

# Work Programme 2019/20

## Book 1

Statistics South Africa, 2019

Risenga Maluleke, Statistician-General

## Work Programme 2019/20 (Book 1) Statistics South Africa

Published by Statistics South Africa, Private Bag X44, Pretoria 0001

© Statistics South Africa, 2019

Users may apply or process this data, provided Statistics South Africa (Stats SA) is acknowledged as the original source of the data; that it is specified that the application and/or analysis is the result of the user's independent processing of the data; and that neither the basic data nor any reprocessed version or application thereof may be sold or offered for sale in any form whatsoever without prior permission from Stats SA.

Stats SA Library Cataloguing-in-Publication (CIP) Data  
Work Programme 2018/19 (Book 1) Statistics South Africa

RP48/2019  
114pp  
ISBN: 978-0-621-47098-7

A complete set of Stats SA publications is available at Stats SA Library and the following libraries:

- National Library of South Africa, Pretoria Division
- National Library of South Africa, Cape Town Division
- Library of Parliament, Cape Town
- Bloemfontein Public Library
- Natal Society Library, Pietermaritzburg
- Johannesburg Public Library
- Eastern Cape Library Services, King William's Town
- Central Regional Library, Polokwane
- Central Reference Library, Mbombela
- Central Reference Collection, Kimberley
- Central Reference Library, Mmabatho

This report is available on the Stats SA website: [www.statssa.gov.za](http://www.statssa.gov.za)

Copies are obtainable from: Reprographics, Statistics South Africa

Tel: 012 310 8619

012 310 8161

Email: [millies@statssa.gov.za](mailto:millies@statssa.gov.za)

For technical enquiries, please contact:

Mantikoane Lelosa

Tel.: 012 310 6995

Email: [MantikoaneL@statssa.gov.za](mailto:MantikoaneL@statssa.gov.za)

# Contents

Official sign-off	2
1. Strategic overview	11
1.1 Introduction	12
1.2 The Strategic direction	14
1.3 Strategic outcomes	15
1.4 Situational analysis	20
1.5 From strategy to implementation	25
1.6 Key priorities for 2019/20	27
1.7 Revisions to legislative and other mandates	28
1.8 Overview of 2019/20 budget and MTEF estimates	28
2. Programme and subprogramme plans	39
2.1 Programme 1: Administration	40
2.2 Programme 2: Economic Statistics	46
2.3 Programme 3: Population and Social Statistics	51
2.4 Programme 4: Methodology, Standards and Research	56
2.5 Programme 5: Statistical Support and Informatics	60
2.6 Programme 6: Statistical Collection and Outreach	65
2.7 Programme 7: Survey Operations	70
3. Stakeholders and the environment	75
3.1 Statistics Council	76
3.2 Stakeholders and their needs	76
3.3 Service delivery improvement plan	78
3.4 Resource management plan	82
3.5 Long-term infrastructure plans	83
3.6 Evaluation plan	84
Annexures:	87
1. Strategy in brief	88
2. African Charter on Statistics	91
3. Fundamental Principles of Official Statistics	94
4. Organisational structure	95
5. Planning, reporting and monitoring	96
6. Strategy map	97
Statistics Act	99

## Official sign-off

In terms of section 5.1 (a) of the Statistics Act, the Minister must on the recommendation of the Statistician-General prioritise the work programme in accordance with the purpose and statistical principles contemplated in section 3, and both having been advised in this regard by the Council. Section 7(1)(e) states that the Statistician-General determines and exercises final responsibility regarding the implementation of the work programme of Statistics South Africa.

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

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

The work programme for 2019/20 consists of two books and an addendum.

**Book 1:** outlines the high-level strategic overview including the situational analysis, an overview of the 2019/20 budget and MTEF estimates as well as the programme and subprogramme information. Book 1 will be available in print and electronic format and can also be accessed on the Stats SA website: [www.statssa.gov.za](http://www.statssa.gov.za)

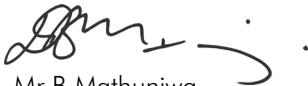
**Book 2:** is about the implementation of the annual performance plan that covers in detail the 5 strategic outcomes and 19 strategic objectives and the statistical themes aiming to inform the country's development outcomes and indicators. The performance indicators and targets are covered in three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

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

## SIGNATURES

It is hereby certified that this Work Programme, for 2019/20:

- Was developed by the Management of Statistics South Africa reporting to the Minister in the Presidency responsible for Planning, Monitoring and Evaluation.
- Was prepared in line with the current Strategic Plan of Statistics South Africa; and
- Accurately reflects the performance targets that Statistics South Africa will endeavour to achieve, given the resources made available in the budget for 2019/20.



Mr B Mathunjwa  
Chief Financial Officer



Ms C de Klerk  
Chief Director: Strategy

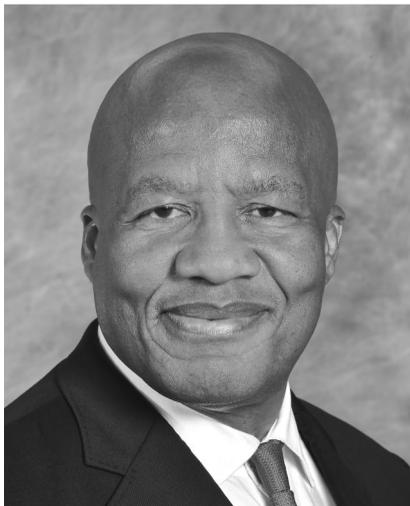


Mr R Maluleke  
Statistician-General



Mr Jackson Mthembu  
Minister in the Presidency: National Planning Commission

## Foreword by the Minister in the Presidency: Planning, Monitoring and Evaluation



It is my pleasure to present the Statistics South Africa (Stats SA) Work Programme 2019/20. This work programme is the last in response to the Stats SA five-yearly strategic plan, which concludes in the 2019/20 financial year. This programme is not merely a promise to the nation but it is also the story of the tremendous tenacity, resilience and resolve of the leadership and staff of the organisation to fulfil the statistical needs of a democratic, capable and developmental state. We are collectively in tune with the Presidential injunction of Thuma Mina, to which our contribution is to ensure that we build on the achievements of the past to create a resilient, sustainable and strong Stats SA that would remain relevant to the needs of our nation.

This April, South Africa will mark 25 years since the advent of democracy. Invariably, a quarter century of the end of apartheid requires state institutions to reflect on their achievements and challenges. In this regard, official statistics are the bedrock for socio-economic policy formulation and decision-making. Statistics play a critical role in illuminating policy choices, monitoring policy and programme implementation, as well as evaluating the impact of policies. In this context, Stats SA plays a vital supporting role to ensure that the 25-year review is imbued with transparent and credible empirical evidence.

As an institution for measurement, Stats SA – like all organs of state – is seized with the triple challenge of unemployment, poverty and inequality. This is reflected in this work programme through surveys that are conducted such as those dealing with poverty, labour, employment and social statistics. I appreciate that poverty and unemployment remain a challenge despite the ongoing policy and rigorous government and private sector interventions, and together we will have to use today’s evidence to plan ahead to be able to confront the future with confidence.

Annually, Stats SA continues to release more than 250 reports, giving policymakers, private sector and non-governmental organisations as well as planners across all spheres of government facts about the state of the nation. In addition, our statistics are used by various international agencies. I implore all decision-makers to use these reports effectively in order to manage the affairs of the nation with greater scientific rigour. I wish to congratulate the new chairperson of the South African Statistics Council, Professor David Everatt, and the entire Council on their appointment. The current Council’s membership has more women and young people than ever before. I wish them all of the best in their role of safeguarding official statistics over the next three years. In a similar vein, let me pay homage to the erstwhile chairperson, Mr Ben Mphahlele, who has steered the ship of official statistics during some of the most challenging times in the recent past. As Minister, I am confident that the new Council will build on the firm foundations laid by previous councils and ensure that our national statistics leapfrog into the future.

The 4th Industrial Revolution is upon us, and it has the potential to change the fortunes of not just South Africa but the whole continent. According to Professor Klaus Schwab of the World Economic Forum, the 4th Industrial Revolution “is characterised by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres”. Statistics and technology are indivisible, and Stats SA is one of the leading agencies the world over with regard to harnessing technology for statistical purposes. The strides made in digital collection, at the scale done by Stats SA, have proven to be ground-breaking and a source of inspiration to the rest of the continent.

It is my pleasure to announce that Stats SA has already begun the process of planning and organising the participation of South Africa in the United Nations 2020 Round of Population and Housing Censuses. On our part, we will conduct the census in 2021 and we will certainly deliver on our promise to count all residents within the confines of our national borders. In fact, it is only the census that gives a report card, at the lowest geographic level, of how households and persons are doing in social and economic terms. I am encouraged by the commitment of our staff in ensuring that all the plans are in place for the execution of Census 2021.

May I invite parliament to give their insightful consideration of this work programme as they always do. We pride ourselves that institutions of the state like parliament are the bedrock of our democracy and I wish to thank them for the continuous stewardship that they provide to the system of national statistics. I further invite our nation to engage with this work programme because statistics are about people.

Mr Jackson Mthembu  
Minister in the Presidency: Planning, Monitoring and Evaluation

## Foreword by the Chair of the Statistics Council



It gives me great pleasure on behalf of the new incoming Council to formally endorse and support Stats SA's 2019/20 Work Programme.

This work programme once again clearly illustrates a powerful institution, working hard to meet goals that are crucial for the nation.

The importance of accurate, reliable and high-quality official statistics cannot be overstated, particularly as the global demand for statistics grows. This growth is in response to various global and continental imperatives included in, for example, the Sustainable Development Goals (SDGs) and the Africa Agenda 2063.

Sound national statistics are also critical for the way in which the global community assesses any given country – the rate of inflation, the size of the economy, growth nationally and by sector; social statistics such as infant and maternal mortality and others that talk to government and donor imperatives; and so on. Ratings agencies in particular use official statistics as part of their assessment of the economic, social and political health of a country.

As an institution that has been established to promote and protect the quality of official statistics in South Africa, Council continues to note with considerable concern that Stats SA has had its budget cut for three successive years. While this Work Programme is ambitious – and important – already we can see outputs being cut, surveys being discontinued, and key outputs not appearing, because of budgetary issues. Posts have been frozen for long periods, resulting in very few new staff entering the institution. Of similar concern is that for those working for Stats SA, their internal career paths are very limited and the current situation actively prevents building internal capacity because no promotion path is available, which leads to the unacceptable loss of too many critical skills as people move elsewhere, and this poses increasingly unacceptable risks to the organisation and for South Africa.

The Council is committed to defending the integrity of our statistics, the health of Stats SA and each and every facet of the National Statistical System (NSS), and in supporting this Work Programme we are simultaneously engaging government with regard to appropriate budgetary support for Stats SA. We are therefore working with the SG and Minister to ensure that within the current tight fiscal environment, which we understand, nonetheless various increased funding options and solutions are urgently explored for Stats SA so that it does not compromise the production, coordination and quality of official statistics over the short, medium and long term.

As Council we continue to salute all those who work so tirelessly for Stats SA, including the Statistician-General and his very capable management team at Head Office and in the field across the length and breadth of South Africa. Without your dedication, the nation would be facing considerably more challenges than it currently does. Thank you once again for all of your contributions, sacrifices, excellent standard of work, shared values and inspiring example.

As a Council, please rest assured that we will support your success and every single step that you take throughout the 2019/20 financial year and beyond.

Prof. D Everatt  
Chairperson: South African Statistics Council

## Introduction by the Statistician-General



Why do statistics matter? Independent, good-quality official statistics are fundamental for a democratic and open society, especially in the year of an election. They provide knowledge and insight to policy makers and the general public on the state of the nation and the reality of people's everyday lives. They provide the quantitative evidence supporting policy-making and decision-making processes. They assist in identifying needs, setting goals and monitoring progress. There is an increasing call from policy and decision-makers at all levels of society, including at international level, to have reliable data more frequently on which to base and prioritise policy interventions and decisions. The importance and availability of timely and reliable statistics on the socio-economic life of a sovereign nation cannot be overstated as they play a vital role in tracking national development goals.

