategic initiatives will be implemented to build a united and diverse organisation:

- Roll out a change and transformation agenda that will:
 - Adopt and embrace a high-performance culture that embraces diversity in thought and practice;
 - Intensify the implementation of the gender, disability and youth agendas; and
 - Institute knowledge management as a practice.
- Realign the structure and resources to strategy.
- Deploy staff to critical areas.

Following the declaration of the national state of disaster in March 2020, an extensive reprioritisation exercise was undertaken in relation to operations, resources and funding. This led to the revision and re-tabling of the 2020/21 Work Programme, with an impact on 50 indicators and targets as well as the realignment of the Transformation and Change Agenda to the new strategy.

A new structure for Stats SA came into effect on 1 April 2020. The implementation of the new structure was hampered by the State of Disaster in April 2020. The placement of senior management employees was finalised by March 2021. The placement of staff on Levels 12 and lower commenced in April 2021 and was finalised by March 2022. Phase 2 of the realignment of the structure to strategy will commence in April 2023.

The filling of critical posts, taking employment equity targets into consideration, was hampered by budget cuts in 2021/22. Additional funds were received in the 2022/23 ENE allocation, which allowed Stats SA to fill critical vacancies and at the same time address employment equity targets. The number of critical posts increased to 459 in the 2022/23 financial year due to promotions and terminations.

Culture and values were communicated through an innovative communication video-robot platform. Management engagement on the upcoming transformation and change initiatives are continuous and SMS are encouraged to ensure meaningful engagements with staff.

COVID-19: After the initial suspension of face-to-face fieldwork in March 2020, various alternatives for data collection were explored and tested – including tests in relation to data collection for Census 2022. The Occupational Health and Safety (OHS) Committee was at the forefront to ensure that all legislative requirements were met and to ensure COVID-19 protocols were developed, communicated, implemented and monitored. The appointed Compliance Officers ensured that all relevant regulations were adhered to and respective plans and risk assessments were developed, applied and communicated to relevant stakeholders. Measures to enable working from home were implemented, and further considerations were made regarding the long-term impact of the pandemic for the workings of the department. Of utmost importance was the safety of the personnel of the organisation whilst still fulfilling the mandate of the department.

With the repeal of the State of Disaster effective from 5 April 2022, transitional measures were applied mainly relating to the wearing of face masks in public spaces, limitations on gatherings and social distancing. In line with the Code of Practice from the Department of Employment and Labour, the risk assessment was reviewed. The department maintained the reduction of capacity in meeting and training rooms for the transitional period. Meetings via online platforms, still being the overall norm, were slowly replaced by hybrid arrangements and face-to-face encounters. The digital COVID-19 screening system was suspended after the lifting of COVID-19 restrictions by the DPSA through Circular 38.

2. PROGRESS ON THE ACHIEVEMENT OF OUTCOMES

Stats SA identified four strategic outcomes that the organisation aims to achieve in pursuit of transforming the statistical landscape in the country.

2.1 Table of Outcomes, Indicators and Targets

NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
1.	Insightful data	Percentage indicators in the IIF that can be harnessed from the statistics system	5% of indicators in the IIF are harnessed through the statistical system (IIF 2019/20)	50% of indicators in the IIF are harnessed through the statistical system	34,7% of indicators (SDGs, NDP and Agenda 2063) are harnessed through the statistical system	Progress reports on the updated IIF	NA
		Percentage increase in use of statistics to inform evidence-based decisions	400 000 publication downloads	10% increase in publication downloads over 5 years	Recorded 447 614 downloaded publications from the website (11,9% increase from baseline in Y3) Target exceeded due to Census 2022	Business modernisation reports	NA
		% increase in social media presence	Number of users reached via social media: <ul style="list-style-type: none"> • Facebook: 27 000 • Twitter: 51 900 • LinkedIn: 21 900 	10% increase of national online users reached via social media	Number of users reached via social media: <ul style="list-style-type: none"> • Facebook: 92 103 (>200%) • Twitter: 77 166 (48,6%) • LinkedIn: 117 363 (>200%) Targets were exceeded due to Census 2022 and paid advertising on social media	Social media monitoring report	NA

NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
1.	Insightful data	Percentage increase in overall user satisfaction levels	80% user satisfaction levels (USS 2019)	85% user satisfaction levels	USS 2022/23: 78% user satisfaction levels (down from 81,2% in 2020/21 USS)	USS report	The next USS will be conducted in 2023/24??
2.	Agile operating model	Reduced turnaround time in the production of quality statistics	Statistical releases of household surveys are published 6 months after the reference period	Statistical releases of household surveys are published 3 months after the reference period	<ul style="list-style-type: none"> QLFS: Publishing of QLFS 4 weeks after the reference period was not possible due to the change in the data collection methodology from new mode of data collection Paper-assisted Personal Interview (PAPI) to Computer-assisted Personal Interview (CAPI) that had to be implemented due to the COVID-19 pandemic. Releases were published 8 weeks after the reference period QLFS: Publishing of (Q3: 2022 and Q4: 2022) QLFS releases 8 weeks after the end of the quarter were achieved as planned 	Statistical publications	<ul style="list-style-type: none"> Close monitoring of response rates Stakeholder engagement
					Social Statistics releases were published later than scheduled due to the impact of COVID-19 which necessitated a change in the data collection methodology from PAPI to Computer-assisted Telephonic Interview (CATI)	Statistical publications	Plans to introduce a mixed-mode data collection methodology in the household surveys programme
					Published national poverty lines for 2022 in Aug 2022	Statistical publications	NA

NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
2.	Agile operating model	Reduced cost in the provision of quality statistical products	Stats SA's current operating cost is R1,8 billion for the provision of quality statistical products	Stats SA's operating cost reduced by 10%	<p>The target has been discontinued. The budget allocation of Stats SA is dependent on the National Treasury</p> <p>During the 2020/21 financial year, Stats SA's budget has been reduced by R200 million toward the COVID-19 fund</p>	ENE	NA
		Increased number of business processes improved through digitalisation	3 household survey operations are digitalised	10 business processes (household and business surveys, and support services) are digitalised	<p>Stats SA has digitalised various business processes in the value chain for household surveys including navigation, assignment planning, data collection, fieldwork management, and quality assurance for household surveys including GHS, DTS, VoCs and QLFS</p> <p>Census 2022 has introduced 3 modes of data collection, namely CAPI, CATI & CAWI in addition to navigation, assignment planning, and fieldwork management</p> <p>The CPI has moved from paper to digital data collection methodology. PRIMA was rolled out in 2022/23</p> <p>Corporate processes digitalised include leave management, payroll authorisation and salary advice retrieval</p>	Systems reports	NA

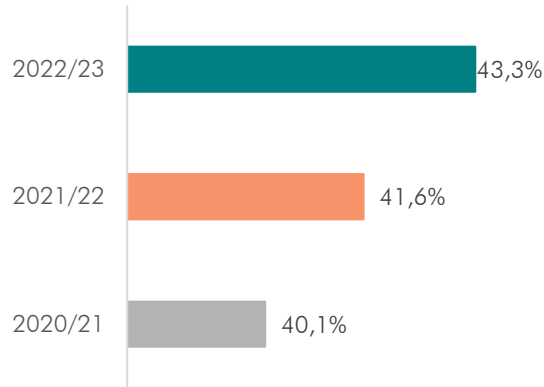
NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
3.	Interconnected statistical systems	Increased number of frameworks included in the IIF that broaden the demand for statistical information	3 frameworks included in the IIF (SDGs, Agenda 2063 and NDP)	5 frameworks included in the IIF	The following frameworks were included in the IIF: <ul style="list-style-type: none"> • SDGs • Agenda 2063 • NDP • SADC (RISDP) • Circular 88 • Development Indicators 	Progress reports on the updated IIF	NA
		Increased proportion of IIF data sources that comply with statistical principles and standards	31% of data sources comply with statistical principles and standards	50% of data sources comply with statistical principles and standards	44% of data sources comply with statistical principles and standards	Progress reports on the updated IIF	NA
		Increased number of statistical series that are certified as official	4 statistical series are certified as official through SASQAF	12 statistical series are certified as official through SASQAF	Certified the following through SASQAF: <ul style="list-style-type: none"> • Electricity generated and available for distribution • Financial statistics of higher education • Commenced with certification for SAPS Crime Statistics <p>Compiled quality assessment reports for the following</p> <ul style="list-style-type: none"> • Motor trade sales release • SAPS Crime Statistics 	SANSS system	Increase capacity to certify statistics as official

NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
3.	Interconnected statistical systems	Increased interconnectivity in the statistical system	Conventional connectivity of people, systems and technology	Innovative technology connecting people and systems	<ul style="list-style-type: none"> Developed Goaltracker platform for frameworks (NDP, Agenda 2063) Developed and enhanced SASQAF self-assessment for internal and external users Consultation and research on E-learning platform is in progress Self-service portal for integrated indicator framework (IIF) based on Goaltracker platform is in the process of being implemented on Stats SA ICT infrastructure. The expansion of the portal from SDGs to include NDP, Agenda 2063 and SADC indicators is being implemented. It should be completed by March 2024 SASQAF self-assessment for internal (Stats SA) and external users was successfully launched 	SANSS Systems	NA

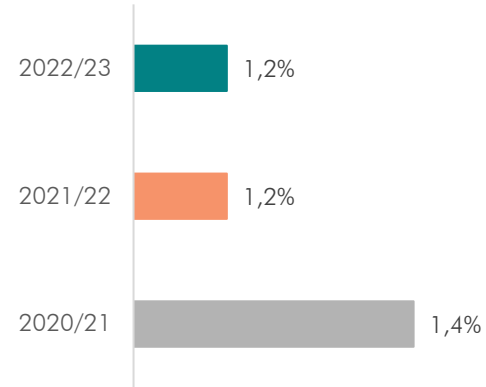
NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
4.	Transformed capability	Enterprise architecture institutionalised	Ad-hoc systems development and ICT infrastructure	End-to-end digital platform and architecture developed and implemented	Established business, data, applications, and technology architecture domains. Future work will focus on implementation of the enterprise architecture as per the implementation plan which will be anchored on key organisational targets	Reports on institutionalisation of Enterprise Architecture	NA
		Increased capability of staff to operate in the digital environment	Staff members have skills for the current environment	Staff members are reskilled for the digital environment	<ul style="list-style-type: none"> Household Survey Officers were trained in CATI/CAPI collection Trained data collectors for CPI and Census on CATI and CAPI Reskilling of redeployed staff affected by CAPI (District Admin Support and Data Processors) is in progress Trained over 100 000 fieldworkers on digital data collection for the Census 2022 Project 	Progress reports on training	Reskilling is ongoing
		No leadership skills in digital transformation	100% of top management staff are skilled to lead the digital transformation	No training was conducted for top management. HRM&D is currently busy with the compilation of a Skills Development Plan which will outline the programme for staff members including top management	NA	Dependent on the finalisation of the Skills Development Strategy	

NO.	OUTCOME	OUTCOME INDICATOR	2019/20 BASELINE	2024/25 TARGET	ACTUAL ACHIEVEMENT AS AT 31/03/23	DATA SOURCES (refer to TID)	IMPROVEMENTS REQUIRED FOR THE REMAINDER OF THE PLANNING PERIOD
4.	Transformed capability	Employment equity targets achieved	42% of SMS staff are women	50% of SMS staff are women	43,3% women in SMS	HRM Employment Equity Report	The filling of critical posts taking into account EE targets were hampered due to budget cuts
			1,4% staff with disability	2% staff with disability	1,2% staff with disability	HRM Employment Equity Report	
		% increase of staff embracing organisational culture and values	Staff Satisfaction Index for culture and values is 0,25%	Staff Satisfaction Index for culture and values is 0,1%	A Staff Opinion Survey was conducted from February to April 2023. The report will be finalised in 2023/24	SOS Report	NA

Women in SMS



Staff with disabilities

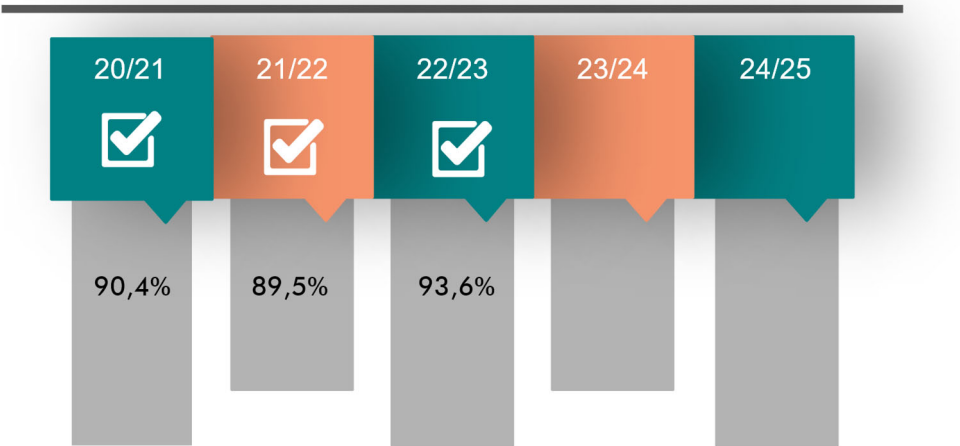


2.2 Explanation of achieved performance from 01 April 2020 to 31 March 2023

2.2.1 Summary of organisational performance from 1 April 2020 to 31 March 2023

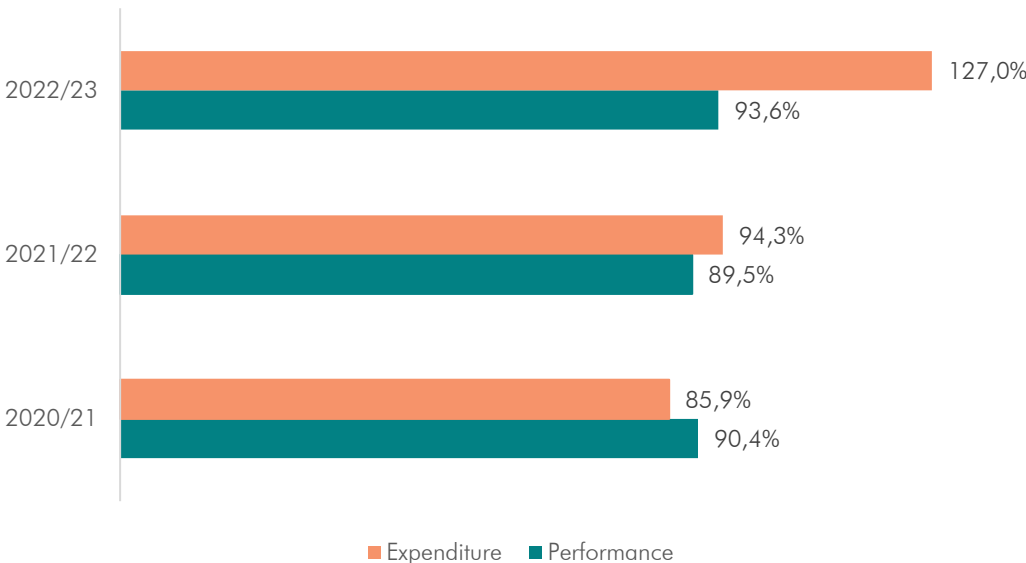
This section outlines organisational performance, programme performance as well as performance per strategic outcome for Year 1 (2020/21), Year 2 (2021/22), and Year 3 (2022/23).