This work programme is the fifth and final performance plan of Stats SA in implementing the Strategic Plan for 2015–2020. The five-year strategic plan has set out a robust strategy to inform planning and progress or otherwise towards achieving goals and targets as set out in the National Development Plan (NDP). It further recognises that we are enjoined with the community of nations, thus necessitating our system of measurement to adhere to global and international best practice to achieve comparability. In this regard, the Sustainable Development Goals (SDGs) and Agenda 2063 are high on the global and continental policy agendas for improving the collective life of humanity.

Key strategic goals we have set for ourselves in the five-year plan include: the revamping of the statistics legislation; expanding the statistical information base in response to an increase in demand for measurement and official data; increasing the use of statistics through innovative and integrated statistical products; innovating the statistical value chain for better efficiency; establishing collaborative partnerships with other organs of state to improve statistical coordination and production; improving statistical capability to lead the national statistics system; creating a better and more conducive work environment; and establishing sound and flexible governance and administrative systems.

Over the past four years, we have consistently demonstrated that we are an organisation hard at work to inform the nation for better transparency, accountability and decision-making. We have consistently achieved more than 85% of our targets set out in the annual work programme. We have achieved major successes since the inception of the new strategic plan, including moving to a state-of-the-art building in 2017, taking over the expenditure side of the GDP from SARB, introducing thematic and integrated statistical products in response to user demands, conducting various user-paid surveys, introducing innovative collection methodologies, obtaining clean and unqualified audit reports, and investing in statistical capability, to mention a few.

The 2019/20 Work Programme sets the final year plan in motion to achieve targets as set out in the Strategic Plan. In response to a decline in financial resources, the organisation has undergone an in-depth reprioritisation of activities. A number of targets have been discontinued over the past two years, but the organisation is committed to continue to deliver on the core statistical products and outputs at all cost. Preparations for Census 2021 are well underway and we will be conducting various mini-tests in 2019/20. We will enhance our efforts to innovate our business processes and implement digital data collection in all household surveys. The transformation and change agenda directs the implementation of a revised structure in line with business innovations and resource constraints. We will strengthen statistical coordination by aligning measurement initiatives in the country to the integrated indicator framework. An amended Statistics Act will be finalised in this financial year. There is, however, a need to secure sustainable financial resources to stabilise the organisation and strengthen the system of national statistics to meet the demands of the policy agenda. The success of Stats SA depends on its ability to adapt to changing times and the unstinting capability of its staff members who work tirelessly to represent and reflect on the realities of our country through numbers.

In the new era of development, the need for data and information will go beyond what statistical offices are currently doing. The digital and data revolution offers huge opportunities for new ways of gathering, processing, analysing and disseminating data to improve cost efficiency of statistical operations, integration of statistical and geospatial information, establishing new data-based partners as well as attracting new users to inform better decision-making. These new challenges and developments will be explored and responded to in the next strategic plan as we build towards a sustainable and robust statistical information system that is responsive to changes in the economy, society and environment.

I would like to thank the Minister in the Presidency responsible for Planning, Monitoring and Evaluation, Dr Nkosazana Dlamini-Zuma, for her support and guidance on statistical matters. The numbers that Stats SA produce maintain integrity from undue influence in that the minister – like any other minister before – continues to support the independence of official statistics. I further would like to wish the new and incoming South African Statistics Council – under the chairpersonship of Prof David Everatt – well in their fiduciary responsibility to protect and safeguard official statistics in our beloved country.

Risenga Maluleke  
Statistician-General





## Strategic overview

# 1. Strategic overview

## 1.1 Introduction

'The task of building a better South Africa is our collective responsibility as a nation, as the people of South Africa. It is at the centre of the work of every department of government, of every agency, of every public entity. It informs every policy, every programme and every initiative. While there is a broad range of critical work being done across government, this evening I want to address the five most urgent tasks at this moment in our history. These are tasks that will underpin everything that we do this year. Working together, we must undertake the following tasks:

- Firstly, we must accelerate inclusive economic growth and create jobs.
- Secondly, our history demands that we should improve the education system and develop the skills that we need now and into the future.
- Thirdly, we are duty bound to improve the conditions of life for all South Africans, especially the poor.
- Fourthly, we have no choice but to step up the fight against corruption and state capture.
- Fifthly, we need to strengthen the capacity of the state to address the needs of the people.'

(President Cyril Ramaphosa, State of the National Address 2019)

*Evidence-based policy- and decision-making helps address the real needs of the public towards building a better South Africa.*

Statistics are a vital source of evidence as it provides clear, objective, numerical data on important aspects of the country including economic growth, job creation, characteristics of the population, economic performance, social living conditions, and crime and corruption, to mention a few.

Every policy, programme and initiative must be based on statistical evidence to achieve the desired outcomes. Statistics serve as reference points of where we are, how far we have come and the road yet to be travelled to reach our targets as set out in the National Development Plan (NDP) as well as the five tasks as outlined in the SONA for 2019. Statistical evidence will also enable the state to monitor and evaluate progress of these policies, plans and programmes and their implementation, thereby enhancing public accountability.

*'Data are the lifeblood of decision-making and the raw material for accountability. Without high-quality data providing the right information on the right things at the right time; designing, monitoring and evaluating effective policies becomes almost impossible.'* (UN report: A World that Counts)

In a declining financial environment, it has never been so important for Stats SA to drive a transformative agenda for official statistics in the country built on a sound legislative foundation. Stats SA aims to become an agile, flexible and capable organisation that improves its efficiency by doing more with less in order to be more responsive to the growing policy agendas, the emerging demands of users, the data explosion, and the rapid advancement in technology.

In 2019/20, Stats SA will be focusing on the following priorities:

**Legislative reform:** Stats SA has reviewed the statistics legislation and compiled an amendment to the Statistics Act that will drive statistical reform in the country, with particular emphasis on statistical coordination, statistical geography, the data revolution, a state-wide statistical service, and institutional arrangements. Coordination between organs of state is essential for consistency and efficiency in the statistical system. During 2019/20, the Amendment Bill will be tabled in Parliament.

**Maintaining the quality of core statistics:** The declining budget has put the investment in and the quality of the underlying series at risk. In order to sustain this investment and trust of our users, and to raise the level of responsiveness to the growing demand, the organisation needs to reprioritise and rationalise its resources to ensure that the quality of core statistics is maintained and delivered. During 2019/20, the organisation will be engaging users on their needs and demands as well as on the rationalisation of statistical products and series.

**Integrated indicator framework:** An integrated indicator framework has been developed that aligns policy agendas at global (SDGs), continental (Agenda 2063; SADC) and national level (NDP, MTSF, PGDPs, DGDPs & IDPs) as the basis of what needs to be measured in the National Statistics System. During 2019/20, the organisation will focus on rolling out the integrated indicator framework among organs of state in order to strengthen statistical coordination and production in the statistical system. The integrated framework will be used as a guide to inform prioritisation of statistical series and operations.

**Integrating, innovating and modernising the statistical value chain:** Technology and new statistical methodologies will be our strategic enablers to innovate the statistical value chain for better efficiency. In 2019/20, the organisation will continue with the roll-out of the computer-assisted personal interview (CAPI) methodology in its household surveys programme. Business process mapping, a quality management system as well as an integrated fieldwork strategy are critical success factors in the CAPI transition project. Digitalisation of our work methods will enable us to deliver faster, smarter and more cost-effectively.

**Preparing for Census 2021:** Conducting a population census is the biggest statistical survey any country and national statistics agency can undertake. The design and development of new and innovative collection methodologies, with testing and preparatory work for developing the geospatial information frame, is scheduled for 2019/20, which will be followed by the pilot census in 2020/21.

**Transformation and organisational reform:** The transformation and change agenda will drive organisational reform in core functional and operational areas in terms of systems, processes, structures and people. Key focus areas include the implementation of a structure review, reprioritisation and rationalisation of resources, as well as developing a new strategic direction for statistical development in 2019/20.

The task ahead of us requires a culture of collective leadership that is humane in driving change and diversity.

## 1.2 The strategic direction

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

### Vision

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

### Mission

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

### Values

- **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 one 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.

### Overall strategic goal and thrust

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

### Strategic impact

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

### 1.3 Strategic outcomes

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

#### 1.3.1 Strategic Outcome 1: An informed nation

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

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

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

The following strategic objectives have been identified to achieve *An informed nation*:



### 1.3.2 Strategic Outcome 2: Trusted statistics

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

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

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

The following strategic objectives have been identified to achieve *Trusted statistics*:



### 1.3.3 Strategic Outcome 3: Partners in statistics

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

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

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

The following strategic objectives have been identified to achieve *Partners in statistics*:



### 1.3.4 Strategic Outcome 4: A capable organisation

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

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

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

The following strategic objectives have been identified to become *A capable organisation*:



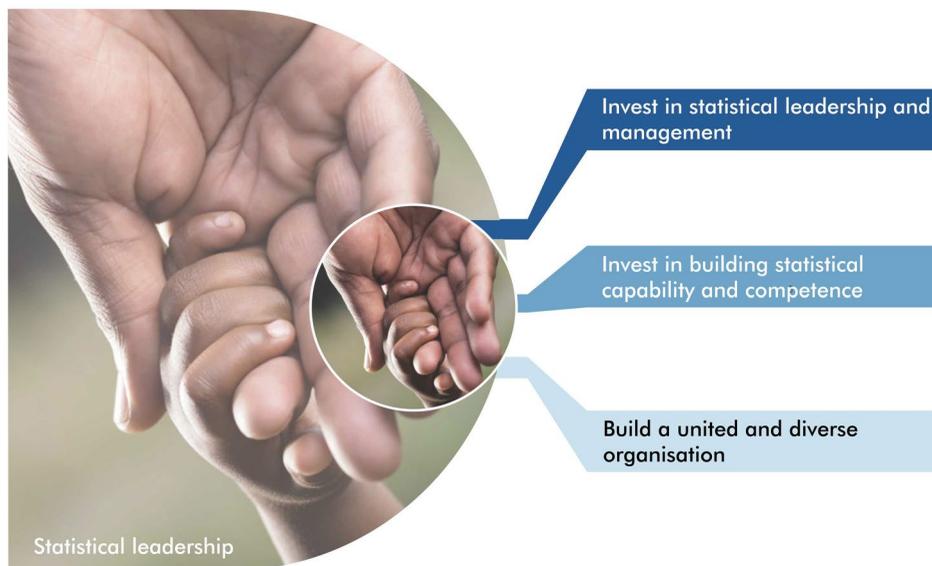
### 1.3.5 Strategic Outcome 5: Statistical leadership

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

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

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

The following strategic objectives have been identified to achieve *Statistical leadership as an end state*:



## 1.4 Situation analysis

Stats SA conducted an analysis of both the internal and external environment in order to know and interpret the context and responsiveness of the statistical system to the growing demand for statistical information by international, regional and national stakeholders, including government, business and the public at large. Below is a synopsis of the findings:

### 1.4.1 External environment analysis

**National policy context:** The national policy context is based on and guided by the National Development Plan (NDP), of which the primary focus is to redress the triple challenges, namely poverty, inequality and unemployment, for a better life for all.

The Medium Term Strategic Framework (MTSF) 2014–2019, outlines the 5-year plan to implement the NDP, and identifies its priorities as:

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

In the 2019 SONA, the President outlined: ‘During the course of this year, we must and will reflect on the journey of the last 25 years. We must use this time to reflect on the progress we have made, the challenges we have encountered, the setbacks we have suffered, and the mistakes we have committed. A year ago, we set out on a path of growth and renewal. We resolved to cure our country of the corrosive effects of corruption and to restore the integrity of our institutions. We resolved to advance the values of our Constitution and to once again place at the centre of our national agenda the needs of the poor, unemployed, marginalised and dispossessed.’

Measurement of key national issues as outlined in the SONA is critical for understanding and evaluating change and development in the country. This mammoth task can only be achieved through collaboration and partnership with other organs of state. An amended Statistics Act will strengthen statistical coordination in South Africa. The current funding constraints makes it very difficult for Stats SA to successfully respond to these priority areas in terms of the provision of statistics to monitor and inform policy.

**Policy agenda at a global level:** The Sustainable Development Goals (SDGs), officially known as ‘Transforming our World: The 2030 Agenda for Sustainable Development’, is a United Nations initiative for ensuring global partnership for betterment of humankind and as an ultimate measure of progress which is about prosperity for people and planet. The SDGs, a set of 17 ‘Global Goals’, 169 targets, and 230 indicators, are a standard for evaluating if progress is being made across the world to reduce poverty, improve quality of life, and realise the aspirations of the masses of people towards development.

The SDG Indicator Baseline Report 2017 for South Africa sheds light on what has been done and what more needs to be accomplished to rid South Africa of extreme poverty. Data and evidence are required to inform decision-making to achieve the global goals for sustainable development. According to the baseline report, South Africa can only report on 68,1% of social goals, 69% of economic goals, 56,5% of

environmental goals, 73% of peace and security goals, and 29,4% of the means of implementation. The baseline report is revealing the data gaps that exist in the National Statistics System.

**Policy agenda at a continental level:** African Agenda 2063 is a framework formulated for the purpose of guiding Africa's development in the next fifty years. The Organization of African Unity (OAU) focused on decolonisation of Africa and is now focusing on development on a broad front, be it economic, social, political, scientific as well as cultural. It was adopted by the African Union Summit in January 2015. Its First Ten Year Implementation Plan (FTYIP) was adopted in June 2015. Agenda 2063 is a concrete and implementable framework with a clear vision, 7 aspirations, 20 goals and 39 priority areas, including targets and indicators, which enable effective results-based management. Agenda 2063 is to be implemented at national level and should be included in national strategies and development plans.

Harmony between Agenda 2063 goals and global SDGs prompted the Specialized Technical Committee (STC) of Ministers of Finance, Monetary Affairs, of Economy and Development Planning and those in charge of Integration, to direct that there be: An integrated and coherent approach to implementation, monitoring and evaluation of Agenda 2063 and SDGs; joint domestication; one accountability instrument catering for both at the same time; and a single periodic performance report.

To respond to the growing requirements of the continent, Stats SA, in partnership with other National Statistics System (NSS) stakeholders, needs to ensure that the integrated indicator framework responds to the measurement requirements as outlined in the SDGs and Agenda 2063.

**Political environment:** As we grapple with the challenges of our recent past, and as we deepen our efforts to overcome the grave injustices of centuries, it is essential that we do so with our eyes firmly fixed on the future. The world we now inhabit is changing at a pace and in a manner that is unprecedented in human history. Revolutionary advances in technology are reshaping the way people work and live. They are transforming the way people relate to each other, the way societies function and the way they are governed. The devastating effects of global warming on our climate are already being felt, with extreme weather conditions damaging livelihoods, communities and economies. As a young nation, only 25 years into our democracy, we are faced with a stark choice. It is a choice between being overtaken by technological change or harnessing it to serve our developmental aspirations. It is a choice between entrenching inequality or creating shared prosperity through innovation. Unless we adapt, unless we understand the nature of the profound change that is reshaping our world, and unless we readily embrace the opportunities it presents, the promise of our nation's birth will forever remain unfulfilled. Today, we choose to be a nation that is reaching into the future (State of the Nation Address: 2019).

**Socio-economic environment:** The SONA 2019 outlines the collective responsibility of all South Africans to build a better South Africa. This responsibility must be at the centre of work of all government departments, agencies and public entities, and should inform every policy, programme and initiative. The five most urgent tasks that will improve the socio-economic environment underpin everything the country will do in 2019. These include: Accelerating inclusive economic growth and creating jobs; improving the education system and developing the skills needed for now and the future; improving the conditions of life for all South Africans, especially the poor; stepping up the fight against corruption and state capture; and strengthening the capacity of the state to address the needs of the people.

**Data revolution and technology:** The advent of the Fourth Industrial Revolution (4IR) has necessitated that countries develop new policies, strategies and innovation plans to enable an inclusive whole of society approach, with government taking a leadership responsibility. South Africa currently has different elements of the 4IR spread across government, the private sector and civil society, but there is currently no single plan or blueprint that brings together all key role players into a single focus. While the discourse on the 4IR is usually dominated by the role of government and the private sector, other stakeholders in civil society such as academia, women and youth also have a significant role to play to ensure overall buy-in by all role players in society. The 4IR manifests itself through technological innovations; its impact cuts across all levels of society; hence, the need for a broader perspective and approach (Department of Telecommunications and Postal Services Notice of 764 of 2018).

As Stats SA undertakes the implementation of CAPI and various technological inventions across the organisation, it demonstrates its appetite and uptake of new opportunities in the 4<sup>th</sup> Industrial Revolution. Digital transformation will be a key pillar in the strategic organisational journey due in the next financial year. The fourth industrial revolution is a build-up from the third revolution and involves ‘a fusion of technologies that is blurring the lines between physical, digital, and biological spheres’ (Schwab 2016). This Industry 4.0 is impacting the statistical fraternity in unprecedented ways as national statistics offices exploit alternative sources of data through social media, mobile phones and satellite images to measure traditional indicators such as economic activity, migration and consumption. One of the most critical features of the 4<sup>th</sup> Industrial Revolution is that it is decentralised yet integrated; thus systems and processes have to fully integrate to enable smooth decentralisation.

In order to harness the transformative potential of the 4<sup>th</sup> Industrial Revolution, business leaders across all industries and regions are investing in a comprehensive workforce strategy ready to meet the challenges of this new era of accelerating change and innovation (World Economic Forum: The Future of Jobs Report: 2018). Stats SA is currently going digital; this is manifested in various branches and includes both core and support functions. A number of branches are involved in the development of new systems and programmes to enhance their strategic and operational functions, but most importantly, to increase speed and accuracy in their work. Stats SA will be reviewing its workforce strategy in order to invest in the skills of our people in preparation for this new era.

Data quality also becomes a concern, and it is important not to compromise on quality principles in an effort to speed up the data revolution process. Quality ensures credibility of data and of the institutions that produce them, especially since data is a public good. Data principles need to be observed by all other data producers. Stats SA, through the National Statistics System, must ensure that data quality principles are adhered to by all sectors through the implementation of the South African Statistical Quality Assessment Framework (SASQAF). The upcoming legislative reform will guide the data revolution and statistical geography in the country.

Changes to the policy agendas at all levels and the growing need for statistical information require revolutionary thinking of the measurement systems in terms of data, information and statistics required as evidence to inform the sustainable development agendas. Short-term interventions as well as long-term strategies for measurement must be incorporated in the National Strategy for the Development of Statistics (NSDS). An integrated indicator framework that aligns the various policy frameworks and other needs for statistical information will be rolled out over the medium term. To meet the requirements of the changing environment, Stats SA will partner with other data owners through the National Statistics System (NSS) to expand the country’s data sources at both a lower level and frequency.

The information, quality and skills gaps continue to be a challenge in the SANSS. The major step towards change remains to accelerate the implementation of the SANSS through creating an *enabling legislative framework* followed by the development of the NSDS to provide strategic direction for the statistical system in the country.

**In conclusion**, challenges in the external environment are galvanising the organisation’s ability and capability to lead statistical production and coordination in the country. The external environment offers both opportunities and threats that will impact on the future growth and transformation of the organisation. Key responses to the external environment are:

- Creating an enabling legislative environment for statistical production and coordination in the country;
- Rolling out an integrated indicator framework that will enable the coordination of statistical production amongst various stakeholders to measure progress and development at national, continental and international levels;
- Establishing and strengthening collaborative partnerships to use administrative and alternative data sources as part of the statistical system;
- Developing strategies to supply statistical information more frequently at a lower geographical level;
- Researching new methods of work and methodologies to be responsive to emerging needs;

- Increasing the use of statistical information to inform planning, monitoring and evaluation, and resource allocation by forging strong partnerships with the Department of Planning, Monitoring and Evaluation (DPME), National Treasury (NT), provincial governments, and municipalities in particular; and
- Developing a comprehensive workforce strategy that is responsive to the changing external environment.

#### 1.4.2 Internal environment analysis

Being responsive to a dynamic external environment requires an internal environment that is capable to deliver on planned services, while improving processes to continue delighting their customers. Below is a synopsis of the internal environment:

**Organisational environment:** Stats SA received an unqualified audit opinion with a matter of emphasis for the 2017/18 financial year. The matter of emphasis arose from the department overspending on compensation of employees due to budget reductions. The organisation achieved 88% of its targets as set out in the 2017/18 Work Programme, of which 79% were achieved as scheduled, 4% were achieved earlier than scheduled and 5% were achieved later than scheduled. As at December 2018, Stats SA has spent 71% of its allocated budget. The organisation has achieved 56% of its targets as scheduled in the work programme, 42% are on track to be achieved as scheduled and 2% have been reported as delayed.

The organisation's baseline allocation was reduced by R141 million in 2017/18; R215 million in 2018/19 and R254 million in 2019/20 over the MTEF period. These budget reductions have mainly affected compensation of employees (CoE), resulting in permanent filled posts currently not being fully funded. These budget cuts will have an adverse impact on the deliverables of Stats SA, either through the stopping or delaying of outputs or through a commensurate decline in the quality of the outputs.

Stats SA has not been filling any vacancies since October 2016 as it is currently overspending on its CoE. This has resulted in an increase in the post gap as people are leaving the organisation. There are currently 15 vacant positions at Deputy Director-General and Chief Director levels, and more than 170 critical vacancies across other levels in the organisation that cannot be filled due to financial constraints, putting the organisation at risk of failing to deliver on its core mandate.

**Stakeholder management:** As part of the service delivery improvement plan, the organisation has responded to more than 95% of key user requests within the standard service requirements of 5 minutes for simple and easy requests, 24 hours for standard requests, and 5 days for special user requests. According to the annual user satisfaction survey, the organisation, however, needs to improve the accessibility of its electronic products and services on its website. An integrated communication and marketing strategy will be rolled out over the medium term with the main aim of putting the users of data at the centre of the organisation in line with Batho Pele principles. It focuses on becoming more relevant and trusted by delivering user-focused products and services.

**Economic and Social Statistics environment:** Stats SA published 265 statistical releases during the 2017/18 financial year. Key achievements in the Economic Statistics environment include improving service indicators for national accounts statistics, conducting research on alternative collection methodologies for CPI, and improving the PPI. The investment in alternative dissemination modes such as videos, sound bites and data stories has resulted in increased website views and references to our data in the media. Short-term indicator statistics were improved through the implementation of base-year changes and weights for the manufacturing and mining releases. Stats SA has commenced with the benchmarking and re-basing of the GDP, which will be concluded over the medium-term. However, due to resource constraints, various challenges have been experienced, including stopping value-added analytical activities; over-worked staff; increased detection of errors; and limited cooperation from partners. Outputs for the System of Environmental Economic Accounts and the Social Accounting Matrix have been discontinued in the 2018/19 Work Programme, as the organisation cannot fill these very specialised posts. Key series at risk as a result of the resource constraints relate to research reports; the Input-output tables and various Satellite Accounts. Critical development work planned for the

this year includes a review of the national accounts data sources and developing services producer price indices, Operational and methodological innovations are being investigated to become more cost-efficient and address pressure points. These include the use of administrative data to supplement existing surveys, reducing sample sizes and imputing from the business register, electronic data collection using handheld devices for CPI collection and web-based economic surveys.

The Population and Social Statistics Programme is responsible for the publication of releases on poverty indicators, labour market dynamics, mid-year population estimates, domestic and international tourism, births, deaths, people living with disabilities, and service delivery. Key achievements included the introduction of the Governance, Peace, Security and Justice Survey, which replaced the previous Victims of Crime Survey; providing technical support to the Road Traffic Management Corporation and the Safety and Security cluster; and compiling thematic reports on the environment, early childhood development, adolescents and grandparenthood. The programme faces various challenges with regard to human resources and specific technical skills due to financial constraints, as critical vacancies cannot be filled. Various targets in the work programme have been discontinued due to resource constraints. A further challenge is the dependency on other departments for the provision of data that inform statistical releases, which results in the delayed publication of some releases. Stats SA's strategic priority of amending the Statistics Act to enhance the coordination role of the organisation for the production of official statistics is expected to address this challenge.