Performance against WP targets



Stats SA’s performance over the three-year reporting cycle has been consistent despite severe human resource and financial constraints, and the impact of the COVID-19 pandemic. The graph below provides an overview of organisational performance vs expenditure:

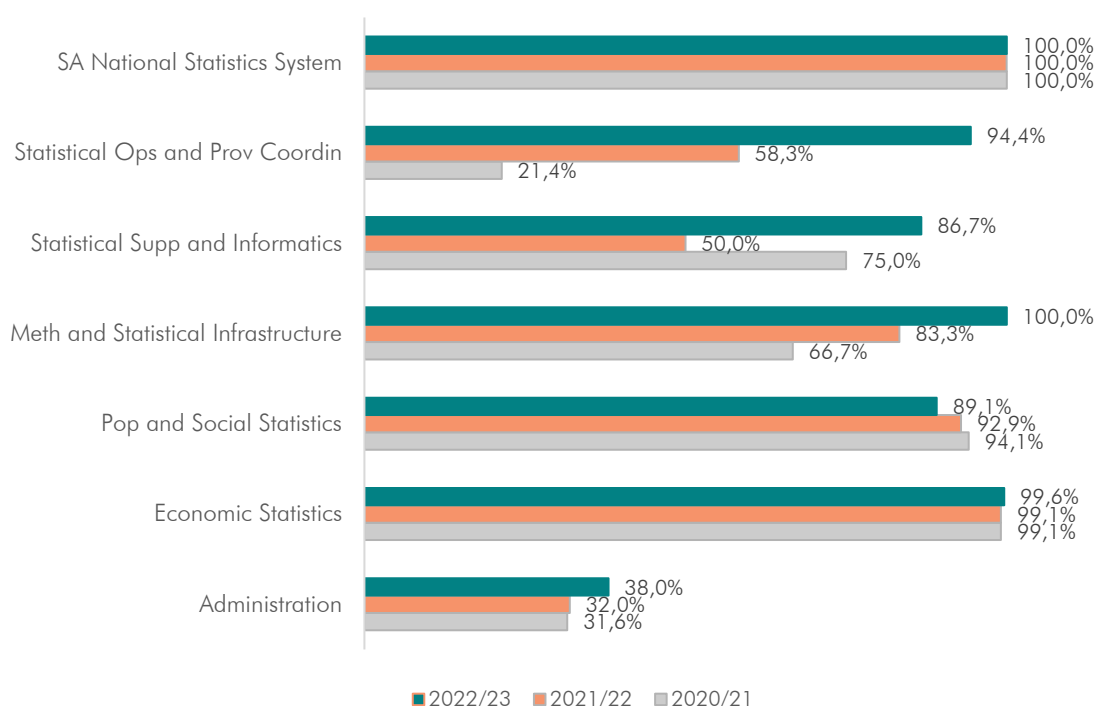
Performance vs Expenditure



- Financial year 2020/21: Organisational performance was 90,4% vs expenditure of 86,3%. The underspending was mainly due to the postponement of the Census due to the COVID-19 pandemic.
- Financial year 2021/22: Organisational performance was 89,5% vs expenditure of 94,3%. The underspending was mainly due to the postponement of Census due to the COVID-19 pandemic. The PES was rescheduled to be completed in 2022/23.
- Financial year 2022/23: Organisational performance was 93,6% vs expenditure of 127,0%. The overspending was due to Census 2022 and the subsequent PES which had to be extended to ensure complete enumeration of the population.

The graph below shows Stats SA’s performance per programme between April 2020 and March 2023.

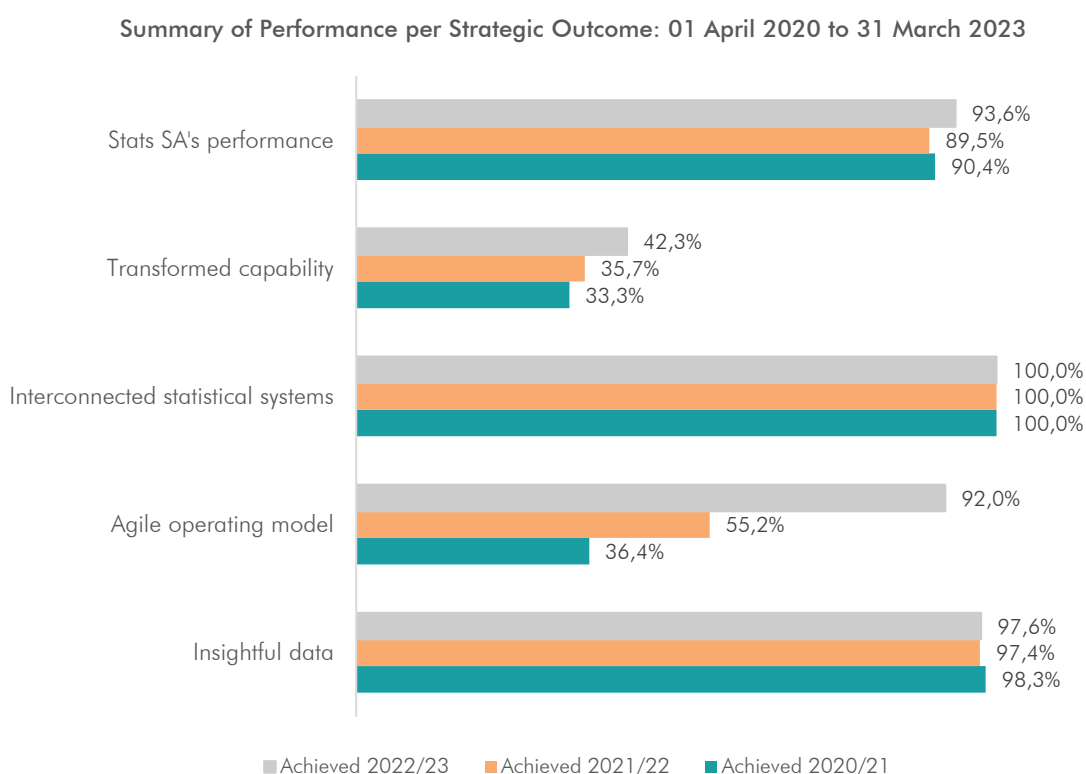
Performance per programme: 2020/21 – 2022/23



- **Administration** achieved 31,6% of their targets in 2020/20; 31,8% of targets in 2021/22 and 38% of their targets in year 3. The low achievement of targets was mainly due to the postponement of the pilot and main Census projects. However, human resource and skills constraints remain a challenge in this programme, which is exacerbated by budget cuts that had an impact on the filling of key posts.
- **Economic Statistics** performance has been consistent over the 3 years under review, with an average of 99,2% of targets being achieved in the first 3 years.
- **Population and Social Statistics** performance has dropped over the review period from 94,1% in year 1 to 89,1% in year 3. The onset of the COVID-19 pandemic – which necessitated a change in the data collection methodology for household surveys, together with dependencies on external stakeholders for administrative data – has contributed to the drop in performance. Data dependencies together with human resource constraints have resulted in the late publishing of over 40% of releases in the 3 years under review.
- **Methodology and Statistical Infrastructure** improved their performance from 66,7% in 2020/21 to 83,3% in 2021/22 and 100% in year 3. The lower achievement in years 1 and 2 were due to the postponement of the pilot and main Census projects.

- **Statistical Support and Informatics** achieved 75% in 2020/21. The programme’s performance dropped to 50% in 2021/22 due to Census priority, which required the upgrading of ICT infrastructure to support the new data collection methodology that had been implemented for Census data collection. Performance in year 3 improved to 86,7%.
- **Statistical Operations and Provincial Coordination** achieved 21,4% of their targets in year one and 58,3% in year 2. The underperformance is mainly attributed to the postponement of the pilot Census due to the COVID-19 pandemic. Performance improved to 94,4% in year 3.
- The **South African National Statistic System** achieved 100% of their targets in the first three years of the planning cycle.

The graph below shows Stats SA’s performance per outcome between April 2020 and March 2023.



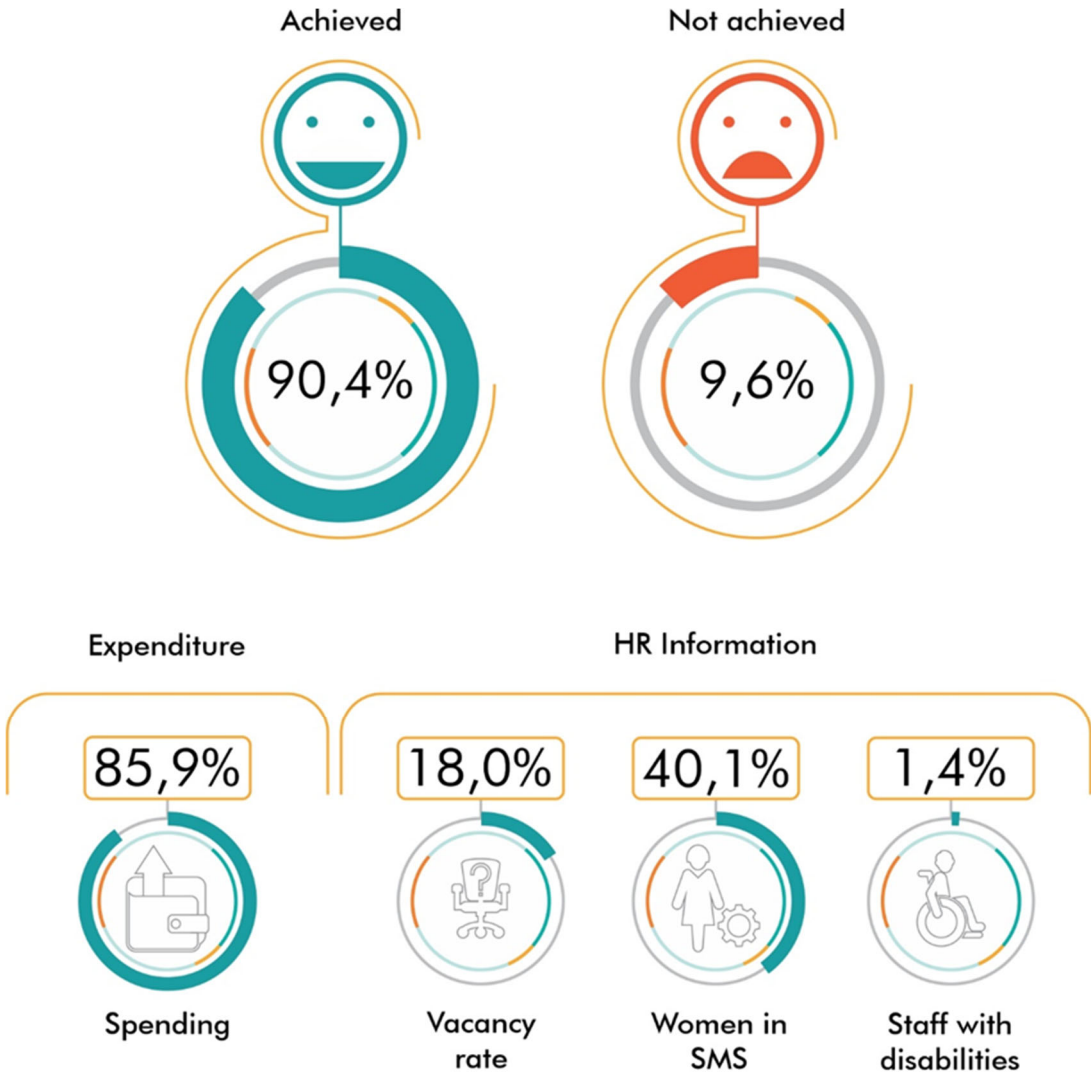
- Strategic Outcome 1: Over 90% of targets relating to Insightful Data were achieved during the first three years. This outcome represents the statistical outputs/core function of the department, including published statistical releases.
- Strategic Outcome 2: Progress in Y1 and Y2 relating to Agile Operating Model was hampered by budget cuts, the COVID-19 pandemic and skills and staff constraints. However, over 90% of targets were achieved in Y3.
- Strategic Outcome 3: 100% of targets relating to Interconnected Statistical Systems were achieved during the first three years.
- Strategic Outcome 4: Over 30% of targets relating to Transformed Capability were achieved during the first two years. The targets, which are mainly in Programme 1, have been affected by budget cuts, the COVID-19 pandemic and skills and staff constraints. Performance in Y3 improved to 42,3%.

2.2.2 Stats SA's performance in year 1 (2020/21)

Stats SA achieved 90,4% of its targets scheduled in the 2020/21 Work Programme. 68,1% of targets were achieved as scheduled; 19,1% were achieved later than scheduled; 3,2% were achieved earlier than scheduled; and 9,6% of targets were not achieved. The delay of the Census 2021 pilot impacted negatively on 22 targets across the organisation, amounting to approximately 65% of the not achieved targets.

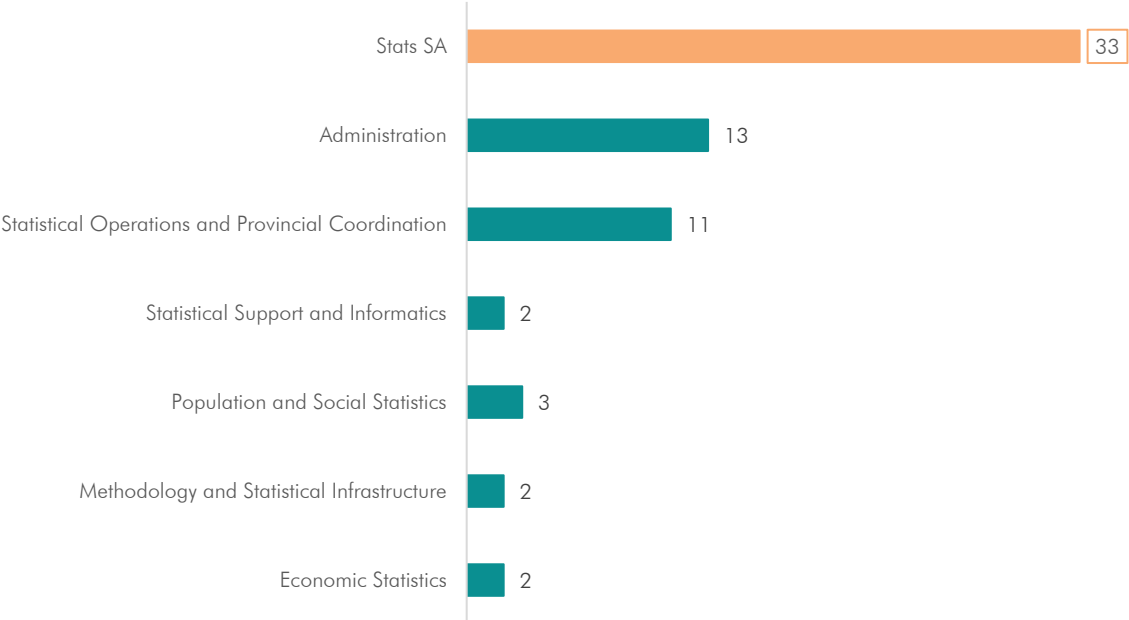
Stats SA published 5 additional releases in response to new data demands following the impact of the COVID-19 pandemic. These included a series of three online web-based surveys, a publication focusing on the impact of COVID-19 on demographic processes such as mortality, fertility and migration, and a Business Impact Survey to provide close to real-time economic insight into the impact of the COVID-19 pandemic on VAT-registered businesses by using a rapid response survey.