**Statistical support environment:** A key strategic decision was taken by the organisation to adopt digital data collection. This decision had a major impact across the statistical value chain from design to collection, processing, analysis and dissemination. The organisation has been testing these methodologies in the field to ensure a smooth transition from PAPI to CAPI. Statistical frames are a prerequisite in conducting surveys and censuses. To that effect, a geospatial information frame (GIF) consisting of structures, enumeration areas and place names was introduced into the statistical value chain to facilitate the planning, execution and dissemination of statistical products. Previously, structures were listed manually to prepare statistical frames but a digital navigation process was introduced that requires digital maintenance of the frame. Various improvements and benefits have been realised with the introduction of CAPI, namely the reduced need to undertake a labour-intensive, time-consuming and expensive field listing of structures prior to sampling; interactive and precise navigation to the selected dwellings using a mobile device; real-time collection, transmission and quality assurance of data; reduced turnaround time in conducting a survey; and a drastic reduction in the cost of collection, processing and dissemination. Amongst the challenges experienced were the resistance to replace the manually-listed approach with the GIF that is compiled using supplementary geospatial datasets which include high resolution satellite imagery and aerial photographs; the limited capacity of the gadgets in handling locational data; the out-dated IT infrastructure; and the user comfort in interacting with new technology. The Governance, Peace, Security and Justice Survey has gone to field in April 2018 using the digital data collection methodology. The General Household Survey and Domestic Tourism Survey have transited to CAPI in January 2019. A parallel survey for QLFS is currently in the field, testing the impact on the survey. The strategic change of the transition requires a complete overhaul of the business processes, standard operating procedures as well as roles and responsibilities. Further improvements and automation will take place during the 2019/20 financial year. The average response rates of household surveys on the PAPI method was 93%. The response rate using the CAPI method is closely monitored through the SDIP quarterly reports. The next focus of the modernisation programme will be exploring multimode data collection methodologies for Census 2021, including computer-assisted web interviewing (CAWI) and computer-assisted telephonic interviewing (CATI).

**In conclusion**, change is eminent. The external environment dictates that the organisation become more responsive to a growing policy agenda that requires more information at lower geographical levels. The digital and data revolution has already entered the statistical landscape and provides future opportunities that the organisation will explore. The organisation has established a national footprint across the country to lead statistical collections. The internal organisation will have to sustain its momentum in producing quality statistical information, albeit a declining financial resource base. The organisation will invest in rethinking its business and service delivery model to continue to deliver value. The reprioritisation process has been the first step to address resource and other constraints. The next step is the implementation of the re-aligned structure. The implementation of CAPI has necessitated the re-engineering of business processes and systems in the value chain. This task will continue in 2019/20 as further enhancements and automation are rolled out.

## 1.5 From strategy to implementation

The situation analysis has confirmed that Stats SA's strategy is still relevant, but a strategic shift in implementation is required to take the organisation to the next level.

Staying ahead in our methods of production and continuing the search for the latest and most appropriate technologies sets us apart. It is for these reasons that our focus should not fail on the following elements:

### 1.5.1 Modernising statistical production

For Stats SA to enhance the opportunities that the information age presents, we have to pay attention to key drivers of change in modernising statistical production processes. These drivers are outlined as follows:

- Rapid developments in technology – including advancements in the Internet, geospatial techniques, speed and capacity for data transfer, increased network connectivity and sophisticated device capability.
- Changing attitudes of key stakeholders – as respondents are becoming less cooperative, users are more demanding of timely, relevant, disaggregated data with enriched information value.
- Integrative power of location-based data – using the potential for geospatial information at a dwelling level as a foundation to integrate and geocode collection from sampling to statistical output, which is independent from traditional polygon boundaries.

Stats SA will modernise its business processes across the statistical value chain to save money, increase productivity, increase production turnaround and enrich information value to remain responsive and relevant.

#### ***What have we done so far***

To date, a number of projects have been implemented in Stats SA making use of the computer-assisted personal interview (CAPI) system to collect data. The benefits of CAPI are well documented – from the reduction in the time lag between data collection and data analysis to quality improvements. The most notable advantage across all projects was in turnaround – planning the release of results can be done in as little as six months – as well as the massive reduction in costs. The most significant disadvantage was the implication for ensuring methodological integrity of process and output.

The introduction of CAPI has represented a major shift in operational processes, and the potential for full CAPI implementation in organisational statistical collection will depend on the extent to which the statistical value chain (SVC) can be integrated seamlessly with technology, allowing a fluid process that cuts across traditionally separate work areas.

#### ***What have we learned***

The global statistical community makes use of two models to define a generic framework for statistical production processes that aim to provide common terminology and technological specification for good practice.

- The Generic Statistical Business Production Model (GSBPM) defines the business processes needed to produce statistics. Stats SA is in the process of adapting this in the SVC.
- The Generic Statistical Information Model (GSIM) defines the information flows between business processes.

## 1.5.2 How do we modernise statistical production

Modernisation of statistical processes is a strategic, not a technological, endeavour, and requires the organisation to be sufficiently flexible and agile to provide quality statistics quickly at an acceptable cost. Modernising statistical production will be implemented as follows:

### **Redesigning the statistical value chain:**

To do this requires a re-think of business processes along which data are produced and disseminated.

- Institutional set-up: 'Introduce integration by design' throughout the statistical value chain. Centralised or decentralised systems, how to integrate, coordinate, modernise and communicate for reliability and cohesion.
- Modernisation of business and geographic frames: Independence from political-administrative boundaries by moving from polygons to points and different frame design for the needs of operations, sampling, collection and dissemination. Integrative power of location-based data can be used to streamline and strengthen work-stream functions.
- Modernisation of products: This allows for detailed and integrated datasets, geocoded data that are available more rapidly and that allow for a combination of various data sources and data solutions created by the users.
- Modernisation of production processes: Use of new devices for data collection facilitates the integration of IT systems and allows for statistical data and metadata exchange (SDMX) and the use of common generic business processes across all statistical domains.
- Modernisation of organisational and human resources dimensions: The organisation should adapt to the new data environment and staff should be trained and equipped with relevant new skills.
- Modernised resource management: Human, financial and IT resources should be appropriately harnessed.
- Quality assurance framework: A sound measurement framework to ensure consistency within and across data sources.
- Workflow redesign: Defining a new workflow design that will facilitate information, metadata and quality management outlining new roles and responsibilities.

### **Rethinking and redefining our collection geography**

Currently, collection takes place at 54 district offices linked to 9 provincial offices. This collection model has proven expensive and unsustainable. Stats SA will become leaner through rationalisation without compromising the need to meet user needs. The collection modality will be substantially redesigned at district level through the introduction of an integrated fieldwork approach while product packaging and dissemination remain relevant to the current political geography. The deployment of technology during collection, analysis, product packaging and dissemination will greatly simplify this transition.

### **Maintaining foundations**

Methodology and scientific rigor – Method should be the bedrock, defining a sound measurement framework, instruments and processes that complement technological enablers that constantly evolve and innovate to reduce under-counting and non-response rates (e.g. multi-mode collection), improve quality and reduce imputation rates. However, nothing prevents us from developing new methodologies. We can do this within the framework of the international statistical society. We need to adapt to the changing environment.

Geospatial frame – Frames are the backdrop to integrating the survey value chain, providing a system anchored in space to tie planning and management from the sample design to dissemination.

Efficiencies and optimisation – Technology should be an enabler, and not limited to field-force efficiencies.

### ***Adopting key principles to drive change***

The following principles have been adopted to drive the envisaged change:

- **Collective leadership:** Driving change and transformation will be a collective leadership responsibility. We will serve the people with respect, humility and integrity.
- **Disciplined people:** People who put the organisation first, have humility and professional will. Having the right people with the right skills in place will enhance delivery. Professional and individual growth will receive focused attention.
- **Disciplined thought:** We will have faith and commitment to stay the course and confront reality regardless of difficulties. Change will create uncertainty amongst our staff. We commit to communicate, engage and educate our staff about the eminent change.
- **Disciplined action:** The culture of discipline not only makes people have jobs, but also makes them appreciate that the freedom to exercise power comes with great responsibilities.

Great organisations succeed through staying the course of their core business while they adapt to a changing world. They inculcate a succession-planning model that allows them to prosper through a multiple generation of leaders.

### **1.6 Key priorities for 2019/20**

The key priorities for 2019/20 are outlined below:

- Driving legislative reform
- Maintaining the quality of core statistics
- Integrating, innovating and modernising the statistical value chain
- Transformation and organisational reform
- Rolling out the integrated indicator framework
- Preparing for Census 2021

## 1.7 Revisions to legislative and other mandates

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

The legislative reform will focus on the following areas: Implementing statistical geography as a deliberate strategy for transforming the national development information landscape; strengthening coordination mechanisms and compliance in order to optimise informatics efficiency and effectiveness; embracing the data revolution in order to ease the methods of producing statistics by dramatically changing the capabilities of data collection, analysis, use, retrieval, storage and archiving, thereby increasing and deepening the knowledge base; creating a state-wide statistics service through professionalising training and deployment; and establishing institutional arrangements and protocols that will lead and deliver a professional and sustainable national statistics system.

Stats SA has commenced with consultations on changing the legislative framework of statistics. An amendment to the Statistics Act (Act No. 6 of 1999) will be proposed to the legislature to ensure that there is administrative and legislative consistency in accountability, as Stats SA was gazetted to be accountable to the Minister in the Presidency. Other amendments will include changing the execution of a population census from a 5-yearly to a 10-yearly cycle.

## 1.8 Overview of 2019/20 budget and MTEF estimates

The work programme reflects targets and outputs that are affordable within the ENE allocation, but at variance with the strategic plan 2015/16 – 2019/2020. Unfunded activities are not included in the work programme. It is important to note that Stats SA is still not in a position to fill critical vacancies due to an over-expenditure on the baseline of compensation of employees (CoE). As staff continue to leave the organisation, it will compromise the delivery of the organisation to achieve targets as set out in the work programme.

### Budget summary

R million	2019/20				2020/21	2021/22
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
<b>MTEF allocation</b>						
Administration	682,1	424,1	0,4	257,5	728,2	763,7
Economic Statistics	277,8	277,7	0,0	0,1	287,5	309,9
Population and Social Statistics	176,8	176,3	0,0	0,5	137,2	251,7
Methodology, Standards and Research	83,5	83,4	–	0,1	104,2	110,8
Statistical Support and Informatics	283,9	260,3	–	23,6	302,9	322,2
Statistical Collection and Outreach	700,2	695,3	0,0	4,9	712,1	762,5
Survey Operations	310,0	225,4	1,2	83,5	1 032,0	2 392,0
<b>Total expenditure estimates</b>	<b>2 514,4</b>	<b>2 142,5</b>	<b>1,6</b>	<b>370,2</b>	<b>3 304,1</b>	<b>4 912,8</b>

### 1.8.1 Expenditure analysis

Statistics South Africa is responsible for the production and coordination of official and other statistics on changing dynamics in the economy, society and the environment as the country moves towards the realisation of the National Development Plan's vision of a state that plays a developmental and transformative role in the lives of its people. The department supports outcome 4 (decent employment through inclusive growth) and outcome 8 (sustainable human settlements and improved quality of household life) of government's 2014–2019 Medium Term Strategic Framework by contributing to enhanced planning, policy responsiveness and effectiveness, and promoting evidence-based decision-making. It publishes more than 200 statistical releases each year, and compiles statistical research that measures development against the National Development Plan and government's 2014–2019 Medium Term Strategic Framework, in conjunction with global and continental agendas for sustainable development. Over the medium term, the department plans to continue focusing on modernising its operations; implementing statistical reform, particularly in statistical coordination; and maintaining an adequate supply of statistical information in preparation for and following the national census in 2021/22.