Stats SA obtained a **clean audit** on performance information.

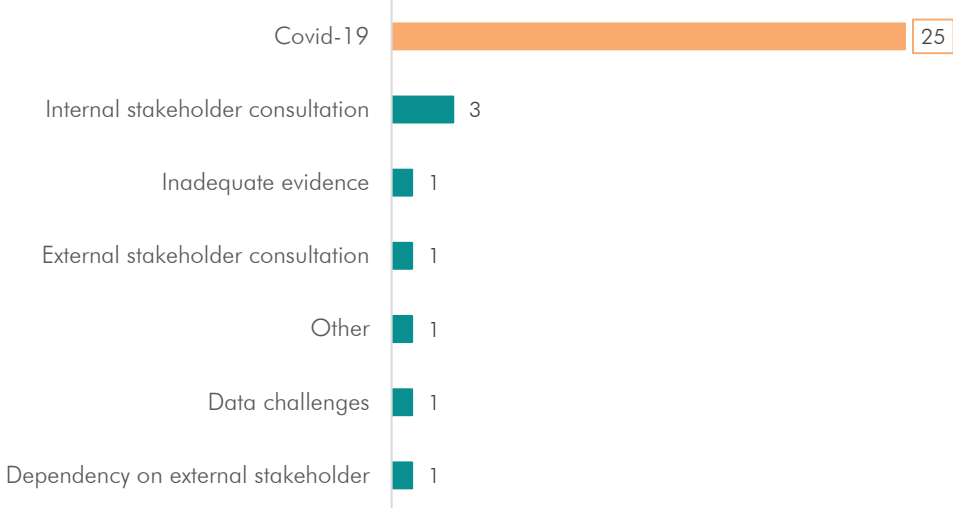


a) Targets not achieved per programme and reasons for not achieving

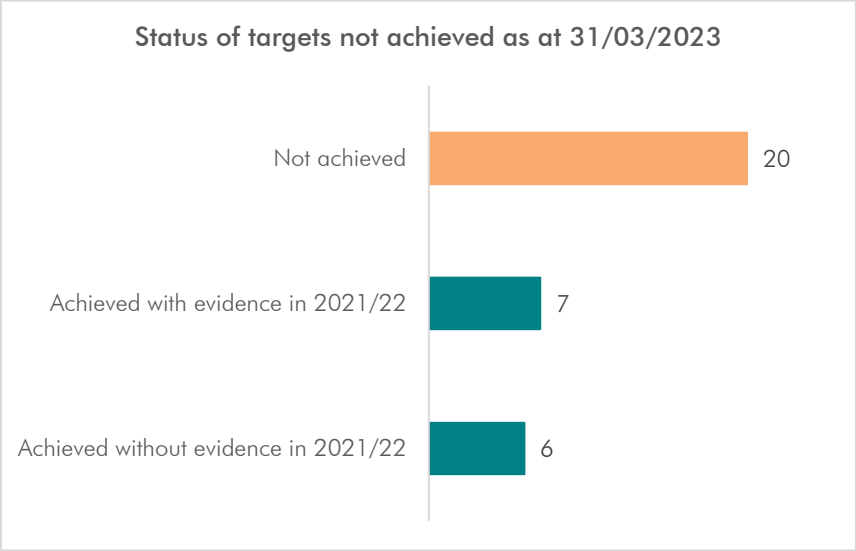
Targets not achieved per programme: 2020/21



Reasons for not achieving: 2020/21



Progress made on targets not achieved in 2020/21 as at 31 March 2023

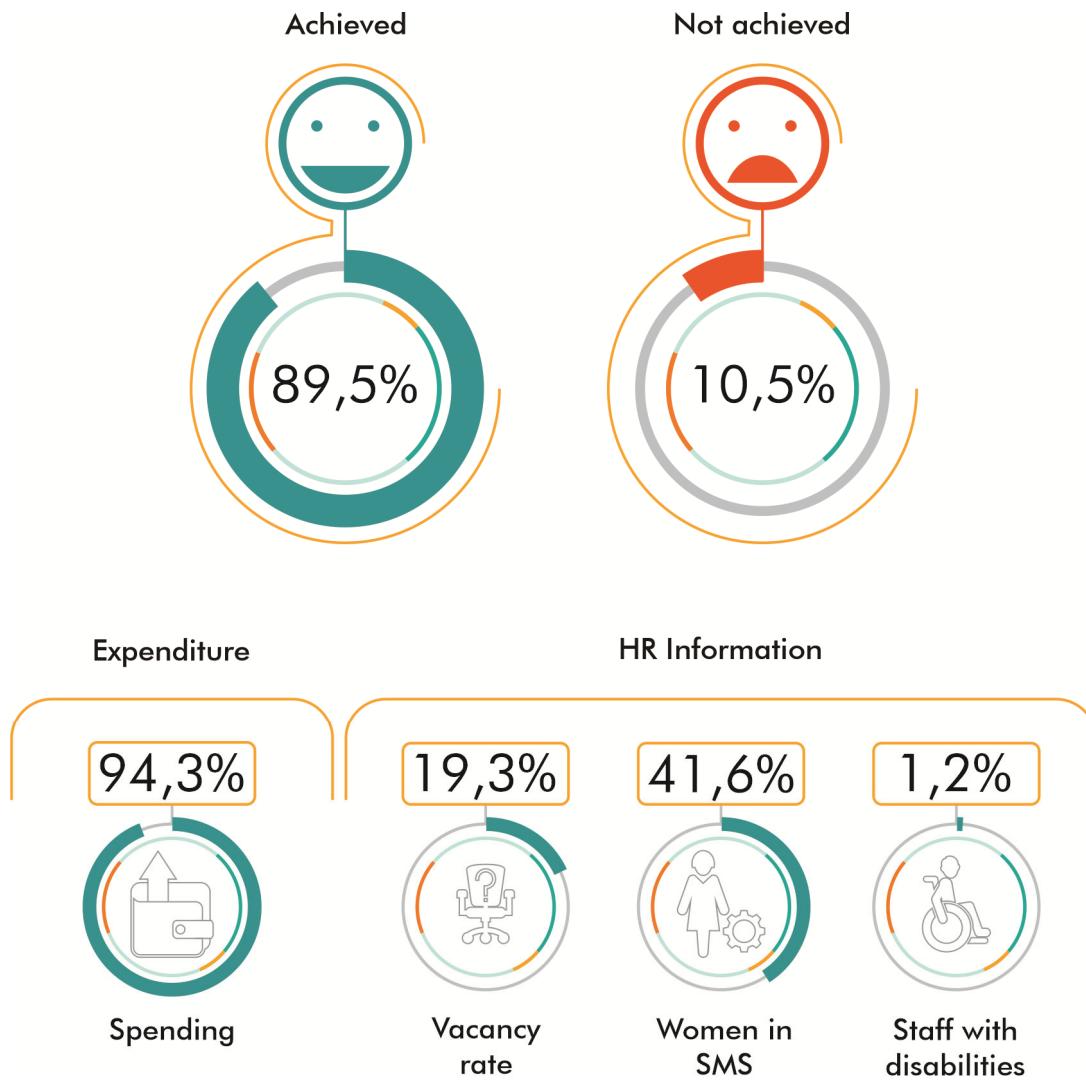


- 7 targets were reported as achieved with adequate evidence to support the achievement.
- 6 targets were reported as achieved but without adequate supporting evidence. It is recommended that these targets be reported as not achieved for the 2020/21 financial year in line with approved monitoring frameworks that require evidence for targets reported as achieved.
- Of the 20 targets that were not achieved as at 31 March 2023, 2 targets related to a discussion document on the vacancy rate and the PES for the pilot census were recommended to be discontinued.

2.2.3 Stats SA's performance in year 2 (2021/22)

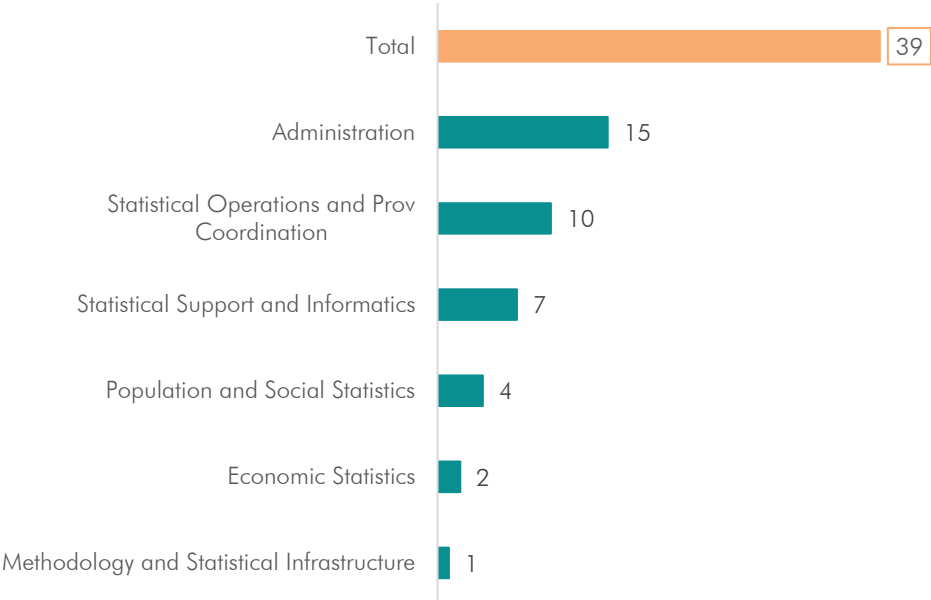
Stats SA achieved 89,5% of its targets scheduled in the 2021/22 Work Programme. 76,6% of targets were achieved as scheduled; 3,5% were achieved earlier than scheduled; 9,4% were achieved later than scheduled and 10,5% of targets were not achieved.

Stats SA obtained a **clean audit** on performance information.

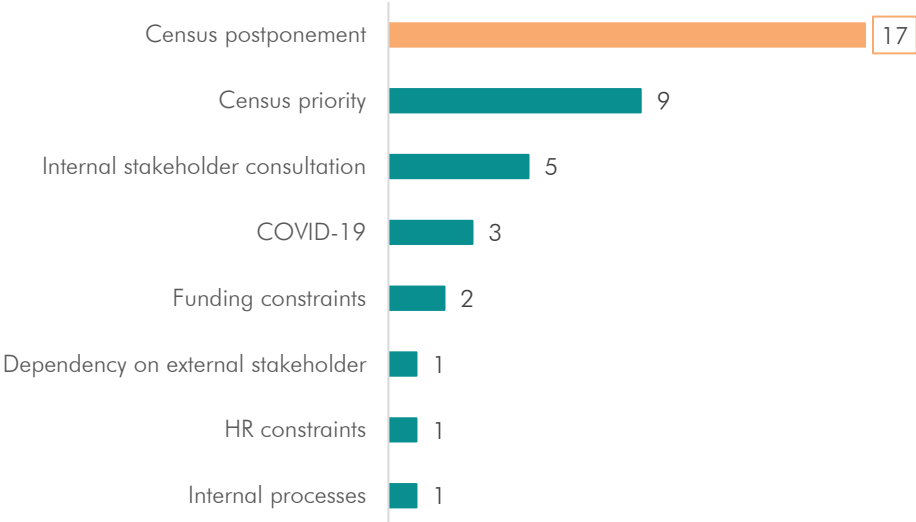


a) Targets not achieved per programme and reasons for not achieving

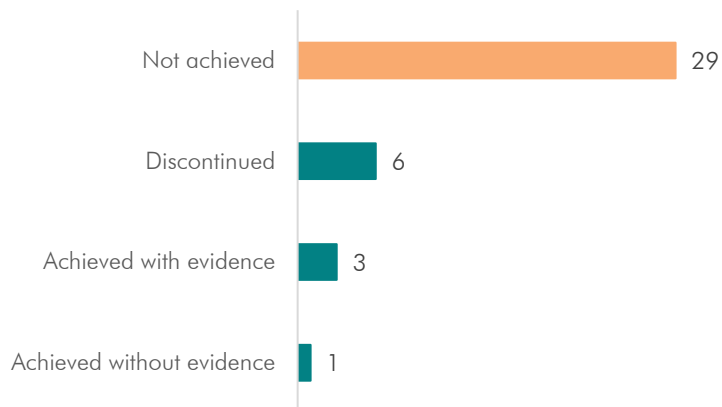
Not achieved per programme: 2021/22



Reasons for not achieving targets



Status of targets not achieved as at 31/03/2023



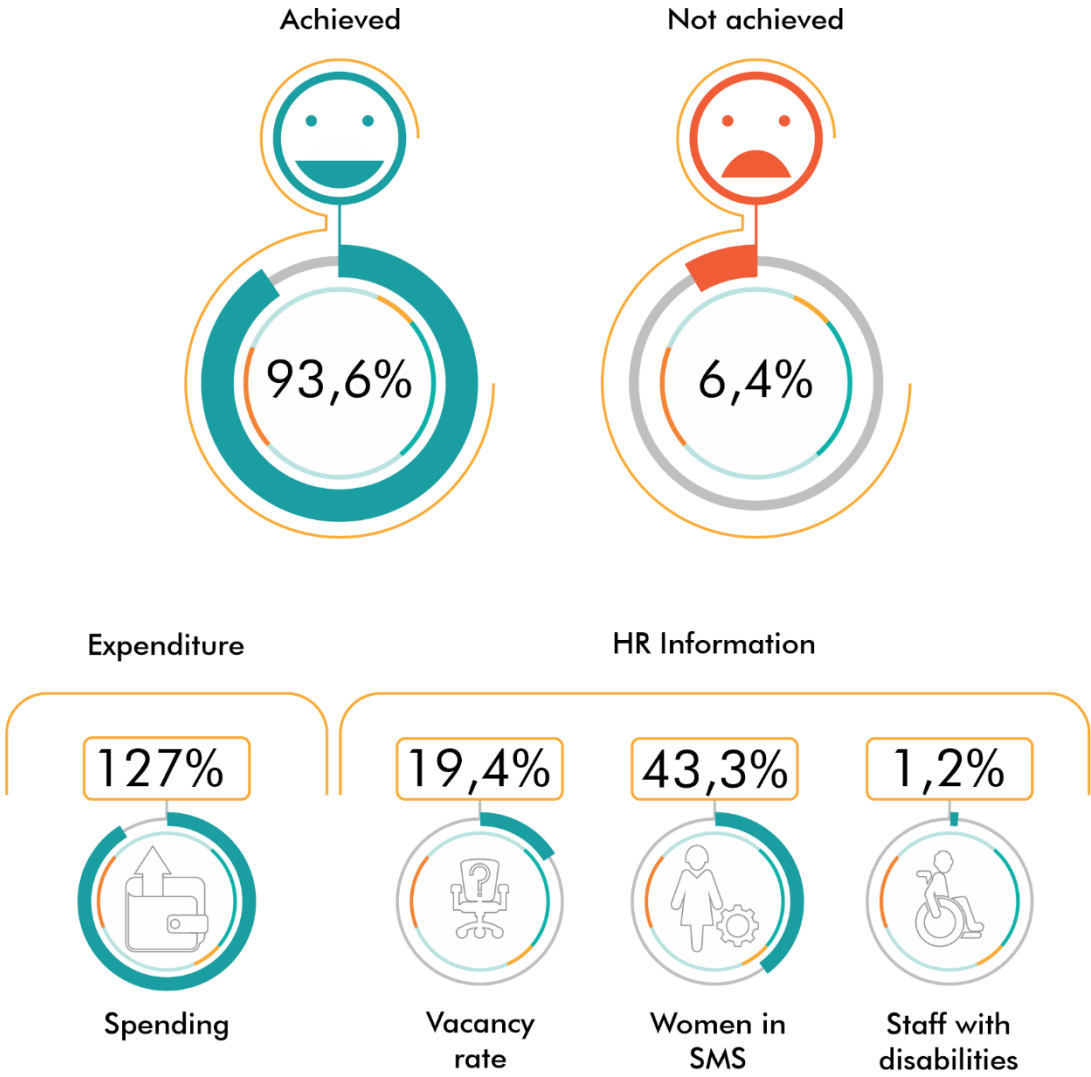
b) Progress on targets not achieved in 2021/22 as at 31 March 2023