The department has a total budget of R10,7 billion over the MTEF period, of which R7,5 billion is earmarked for operational expenditure and R3,2 billion for spending related to Census 2021. Conducting the census is expected to drive an increase in spending at an average annual rate of 29,3 per cent, from R2,3 billion in 2018/19 to R4,9 billion in 2021/22. Spending on compensation of employees is expected to increase at an average annual rate of 5,6 per cent, from R1,4 billion in 2018/19 to R1,7 billion in 2021/22.

#### *Modernising operations*

The department will continue to focus on modernising its operations by migrating from manual to automated processes. This is expected to improve the quality of statistics through optimised collection, classification, analysis and interpretation; reduce costs; and bring about faster turnaround times for releasing official statistics. Accordingly, in 2019/20, the department plans to compile its quarterly labour force surveys using data from computer-assisted personal interviews. Over the MTEF period, the department also plans to explore multiple modes of digital data collection to improve fieldworkers' access to gated communities and high-walled areas during surveys, thereby improving response rates to questionnaires. Expenditure related to modernising operations over the medium term is in all programmes except Administration.

#### *Statistical reform*

The coordination of statistics between organs of state is crucial in achieving consistency and efficiency in the production of official statistics. In recognising this need, the department began the process of revising statistical legislation by holding stakeholder consultations between 2015/16 and 2018/19, with the aim of driving statistical reform. Particular attention was given to coordination and institutional arrangements between organs of state, statistical geography, the data revolution, and a state-wide statistical service. Based on the outcomes of stakeholder consultations, a draft Statistics Amendment Bill is expected to be tabled in Parliament in 2019/20. In addition, the department has compiled an integrated statistical indicator framework to guide and coordinate the production of official and other statistical data in the National Statistics System, which is set to be rolled out over the MTEF period.

For statistical coordination, including legislative reform, R85,7 million has been allocated over the medium term in the National Statistics System subprogramme in the Administration programme, with spending on compensation of employees accounting for a projected 64 per cent (R54,9 million) of the allocation. The remaining funds will be used for goods and services, mainly consultants and travel and subsistence required to coordinate a state-wide statistical service. This allocation will also assist in the development of a national statistics strategy, the provision of statistical support and the coordination of surveys on behalf of organs of state.

#### *Towards Census 2021 and beyond*

To maintain an adequate supply of statistical information over the MTEF period, the department will continue to focus on planning for South Africa's next census, which is scheduled for 2021. As part of the planning process, the design of statistical tools and instruments, as well as the

development of a georeferenced spatial information frame, is scheduled for 2019/20. Also intended for adoption in Census 2021, and as part of the department's broader focus on modernisation, is the use of digital data collection methods such as computer-assisted telephone and personal interviews, and online interviews. Activities associated with Census 2021 include a trial run and spatial planning in 2019/20, piloting in 2020/21, and data collection in 2021/22. For these and other activities related to the census, the department has allocated R145,3 million in 2019/20, R855 million in 2020/21 and R2,2 billion in 2021/22 in the Census and Community Survey Operations subprogramme in the Survey Operations programme.

To conduct a continuous population survey to measure poverty, the wealth gap and service delivery in South Africa, additional funding of R105,8 million is allocated in 2021/22 in the Poverty and Inequality Statistics subprogramme in the Population and Social Statistics programme.

## 1.8.2 Expenditure trends

### Vote expenditure trends by programme and economic classification

#### Programmes

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

Programme	2015/16			2016/17			2017/18			2018/19			Average: Outcome/Annual budget (%)	Average: Outcome/Adjusted appropriation (%)
	Annual budget	Adjusted appropriation	Audited outcome	Annual budget	Adjusted appropriation	Audited outcome	Annual budget	Adjusted appropriation	Audited outcome	Annual budget	Adjusted appropriation	Revised estimate		
R million														
Programme 1	791,3	853,8	800,1	709,2	744,7	671,2	687,5	718,8	700,8	695,3	678,6	678,6	98,9%	95,2%
Programme 2	214,4	215,9	218,7	224,7	228,8	233,3	228,8	228,8	240,7	236,9	248,9	248,9	104,0%	102,1%
Programme 3	133,7	144,9	161,2	127,0	129,5	114,5	128,2	128,2	116,9	202,3	183,9	183,9	97,5%	98,3%
Programme 4	66,3	64,6	58,1	69,6	73,4	70,2	66,8	66,8	72,4	67,4	75,0	75,0	102,1%	98,5%
Programme 5	250,0	246,1	220,2	255,4	257,0	247,9	258,4	258,4	237,0	267,1	279,4	279,4	95,5%	94,6%
Programme 6	553,6	556,8	575,8	569,9	571,4	630,1	585,1	585,1	641,9	608,0	616,0	616,0	106,4%	105,8%
Programme 7	236,0	241,2	239,5	533,3	533,3	494,0	191,4	191,4	185,7	194,7	189,8	189,8	96,0%	96,0%
<b>Total</b>	<b>2 245,2</b>	<b>2 323,3</b>	<b>2 273,5</b>	<b>2 489,1</b>	<b>2 538,1</b>	<b>2 461,2</b>	<b>2 146,3</b>	<b>2 177,6</b>	<b>2 195,5</b>	<b>2 271,7</b>	<b>2 271,7</b>	<b>2 271,7</b>	<b>100,5%</b>	<b>98,8%</b>
Change to 2018 budget estimate											-			

**Economic classification**

<b>Current payments</b>	<b>1 960,4</b>	<b>1 946,1</b>	<b>1 951,4</b>	<b>2 241,3</b>	<b>2 235,7</b>	<b>2 229,2</b>	<b>1 858,3</b>	<b>1 857,9</b>	<b>1 901,2</b>	<b>1 994,4</b>	<b>1 971,6</b>	<b>1 971,6</b>	<b>100,0%</b>	<b>100,5%</b>
Compensation of employees	1 286,6	1 288,8	1 288,4	1 470,7	1 408,4	1 371,8	1 352,2	1 352,2	1 409,5	1 442,7	1 442,7	1 442,7	99,3%	100,4%
Goods and services	673,8	657,3	663,0	770,7	827,3	857,4	506,1	505,7	491,3	551,7	528,9	528,9	101,5%	100,9%
Interest and rent on land	–	–	0,0	–	–	–	–	–	0,5	–	0,0	0,0	–	16 100,0%
<b>Transfers and subsidies</b>	<b>15,5</b>	<b>15,9</b>	<b>7,5</b>	<b>16,6</b>	<b>16,7</b>	<b>5,6</b>	<b>13,2</b>	<b>13,6</b>	<b>5,0</b>	<b>4,1</b>	<b>5,9</b>	<b>5,9</b>	<b>48,6%</b>	<b>46,1%</b>
Departmental agencies and accounts	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	–	–
Higher education institutions	8,2	8,3	0,1	8,2	8,2	–	7,5	7,5	–	–	–	–	0,4%	0,4%
Public corporations and private enterprises	–	–	0,1	–	–	0,2	–	–	0,1	–	–	–	–	–
Non-profit institutions	0,3	0,4	0,4	0,3	0,3	0,3	0,3	0,3	0,2	0,3	0,3	0,3	100,3%	91,6%
Households	7,0	7,2	6,9	8,1	8,1	5,1	5,4	5,7	4,7	3,7	5,6	5,6	92,1%	83,4%
<b>Payments for capital assets</b>	<b>269,3</b>	<b>361,2</b>	<b>313,4</b>	<b>231,1</b>	<b>285,7</b>	<b>220,2</b>	<b>274,8</b>	<b>306,1</b>	<b>289,3</b>	<b>273,2</b>	<b>294,2</b>	<b>294,2</b>	<b>106,5%</b>	<b>89,6%</b>
Buildings and other fixed structures	234,9	304,3	255,3	181,4	230,4	155,9	229,6	260,8	247,5	242,2	242,2	242,2	101,5%	86,8%
Machinery and equipment	34,3	49,8	54,6	47,1	52,3	61,6	44,6	44,6	29,9	28,4	38,5	38,5	119,6%	99,7%
Software and other intangible assets	0,1	7,2	3,5	2,7	3,0	2,7	0,6	0,6	11,8	2,6	13,4	13,4	519,7%	129,5%
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>1,2</b>	<b>–</b>	<b>–</b>	<b>6,2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>2 245,2</b>	<b>2 323,3</b>	<b>2 273,5</b>	<b>2 489,1</b>	<b>2 538,1</b>	<b>2 461,2</b>	<b>2 146,3</b>	<b>2 177,6</b>	<b>2 195,5</b>	<b>2 271,7</b>	<b>2 271,7</b>	<b>2 271,7</b>	<b>100,5%</b>	<b>98,8%</b>

### 1.8.3 Expenditure estimates

#### Vote expenditure estimates by programme and economic classification

##### Programmes

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

Programme	Revised estimate	Average growth rate (%)	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/total (%)
				2018/19	2015/16 - 2018/19	2019/20		
R million								
Programme 1	678,6	-7,4%	31,0%	682,1	728,2	763,7	4,0%	21,9%
Programme 2	248,9	4,9%	10,2%	277,8	287,5	309,9	7,6%	8,6%
Programme 3	183,9	8,3%	6,3%	176,8	137,2	251,7	11,0%	5,8%
Programme 4	75,0	5,1%	3,0%	83,5	104,2	110,8	13,9%	2,9%
Programme 5	279,4	4,3%	10,7%	283,9	302,9	322,2	4,9%	9,1%
Programme 6	616,0	3,4%	26,8%	700,2	712,1	762,5	7,4%	21,5%
Programme 7	189,8	-7,7%	12,1%	310,0	1 032,0	2 392,0	132,7%	30,2%
<b>Total</b>	<b>2 271,7</b>	<b>-0,7%</b>	<b>100,0%</b>	<b>2 514,4</b>	<b>3 304,1</b>	<b>4 912,8</b>	<b>29,3%</b>	<b>100,0%</b>
Change to 2018 budget estimate				75,0	-	1 405,8		
<b>Economic classification</b>								
<b>Current payments</b>	<b>1 971,6</b>	<b>0,4%</b>	<b>87,5%</b>	<b>2 142,5</b>	<b>2 989,4</b>	<b>4 579,9</b>	<b>32,4%</b>	<b>89,9%</b>
Compensation of employees	1 442,7	3,8%	59,9%	1 460,1	1 575,9	1 700,4	5,6%	47,5%
Goods and services	528,9	-7,0%	27,6%	682,4	1 413,5	2 879,4	75,9%	42,3%
Interest and rent on land	0,0	-	0,0%	-	-	-	-100,0%	0,0%
<b>Transfers and subsidies</b>	<b>5,9</b>	<b>-28,1%</b>	<b>0,3%</b>	<b>1,6</b>	<b>1,9</b>	<b>7,9</b>	<b>10,3%</b>	<b>0,1%</b>
Departmental agencies and accounts	0,0	18,6%	0,0%	0,0	0,0	0,0	-41,5%	0,0%
Non-profit institutions	0,3	-9,0%	0,0%	0,1	0,1	0,1	-24,9%	0,0%
Households	5,6	-8,1%	0,2%	1,5	1,7	7,8	11,8%	0,1%
<b>Payments for capital assets</b>	<b>294,2</b>	<b>-6,6%</b>	<b>12,1%</b>	<b>370,2</b>	<b>312,8</b>	<b>325,0</b>	<b>3,4%</b>	<b>10,0%</b>
Buildings and other fixed structures	242,2	-7,3%	9,8%	255,8	269,9	290,1	6,2%	8,1%
Machinery and equipment	38,5	-8,2%	2,0%	80,9	28,6	28,7	-9,4%	1,4%
Software and other intangible assets	13,4	23,3%	0,3%	33,6	14,4	6,2	-22,6%	0,5%
<b>Total</b>	<b>2 271,7</b>	<b>-0,7%</b>	<b>100,0%</b>	<b>2 514,4</b>	<b>3 304,1</b>	<b>4 912,8</b>	<b>29,3%</b>	<b>100,0%</b>