- 26 of the 29 targets that were not achieved recurred in the 2022/23 work programme.
- 3 of the 29 targets that were not achieved in 2021/22 were still not achieved as at 31 March 2023.
- 1 target was reported as achieved, but no evidence was produced to support the achievement.
- 3 targets were reported as achieved with adequate evidence to support the achieved status.
- 6 targets were discontinued due to dependencies, and resource constraints.

2.2.4 Stats SA's performance as at 31 March 2023

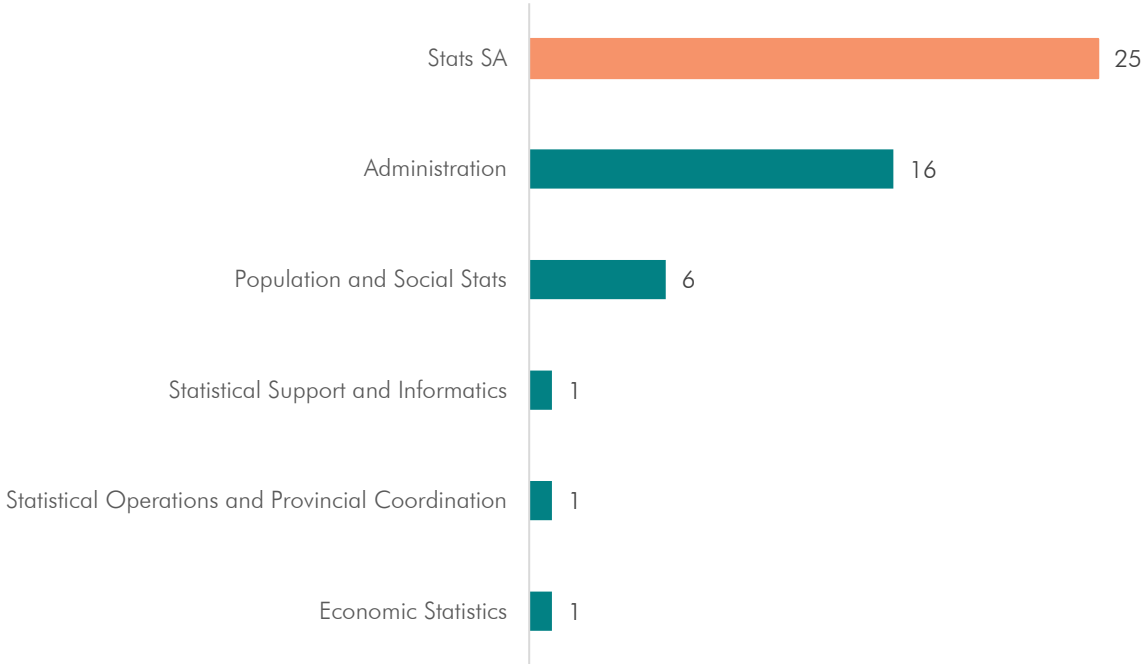
Stats SA achieved 93,6% of its targets scheduled in the 2022/23 Work Programme of which 83,6% of targets were achieved as scheduled; 2,6% were achieved earlier than scheduled; and 7,4% were achieved later than scheduled. 6,4% of targets were not achieved.

Stats SA obtained a **clean audit** on performance information.

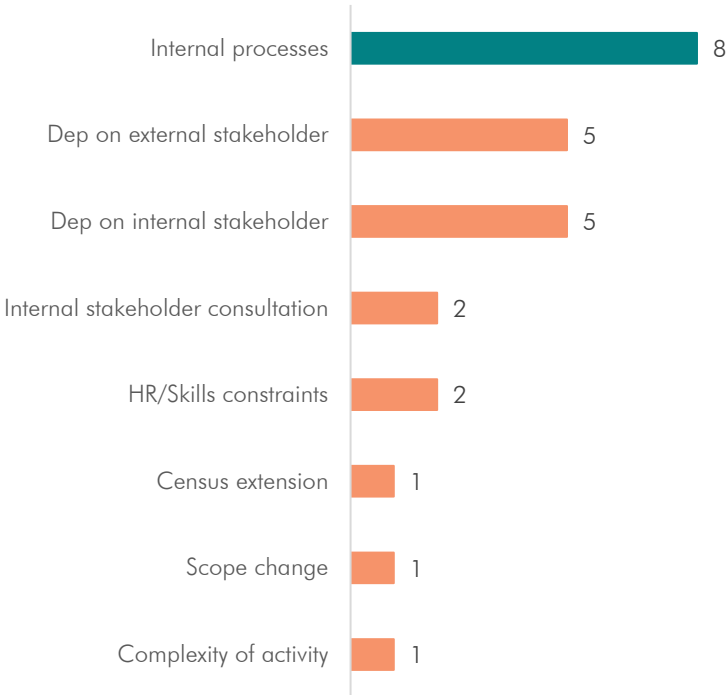


a) Targets not achieved per programme and reasons for not achieving

Targets not achieved per programme: 2022/23



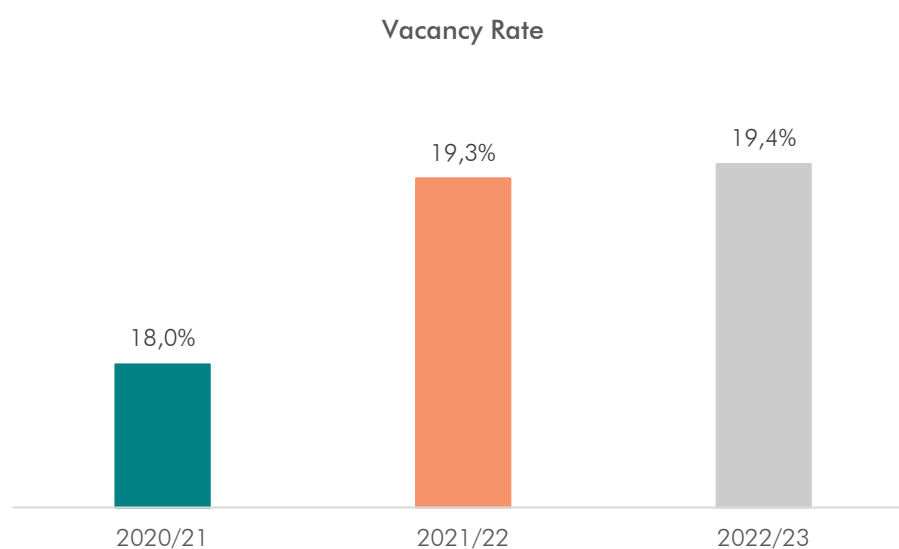
Reasons for not achieving



CHALLENGES THAT IMPACTED ON THE PERFORMANCE OF STATS SA

1. High vacancy rate and budget cuts

Due to CoE budget cuts in excess of the filled positions in prior years, Stats SA could not fill any vacancies between October 2016 and March 2020. A baseline allocation was initially provided for in the 2020/21 financial year of R45 million to commence with the filling of 135 critical posts. Whilst the recruitment process was delayed due to the pandemic, the placement of non-SMS staff affected by the implementation of the new structure and the Census Project, a total of 19 posts were filled by 31 March 2022. The implementation of the new structure was completed in 2021/22 with the placement of 482 affected staff members. The filling of critical posts, taking employment equity targets into consideration, was hampered by budget cuts in 2021/22. Additional funds have been received in the 2022/23 ENE allocation. However, the high staff turn-over together with promotions contributed to the slight increase in the vacancy rate by the end of the 2022/23 financial year.



2. Impact of COVID-19

COVID-19 has disrupted the business operating model of Stats SA with the commencement of the new strategic direction in 2020/21. Field operations for household surveys and the CPI were halted in April 2020 and staff were forced to work from home. During this difficult and unprecedented time, innovative methodologies and solutions were introduced to overcome some of these challenges. The modernisation programme had to be fast-tracked in line with the strategic intent of the organisation over the 5-year period. Computer-assisted Telephonic Interview (CATI) has been introduced in household surveys as fieldworkers could not make physical visits to households, which had a negative impact on the response rates and ultimately on the release of household surveys. Stats SA's budget was reduced by National Treasury as part of the call to fund national COVID-19 priorities. During the first two financial years, the organisation digitised five business processes and this initiative will continue to be a priority in this planning cycle.

3. Census 2022 challenges

Census 2022 was the country's first digital census, which gave respondents options to complete the census questionnaire with or without the assistance of a fieldworker, and further improved the organisation's capability for a complete count of the nation.

This census was, however, confronted by enormous challenges. Within the ICT space, systemic network problems were encountered and the organisation immediately shifted to the cloud environment in an effort to respond to the flood of data once the census commenced. Logistical challenges as a result of the COVID-19 pandemic, primarily around the availability of vehicles for hire, caused unforeseen delays. In addition, huge recruitment challenges were experienced. Fieldworkers could not be recruited in some local areas – largely due to the technological divide in the country – which led to reduced feet on the ground. High-walled areas posed serious accessibility challenges and a decision was taken at the end of February to extend the Census project to ensure complete enumeration of the population.

The Census pilot was conducted in August 2021 where multi-mode data collection and systems and processes were tested. The main Census commenced in February 2022. Due to the recruitment and logistical challenges, data collection was slower than expected and a decision was taken to extend the project into the 2022/23 financial year to ensure complete enumeration of the country's population.

The journey to the total population count (Census 2022), which started on 2 February 2022, came to an end with the Western Cape province concluding its data collection activities on 31 May 2022. Due to recruitment and logistical challenges, data collection was slower than expected and Census 2022 faced new challenges, including digitalisation, which had a negative impact on data collection, specifically in the Western Cape.

Three modes of data collection were deployed in Census 2022, namely Computer-assisted Personal Interview (CAPI), Computer-assisted Web Interview (CAWI) and Computer-assisted Telephonic Interview (CATI). Census 2022 was the first census in the country to use digital devices to collect data. Tablets were used to collect data and the data were processed in real time. Results of the survey are expected to be published in the 2023/24 financial year.

The Post-enumeration Survey (PES), which was intended to measure the accuracy and reach of Census 2022, was conducted from June 2022 to January 2023. Fieldworkers visited selected areas in all districts in the nine provinces. Despite challenges such as a lack of suitable rental cars for areas with tough terrain, slow data collection systems and load shedding which affected the network strength among others, completion rates remained generally high.

3. CONCLUSION

The start of the 2020/21–2024/25 planning cycle coincided with the commencement of the National State of Disaster as a result of the COVID-19 pandemic.

The impact of the COVID-19 national state of disaster and the nation-wide lockdown necessitated the alignment of government planning and non-financial performance reporting processes, to respond to the COVID-19 pandemic and continued service delivery in the 2020/21 financial year.

In alignment with the 2020/21 adjustment budget process, national institutions were expected to revise and re-table the 2020/21 Annual Performance Plan and 2020–2025 Strategic Plans (where required). The purpose of the re-tabling of these plans was to incorporate the interventions and the adjusted 2020/21 budget allocations in response to the COVID-19 pandemic and to prioritise government programmes and projects for continued service delivery. Stats SA surrendered a total of R200 million during the June 2020 Special Adjustment Budget to assist the country during the COVID-19 pandemic, and an additional R121 million during the AENE Budget process. These interventions were intended to support transparency and accountability of the implementation of the adjusted 2020/21 budget, which includes the various stimulus packages released to the economy and for the delivery of services in response to the COVID-19 pandemic.

The Department of Planning, Monitoring and Evaluation issued Circular 02 of 2020, dated 20 May 2020, which provided guidance on the revision and re-tabling of the 2020/25 Strategic Plans and the 2020/21 Annual Performance Plans. In compliance with this circular, Stats SA presented a revised Annual Performance Plan to the Minister in July 2020. Stats SA's original Work Programme contained 348 targets. The revised Work Programme contained 342 targets.

During 2020/21, all household survey operations in the field were suspended due to the COVID-19 pandemic. This resulted in the organisation having to deviate from its normal face-to-face data collection approach and introduce the Computer-assisted Telephone Interview (CATI) approach within a short period of time.

The introduction of CATI resulted in a drastic drop in data collection rates as almost 50% of the sampled dwelling units did not have contact numbers. New systems and processes have been introduced and are being continually improved, including constant training and refresher training workshops to enhance data collection using the new approach (CATI). It has been a challenge to transform data collection within such a short period of time and to find innovative ways to align different procedures and processes with the new data collection methodology.

All over the world, national statistics offices have experienced challenges with census operations and Stats SA is no exception. Against all odds, the Census 2022 commenced on 2 February 2022 using a multi-mode approach for data collection consisting of face-to-face interviewing via Computer-assisted Personal Interview (CAPI); online – Computer-assisted Web Interview (CAWI); and telephonic – Computer-assisted Telephonic Interview (CATI). Over 100 000 supervisors and field staff were deployed to the field. The organisation faced serious challenges with recruitment and logistics, including the availability of rental vehicles in the country due to the impact of COVID-19, which resulted in delays in the downstream processes. Stats SA took a decision to extend the Census project in order to complete enumeration of the country's population. Data collection activities were wrapped up in May 2022 and followed by the conducting of the Post-enumeration Survey. The results of Census 2022 will be published in the 2023/24 financial year.

The organisation has been faced with numerous challenges since the start of the planning cycle. However, overall performance averaged 90% with scheduled releases being published, and the organisation achieving unqualified audit opinions with matters of emphasis and/or findings on compliance and regulations for the last three years under review.

The onset of the COVID-19 pandemic stretched the business operating model of the organisation to its limits and forced the organisation to innovate at great speed. Efforts to adapt to the changing environment and become a more agile organisation are underway with the commencement of business process mapping and the implementation of enterprise architecture.

As the organisation enters the last two years of the planning cycle, budget and human resource challenges are still prevalent, with National Treasury recently announcing the freezing of posts across government departments and the implementation of stringent cost-containment measures, which are expected to have an impact on the implementation of the 5-year strategic plan.