## 1.8.4 Expenditure trends and estimates for significant spending items

### Expenditure trends and estimates for significant spending items

R thousand	Audited outcome			Adjusted appropriation 2018/19	Average growth rate (%) 2015/16 - 2018/19	Average: Expenditure/total vote (%) 2015/16 - 2018/19	Medium-term expenditure estimate			Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/total vote (%) 2018/19 - 2021/22
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22		
Office Accommodation	494 298	355 101	389 285	377 880	-8,6%	17,6%	394 856	416 568	444 888	5,6%	12,6%
Provincial and District Offices	525 369	578 706	591 366	564 299	2,4%	24,6%	641 348	649 003	694 698	7,2%	19,6%
Census and Community Survey Operations	111 112	368 378	56 513	63 303	-17,1%	6,5%	170 795	882 627	2 233 131	228,0%	25,8%
Data Management and Technology	115 614	135 095	118 786	149 874	9,0%	5,6%	142 554	151 548	160 843	2,4%	4,7%
<b>Total</b>	<b>1 246 393</b>	<b>1 437 280</b>	<b>1 155 950</b>	<b>1 155 356</b>	<b>-14,3%</b>	<b>54,3%</b>	<b>1 349 553</b>	<b>2 099 746</b>	<b>3 533 560</b>	<b>45,2%</b>	<b>62,6%</b>

## 1.8.5 Goods and services expenditure trends and estimates

### Vote goods and services expenditure trends and estimates

R thousand	Audited outcome			Adjusted appropriation 2018/19	Average growth rate (%) 2015/16 - 2018/19	Average: Expenditure/total vote (%) 2015/16 - 2018/19	Medium-term expenditure estimate			Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/total vote (%) 2018/19 - 2021/22
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22		
Administrative fees	589	768	1 149	665	4.1%	0.1%	720	666	712	2.3%	0.1%
Advertising	6 870	10 294	867	1 971	-34.0%	0.8%	2 873	70 879	220 977	382.2%	5.4%
Minor assets	2 178	32 535	435	1 647	-8.9%	1.5%	13 674	648 946	3 848	32.7%	12.1%
Audit costs: External	7 168	5 614	6 986	6 603	-2.7%	1.0%	8 438	9 262	9 927	14.6%	0.6%
Bursaries: Employees	2 109	2 533	1 610	2 678	8.3%	0.4%	3 169	3 496	4 436	18.3%	0.3%
Catering: Departmental activities	13 344	4 440	2 733	5 077	-27.5%	1.0%	6 755	10 033	117 599	185.1%	2.5%
Communications	25 831	34 647	40 290	26 628	1.0%	5.0%	28 341	32 830	70 787	38.5%	2.9%
Computer services	72 869	87 292	75 048	103 327	12.3%	13.3%	114 632	124 259	128 515	7.5%	8.6%
Consultants: Business and advisory services	18 673	22 711	8 685	14 852	-7.3%	2.6%	19 078	14 673	20 758	11.8%	1.3%
Legal services	2 818	13 551	5 335	2 455	-4.5%	1.0%	2 652	2 767	2 922	6.0%	0.2%
Contractors	8 424	9 187	6 766	10 085	6.2%	1.4%	7 360	13 304	16 951	18.9%	0.9%
Agency and support/outsourced services	17 207	138 410	7 897	8 961	-19.5%	6.8%	89 425	29 816	1 250 390	418.7%	25.0%
Entertainment	62	28	23	243	57.7%	-	89	119	119	-21.2%	-
Fleet services (including government motor transport)	30 007	24 300	17 718	25 810	-4.9%	3.9%	30 135	25 282	75 811	43.2%	2.9%
Consumable supplies	3 604	3 526	4 338	4 564	8.2%	0.6%	5 472	21 612	22 889	71.2%	1.0%
Consumables: Stationery, printing and office supplies	10 134	4 305	5 043	5 684	-17.5%	1.0%	8 868	19 147	16 201	41.8%	0.9%
Operating leases	211 229	183 139	165 688	160 239	-8.8%	28.4%	175 135	190 580	227 322	12.4%	13.8%
Rental and hiring	875	1 523	357	219	-37.0%	0.1%	223	3 302	36 581	450.7%	0.7%
Property payments	69 443	59 371	37 151	40 879	-16.2%	8.1%	39 753	43 579	102 923	36.0%	4.1%
Travel and subsistence	131 783	186 383	61 557	76 573	-16.6%	18.0%	83 952	109 339	459 152	81.7%	13.2%
Training and development	2 795	5 082	5 888	6 401	31.8%	0.8%	17 656	14 542	14 473	31.3%	1.0%
Operating payments	16 693	19 904	26 736	22 354	10.2%	3.4%	23 245	24 005	59 930	38.9%	2.4%
Venues and facilities	8 330	7 892	8 985	1 011	-50.5%	1.0%	787	1 061	16 222	152.2%	0.3%
<b>Total</b>	<b>663 035</b>	<b>857 435</b>	<b>491 285</b>	<b>528 926</b>	<b>-7.3%</b>	<b>100.0%</b>	<b>682 432</b>	<b>1 413 499</b>	<b>2 879 445</b>	<b>75.9%</b>	<b>100.0%</b>

## 1.8.6 Transfers and subsidies expenditure trends and estimates

### Vote transfers and subsidies trends and estimates

	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/total (%)
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21		
R thousand											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>4 444</b>	<b>3 803</b>	<b>3 428</b>	<b>3 354</b>	<b>-9,0%</b>	<b>62,5%</b>	<b>1 162</b>	<b>1 397</b>	<b>7 789</b>	<b>32,4%</b>	<b>79,0%</b>
Employee social benefits	4 444	3 803	3 428	3 354	-9,0%	62,5%	1 162	1 397	7 789	32,4%	79,0%
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>15</b>	<b>9</b>	<b>4</b>	<b>10</b>	<b>-12,6%</b>	<b>0,2%</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-41,5%</b>	<b>0,1%</b>
Communication	14	9	4	10	-10,6%	0,2%	2	2	2	-41,5%	0,1%
Departmental agency and accounts	1	-	-	-	-100,0%	-	-	-	-	-	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>2 421</b>	<b>1 304</b>	<b>1 264</b>	<b>2 232</b>	<b>-2,7%</b>	<b>30,0%</b>	<b>300</b>	<b>318</b>	<b>17</b>	<b>-80,3%</b>	<b>16,5%</b>
Employee social benefits	38	-	522	-	-100,0%	2,3%	-	-	-	-	-
Bursaries for non-employees	2 253	1 248	665	2 070	-2,8%	25,9%	300	318	-	-100,0%	15,5%
Claims against the state	67	46	7	-	-100,0%	0,5%	-	-	-	-	-
Employee Ex-gratia payment	63	10	70	162	37,0%	1,3%	-	-	17	-52,8%	1,0%
<b>Non-profit institutions</b>											
<b>Current</b>	<b>438</b>	<b>290</b>	<b>244</b>	<b>330</b>	<b>-9,0%</b>	<b>5,4%</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>-24,9%</b>	<b>4,3%</b>
South African Statistical Association	238	90	44	130	-18,3%	2,1%	130	130	130	-	3,0%
Population Association of Southern Africa	200	200	200	200	-	3,3%	10	10	10	-63,2%	1,3%
<b>Public corporations and private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	<b>77</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>1,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Public Corporation and Private Enterprise	-	135	-	-	-	0,6%	-	-	-	-	-
Claims against the state	54	-	-	-	-100,0%	0,2%	-	-	-	-	-
Other transfers	23	30	-	-	-100,0%	0,2%	-	-	-	-	-
<b>Higher education institutions</b>											
<b>Current</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>0,4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
University of Pretoria	100	-	-	-	-100,0%	0,4%	-	-	-	-	-
<b>Public corporations and private enterprises</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>-</b>	<b>20</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>0,4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Public Corporation and Private Enterprise	-	-	85	-	-	0,4%	-	-	-	-	-
Claims against the state	-	20	-	-	-	0,1%	-	-	-	-	-
<b>Total</b>	<b>7 495</b>	<b>5 591</b>	<b>5 025</b>	<b>5 926</b>	<b>-7,5%</b>	<b>100,0%</b>	<b>1 604</b>	<b>1 857</b>	<b>7 948</b>	<b>10,3%</b>	<b>100,0%</b>

## 1.8.7 Personnel information.

### Vote personnel numbers and cost by salary level and programme

#### Programmes

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

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Number		
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate									Average growth rate (%)	Average: salary level/total (%)	
		2017/18			2018/19			2019/20			2020/21			2021/22					2018/19 - 2021/22
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Statistics South Africa</b>																			
1 – 6	1 519	–	1 313	369,9	0,3	1 251	376,4	0,3	1 195	390,4	0,3	1 184	418,2	0,4	1 182	451,3	0,4	-1,9%	41,8%
7 – 10	1 258	–	1 029	492,9	0,5	938	483,6	0,5	903	500,1	0,6	903	538,7	0,6	886	569,3	0,6	-1,9%	31,5%
11 – 12	469	–	374	304,0	0,8	350	305,7	0,9	336	313,7	0,9	336	336,1	1,0	336	359,4	1,1	-1,4%	11,8%
13 – 16	265	–	211	242,7	1,2	194	238,2	1,2	184	240,5	1,3	184	257,7	1,4	184	275,6	1,5	-1,7%	6,5%
Other	–	–	–	–	–	274	38,8	0,1	149	15,4	0,1	229	25,3	0,1	324	44,9	0,1	5,7%	8,5%
<b>Programme</b>	<b>3 511</b>	<b>–</b>	<b>2 927</b>	<b>1 409,5</b>	<b>0,5</b>	<b>3 007</b>	<b>1 442,7</b>	<b>0,5</b>	<b>2 767</b>	<b>1 460,1</b>	<b>0,5</b>	<b>2 836</b>	<b>1 575,9</b>	<b>0,6</b>	<b>2 912</b>	<b>1 700,4</b>	<b>0,6</b>	<b>-1,1%</b>	<b>100,0%</b>
Programme 1	622	–	454	236,2	0,5	415	218,8	0,5	340	195,1	0,6	343	210,7	0,6	312	212,3	0,7	-9,1%	12,2%
Programme 2	583	–	507	219,9	0,4	479	226,6	0,5	478	243,4	0,5	477	261,7	0,5	478	281,6	0,6	-0,1%	16,6%
Programme 3	204	–	163	100,3	0,6	437	144,6	0,3	160	109,8	0,7	157	116,7	0,7	278	146,4	0,5	-14,0%	9,0%
Programme 4	131	–	106	68,6	0,6	101	71,6	0,7	100	76,6	0,8	100	82,3	0,8	100	88,2	0,9	-0,3%	3,5%
Programme 5	264	–	208	131,2	0,6	204	138,3	0,7	203	147,8	0,7	203	158,8	0,8	203	170,2	0,8	-0,2%	7,1%
Programme 6	1 361	–	1 200	511,9	0,4	1 084	490,6	0,5	1 079	526,3	0,5	1 076	566,0	0,5	1 079	608,9	0,6	-0,2%	37,5%
Programme 7	346	–	289	141,4	0,5	287	152,1	0,5	407	161,1	0,4	480	179,8	0,4	462	193,0	0,4	17,2%	14,2%

1. Rand million.

### 1.8.8 Linking the MTEF budget allocation to strategic outcomes

Strategic outcomes	2019/20	2020/21	2021/22
R million			
An informed nation	461 824	433 108	570 887
Trusted statistics	928 305	951 681	1 017 473
Partners in statistics	127 029	153 410	163 665
Capable organisation	817 800	874 600	920 295
Statistical leadership	34 113	36 340	38 187
<b>Subtotal</b>	<b>2 369 071</b>	<b>2 449 139</b>	<b>2 710 507</b>
Census 2021	145 298	854 992	2 202 017
<b>Total</b>	<b>2 514 368</b>	<b>3 304 131</b>	<b>4 912 524</b>

### 1.8.9 Selected performance indicators

#### Performance indicators by programme and related outcome

Indicator	Programme	MTSF outcome	Past			Current	Projections		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of GDP estimates releases per year	Economic Statistics	Outcome 4: Decent employment through inclusive growth	4	4	4	4	4	4	4
Number of releases on industry and trade statistics per year	Economic Statistics		150	150	150	150	150	150	150
Number of releases on financial statistics per year	Economic Statistics		17	17	17	17	17	17	17
Number of price index releases per year <sup>1</sup>	Economic Statistics		24	48	48	48	48	48	48
Number of releases on labour market dynamics per year	Population and Social Statistics	Outcome 4: Decent employment through inclusive growth	8	7	8	8	8	8	8
Number of releases on living circumstances, service delivery and poverty per year	Population and Social Statistics	Outcome 8: Sustainable human settlements and improved quality of household life	4	4	3	4	4	4	4
Number of releases on the changing profile of the population per year	Population and Social Statistics		17	17	15 <sup>2</sup>	17	17	17	17

1. Indicators for consumer price index and producer price index were combined in 2016/17.

2. The annual report on documented immigrants was not published because of changes to the format of recorded data at the Department of Home Affairs, and the annual release on marriages and divorces was not published because of systemic challenges.





 Programme and subprogramme plans

## 2. Linking programmes to strategic outcomes and objectives

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

### 2.1 Programme 1: Administration

Programme 1 consists of three distinct parts, namely the Office of the Statistician-General, the Corporate Services branch and the South African National Statistics System (SANSS) branch.

#### a) Programme purpose and objectives

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

#### Objectives

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

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

**Departmental Management** provides strategic direction and leadership to the organisation.

- **Programme Office** oversees operational planning and reporting in the organisation, provides coordinated and integrated management information, and builds project management capability. Key outputs for 2019/20 are monthly organisational operational performance reports to Exco and Senior Management Staff (SMS); project management support; and consolidating the management information repository at a cost of R15,9 million.
- The **Strategy** division is responsible for strategic management of Stats SA, including driving and facilitating organisational strategy development, strategic planning, organisational strategic reporting and monitoring processes, and the change agenda. Key outputs for 2019/20 include the work programme; quarterly reports on organisational performance; the annual report; a new strategic plan for 2020–2025; SDIP annual report and a concept note on service delivery improvement at a cost of R9,0 million.

- **Internal Audit** provides an independent audit service to the department. Key outputs for 2019/20 are audit reports; aligning internal audit systems and methodologies through combined assurance; and auditing of the Census 2021 plan at a cost of R12,7 million.

The **South African National Statistics System** branch coordinates the statistical production system among organs of state. Key outputs for 2019/20 include independent quality assessments certifying statistics as official; a proposal for modernising the assessment process; clearance protocol and SASQAF Lite on relevant data applied; piloting protocol on data sharing; compiling system specifications for SASQAF; E-data transfer and dissemination tool amongst SANSS members; SDG indicators; protocols for the development, compliance and reporting of indicators; an integrated indicator framework; technical support and diagnostic assessments; and a progress report on the parliamentary process for the Amendment of the Stats Act at a cost of R27,8 million.

Stats SA will be conducting user-paid surveys during 2019/20 in collaboration with SANSS partners depending on funding being made available on time as well as the signing of the Memorandums of Understanding. These surveys include a Census of Commercial Agriculture which commenced in 2018/19; and a National Household Transport Survey. Stats SA is still in the process of finalising the decision on undertaking the NHTS.

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

- **Programme Management** provides strategic direction and leadership to the Corporate Services Branch at a cost of R8,8 million.
- **Human Resource Management and Development** provides an efficient and effective human resource management service to the organisation, and for the development and implementation of a people development programme to enhance the skills and competencies of staff. Key outputs for 2019/20 include permanent staff appointed; disciplinary cases; grievance cases; computerised HRM system; HRM plan for Census 2021; structure review plan implemented; HRM plan for census mini-test developed; staff affected by technology redeployed; an HRD implementation plan; workplace skills plan; HRD monitoring and evaluation framework; talent management document such as succession plan; skills portfolio of the organisation; reports on the internship programme and bursary allocation; CRUISE research papers; leadership and management programme; and re-skilling staff for new technology at a cost of R42,1 million.
- **Facilities Management, Logistics and Security** is responsible for providing a secure and healthy working environment for staff, and an effective and efficient logistical service that is timely and cost-effective to support operations in the organisation (fleet management and property management). Key outputs for 2019/20 include an efficient fleet management service; logistical support and OHSA compliance audits; FMLS plan for Census 2021; FMLS plan for Census 2019 mini-test developed; and electronic filing system tested at a cost of R40,4 million.
- **Corporate Governance** is responsible for efficient risk management, the development, review and implementation of organisational policies, and providing a sound legal advisory service to the department. Key outputs for 2019/20 include governance reports; and the evaluation of the compliance environment at a cost of R21,1 million.
- **Financial Administration** provides financial, asset and procurement support services to the department. Key outputs for 2019/20 include the departmental MTEF, ENE, AENE, Financial Statements for auditing purposes; biannual tax reconciliations to SARS/AG; 75% goods and services procured from black-owned institutions; E-payroll system certification; and a Census 2021 financial administration support plan at a cost of R64,9 million.
- **Office Accommodation** provides a secure and healthy working environment for employees and stakeholders at a cost of R394,9 million.

c) Linking programmes with strategic outcomes and objectives

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

Informed nation		Enhance the statistical information base by increasing the depth, breadth and geographic spread (SANSS)
Partners in statistics		Lead the development and coordination of the national statistics system in South Africa (SANSS)
Capable organisation		Drive legislative reform (SANSS and OoSG) Enhance corporate governance and administration (OoSG and Corporate Services) Become the employer of choice (Corporate Services)
Statistical leadership		Invest in statistical leadership and management (Corporate Services) Invest in building statistical capacity and competence (Corporate Services) Build a united and diverse organisation (OoSG)

d) Programme risks

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

Strategic risks	Mitigation strategy
Budget cuts on Compensation of Employees (CoE) have exceeded the actual budgeted (CoE) costs of filled positions	Continue engagement with with all stakeholders to address this anomaly in an attempt to correct the CoE expense overrun
The proposed new structure has inherent elements of uncertainty requiring constant engagement with stakeholders	Whilst the conditionality's linked to the approval of the structure remain the ultimate challenge, the process of institutionalising change management has to be seen through
Inability to coordinate and synergise SANSS activities	Amendment of the Statistics Act Develop a National Strategy for the Development of Statistics (NSDS)
Inadequate capacity to conduct independent quality assessments against SASQAF will impact on the certification of statistics as official	Introduce a phased-in approach to independent assessments

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

## Expenditure trends and estimates

### Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation 2018/19	Average growth rate (%) 2015/16 - 2018/19	Average: Expenditure/total (%) 2018/19	Medium-term expenditure estimate			Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/total (%) 2021/22
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22		
R thousand											
Departmental Management	38 687	35 230	44 056	32 531	-5,6%	5,3%	35 380	37 840	40 218	7,3%	5,1%
Corporate Services	165 673	163 829	155 757	154 300	-2,3%	22,4%	146 457	154 636	151 723	-0,6%	21,3%
Financial Administration	68 672	74 369	76 437	77 605	4,2%	10,4%	64 896	77 445	82 496	2,1%	10,6%
Internal Audit	11 103	12 847	14 260	12 019	2,7%	1,8%	12 703	13 624	14 495	6,4%	1,9%
National Statistics System	21 691	29 812	21 027	24 249	3,8%	3,4%	27 760	28 107	29 856	7,2%	3,9%
Office Accommodation	494 298	355 101	389 285	377 880	-8,6%	56,7%	394 856	416 568	444 888	5,6%	57,3%
<b>Total</b>	<b>800 124</b>	<b>671 188</b>	<b>700 822</b>	<b>678 584</b>	<b>-5,3%</b>	<b>100,0%</b>	<b>682 052</b>	<b>728 220</b>	<b>763 676</b>	<b>4,0%</b>	<b>100,0%</b>
Change to 2018 budget estimate				(16 693)			(55 649)	(54 784)	(70 337)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>533 247</b>	<b>495 793</b>	<b>441 841</b>	<b>431 002</b>	<b>-6,8%</b>	<b>66,7%</b>	<b>424 094</b>	<b>457 317</b>	<b>472 780</b>	<b>3,1%</b>	<b>62,6%</b>
Compensation of employees	224 711	228 720	236 174	218 841	-0,9%	31,9%	195 142	210 716	212 252	-1,0%	29,3%
Goods and services <sup>1</sup>	308 536	267 073	205 215	212 158	-11,7%	34,8%	228 952	246 601	260 528	7,1%	33,2%
of which:											
Audit costs: External	7 168	5 614	6 986	6 603	-2,7%	0,9%	8 438	9 262	9 927	14,6%	1,2%
Consultants: Business and advisory services	14 912	12 249	11 317	16 031	2,4%	1,9%	15 133	12 399	13 986	-4,4%	2,0%
Operating leases	166 972	127 963	101 317	99 994	-15,7%	17,4%	105 355	116 463	123 009	7,1%	15,6%
Property payments	69 340	58 612	36 909	40 319	-16,5%	7,2%	39 332	43 257	46 119	4,6%	5,9%
Travel and subsistence	25 014	21 487	16 088	17 222	-11,7%	2,8%	20 363	22 094	23 352	10,7%	2,9%
Training and development	1 238	2 273	4 207	3 810	45,5%	0,4%	8 615	9 096	9 924	37,6%	1,1%
Interest and rent on land	-	-	452	3	-	-	-	-	-	-100,0%	-
<b>Transfers and subsidies<sup>1</sup></b>	<b>3 902</b>	<b>1 772</b>	<b>1 670</b>	<b>3 218</b>	<b>-6,2%</b>	<b>0,4%</b>	<b>430</b>	<b>448</b>	<b>130</b>	<b>-65,7%</b>	<b>0,1%</b>
Departmental agencies and accounts	4	-	-	-	-100,0%	-	-	-	-	-	-
Public corporations and private enterprises	-	135	85	-	-	-	-	-	-	-	-
Non-profit institutions	238	90	44	130	-18,3%	-	130	130	130	-	-
Households	3 660	1 547	1 541	3 088	-5,5%	0,3%	300	318	-	-100,0%	0,1%
<b>Payments for capital assets</b>	<b>262 975</b>	<b>167 413</b>	<b>257 311</b>	<b>244 364</b>	<b>-2,4%</b>	<b>32,7%</b>	<b>257 528</b>	<b>270 455</b>	<b>290 766</b>	<b>6,0%</b>	<b>37,3%</b>
Buildings and other fixed structures	255 265	155 911	247 549	242 221	-1,7%	31,6%	255 785	269 853	290 092	6,2%	37,1%
Machinery and equipment	7 554	11 502	9 363	2 137	-34,4%	1,1%	1 743	602	674	-31,9%	0,2%
Software and other intangible assets	156	-	399	6	-66,2%	-	-	-	-	-100,0%	-
<b>Payments for financial assets</b>	<b>-</b>	<b>6 210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0,2%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>800 124</b>	<b>671 188</b>	<b>700 822</b>	<b>678 584</b>	<b>-5,3%</b>	<b>100,0%</b>	<b>682 052</b>	<b>728 220</b>	<b>763 676</b>	<b>4,0%</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>35,2%</b>	<b>27,3%</b>	<b>31,9%</b>	<b>29,9%</b>	<b>-</b>	<b>-</b>	<b>27,1%</b>	<b>22,0%</b>	<b>15,5%</b>	<b>-</b>	<b>-</b>

#### Details of transfers and subsidies

Households											
Social benefits											
Current											
	1 369	299	354	1 018	-9,4%	0,1%	-	-	-	-100,0%	-
Employee social benefits	1 369	299	354	1 018	-9,4%	0,1%	-	-	-	-100,0%	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current											
	4	-	-	-	-100,0%	-	-	-	-	-	-
Communications	4	-	-	-	-100,0%	-	-	-	-	-	-
Households											
Other transfers to households											
Current											
	2 291	1 248	1 187	2 070	-3,3%	0,2%	300	318	-	-100,0%	0,1%
Employee social benefits	38	-	522	-	-100,0%	-	-	-	-	-	-
Bursaries for non-employees	2 253	1 248	665	2 070	-2,8%	0,2%	300	318	-	-100,0%	0,1%
Non-profit institutions											
Current											
	238	90	44	130	-18,3%	-	130	130	130	-	-
South African Statistical Association	238	90	44	130	-18,3%	-	130	130	130	-	-
Public corporations and private enterprises											
Public corporations											
Other transfers to public corporations											
Current											
	-	-	85	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	85	-	-	-	-	-	-	-	-
Public corporations and private enterprises											
Private enterprises											
Other transfers to private enterprises											
Current											
	-	135	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	135	-	-	-	-	-	-	-	-	-

## Personnel information

### Administration personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/total (%)				
		2017/18		2018/19		2019/20		2020/21		2021/22		2018/19 - 2021/22							
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Administration</b>																			
<b>Salary level</b>	<b>622</b>	-	454	236,2	0,5	415	218,8	0,5	340	195,1	0,6	343	210,7	0,6	312	212,3	0,7	-9,1%	100,0%
1 – 6	187	-	129	28,5	0,2	129	31,0	0,2	97	25,0	0,3	100	27,9	0,3	86	25,9	0,3	-12,6%	29,2%
7 – 10	302	-	224	104,6	0,5	209	104,3	0,5	179	95,4	0,5	179	102,8	0,6	162	100,6	0,6	-8,1%	51,7%
11 – 12	70	-	50	42,3	0,8	40	36,3	0,9	32	31,1	1,0	32	33,3	1,0	32	35,7	1,1	-7,2%	9,6%
13 – 16	63	-	51	60,8	1,2	37	47,3	1,3	32	43,7	1,4	32	46,8	1,5	32	50,1	1,6	-4,7%	9,4%

1. Rand million.

## 2.2 Programme 2: Economic Statistics

### a) Programme purpose and objectives

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

#### **Objectives**

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

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

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

**Programme Management** for Economic Statistics provides strategic direction and leadership to the programme at a cost of R4,9 million.

**Short-term Indicators** provides information on turnover and volumes in various industries in the economy through the publication of monthly, quarterly and annual statistical releases. Key activities include the conducting of 15 business surveys. Key outputs for 2019/20 include 150 releases on 10 industries, i.e. Selected building plans passed and completed, and buildings completed per annum; 1 quarterly release on Manufacturing: utilisation of production capacity by large enterprises; 12 monthly releases consisting of Mining: production and sales; Manufacturing: production and sales; Generation and consumption of electricity; Building plans passed and completed; Retail trade sales; Motor trade sales; Wholesale trade sales; Food and beverages; Tourist accommodation; Transport; Liquidations and insolvencies; Civil cases for debt; and 4 reports on improving short-term indicators at a cost of R45,0 million.

**Structural Industry Statistics** provides periodic information on the income and expenditure structure of industries by publishing periodic statistical information. Key outputs for 2019/20 include 5 reports on manufacturing industry financial; manufacturing industry production; construction industry; Census of Commercial Agriculture; and a report on fishery and forestry at a cost of R47,4 million.

**Price Statistics** provides information on the level of inflation by producing the consumer price index and various producer price indices. Key outputs for 2019/20 include monthly CPI and PPI; alternative collection methodologies implemented; and storage and communication services tested at a cost of R86,9 million.

**Private Sector Finance Statistics** tracks the financial performance of private sector organisations. Key outputs for 2019/20 include 5 releases on private sector income; engaging stakeholders to promote surveys; and a discussion document on quarterly estimates of capital expenditure at a cost of R37,8 million.

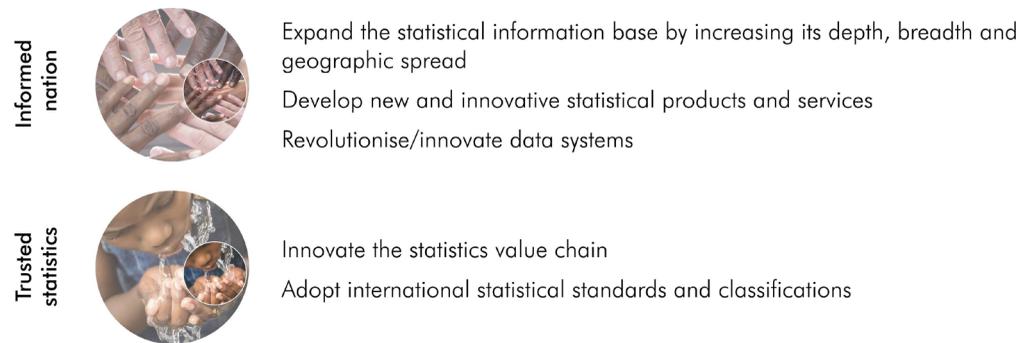
**Government Financial Statistics** tracks public sector spending. Key outputs for 2019/20 include quarterly releases on financial statistics of municipalities; and 7 annual releases on financial and non-financial statistics of municipalities and other levels of government at a cost of R20,6 million.

**National Accounts** produces GDP data and other integrative statistical products. Key outputs for 2019/20 include 4 quarterly GDP estimates; a report on supply and use tables; national accounts statistics rebased and benchmarked (phase 1); and a research report on improving national accounts statistics at a cost of R22,2 million.

**Economic Analysis** integrates and analyses information from various internal and external data sources. Key outputs for 2018/19 include Tourism satellite accounts; and a Project document on coordinating the European Union-funded project on Natural Capital Accounting and Valuation of Ecosystem Services at a cost of R13,1 million.

c) Linking programmes with strategic outcomes and objectives

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



d) Programme risks

Strategic risks	Mitigation strategy
Failure to maintain quality of existing outputs and the inability to research improvement activities that ensure relevance of economic statistics, due to financial constraints	Engage external stakeholders on the granularity, accuracy and timeliness of economic statistics Monitor and identify critical gaps for intervention
Failure of organs of state and businesses to submit suitable data to Stats SA for the compilation of various economic statistics and National Accounts	Amendment of the Statistics Act
Increasing respondent apathy impacting negatively on collection rates and quality of statistics	Implementation of the Integrated Communication, Marketing and Stakeholder management strategy regarding response rates Enforce the Statistics Act
Failure of ICT systems during statistical releases will result in the the late release of statistics which will impact on the reputation of the organisation	Continuous engagement with stakeholders to ensure that reliable ICT systems are in place Ensure Disaster recovery plans are in place
Inability to update the CPI basket will result in an inaccurate consumer price index over time which will impact on the reputation of the organisation	Develop a plan for partial updating of weights based on available information and engage stakeholders

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

**Expenditure trends and estimates**

**Economic Statistics expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation 2018/19	Average growth rate (%) 2015/16 - 2018/19	Average: Expenditure/total (%) 2015/16 - 2018/19	Medium-term expenditure estimate			Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/total (%) 2018/19 - 2021/22
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22		
R thousand											
Programme Management for Economic Statistics	3 941	4 594	4 350	4 750	6,4%	1,9%	4 916	5 451	6 858	13,0%	2,0%
Short-term Indicators	28 908	30 861	33 295	34 858	6,4%	13,6%	44 966	40 147	42 814	7,1%	14,5%
Structural Industry Statistics	39 404	40 823	42 069	43 315	3,2%	17,6%	47 444	50 935	54 747	8,1%	17,5%
Price Statistics	68 763	73 503	77 160	78 977	4,7%	31,7%	86 919	90 575	97 363	7,2%	31,5%
Private Sector Finance Statistics	29 647	32 655	35 331	35 329	6,0%	14,1%	37 812	40 624	43 649	7,3%	14,0%
Government Finance Statistics	17 326	18 155	19 189	19 562	4,1%	7,9%	20 545	22 070	23 733	6,7%	7,6%
National Accounts	10 805	20 067	17 742	20 242	23,3%	7,3%	22 152	23 671	25 313	7,7%	8,1%
Economic Analysis	19 857	12 654	11 533	11 883	-15,7%	5,9%	13 057	14 022	15 421	9,1%	4,8%
<b>Total</b>	<b>218 651</b>	<b>233 312</b>	<b>240 669</b>	<b>248 916</b>	<b>4,4%</b>	<b>100,0%</b>	<b>277 811</b>	<b>287 495</b>	<b>309 898</b>	<b>7,6%</b>	<b>100,0%</b>
Change to 2018 budget estimate				11 995			23 457	14 667	19 657		
<b>Economic classification</b>											
<b>Current payments</b>	<b>217 066</b>	<b>231 609</b>	<b>240 345</b>	<b>248 388</b>	<b>4,6%</b>	<b>99,6%</b>	<b>277 739</b>	<b>287 458</b>	<b>309 841</b>	<b>7,6%</b>	<b>99,9%</b>
Compensation of employees	194 543	210 384	219 947	226 627	5,2%	90,4%	243 407	261 678	281 609	7,5%	90,1%
Goods and services <sup>1</sup>	22 523	21 225	20 398	21 761	-1,1%	9,1%	34 332	25 780	28 232	9,1%	9,8%
of which:											
Communications	2 880	1 719	3 233	2 396	-5,9%	1,1%	3 125	4 244	4 369	22,2%	1,3%
Consultants: Business and advisory services	8 508	8 064	4 043	5 420	-14,0%	2,8%	5 957	6 282	6 897	8,4%	2,2%
Agency and support/outsourced services	104	110	118	135	9,1%	-	9 120	106	41	-32,8%	0,8%
Consumables: Stationery, printing and office supplies	1 897	347	898	791	-25,3%	0,4%	1 175	1 167	1 625	27,1%	0,4%
Travel and subsistence	7 611	7 241	6 929	7 724	0,5%	3,1%	9 405	9 583	9 787	8,2%	3,2%
Operating payments	452	2 453	4 071	3 478	97,4%	1,1%	3 137	2 186	2 088	-15,6%	1,0%
<b>Transfers and subsidies<sup>1</sup></b>	<b>134</b>	<b>410</b>	<b>188</b>	<b>233</b>	<b>20,2%</b>	<b>0,1%</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-83,7%</b>	<b>-</b>
Departmental agencies and accounts	2	-	-	1	-20,6%	-	1	1	1	-	-
Households	132	410	188	232	20,7%	0,1%	-	-	-	-100,0%	-
<b>Payments for capital assets</b>	<b>1 451</b>	<b>1 293</b>	<b>136</b>	<b>295</b>	<b>-41,2%</b>	<b>0,3%</b>	<b>71</b>	<b>36</b>	<b>56</b>	<b>-42,5%</b>	<b>-</b>
Machinery and equipment	1 451	1 293	136	295	-41,2%	0,3%	71	36	56	-42,5%	-
<b>Total</b>	<b>218 651</b>	<b>233 312</b>	<b>240 669</b>	<b>248 916</b>	<b>-</b>	<b>100,0%</b>	<b>277 811</b>	<b>287 495</b>	<b>309 898</b>	<b>-</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>9.6%</b>	<b>9.5%</b>	<b>11.0%</b>	<b>11,0%</b>	<b>-</b>	<b>-</b>	<b>11,0%</b>	<b>8,7%</b>	<b>6,3%</b>	<b>-</b>	<b>-</b>

Details of transfers and subsidies

Details of transfers and subsidies											
<b>Households</b>											
<b>Social benefits</b>											
Current	132	410	188	232	-	0,1%	-	-	-	-	-
Employee social benefits	132	410	188	232	-20,6%	0,1%	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
Current	2	-	-	1	-	-	1	1	1	-	-
Communications	2	-	-	1	-	-	1	1	1	-	-

Personnel information

Economic Statistics personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2017/18			2018/19			2019/20		2020/21		2021/22				2018/19 - 2021/22			
Economic Statistics		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	583	-	507	219,9	0,4	479	226,6	0,5	478	243,4	0,5	477	261,7	0,5	478	281,6	0,6	-0,1%	185,3%
1 – 6	284	-	254	76,2	0,3	244	79,3	0,3	243	85,3	0,4	242	91,8	0,4	243	99,4	0,4	-0,1%	94,2%
7 – 10	210	-	177	75,3	0,4	159	73,8	0,5	159	79,4	0,5	159	85,6	0,5	159	92,1	0,6	-	61,6%
11 – 12	57	-	48	36,5	0,8	48	39,3	0,8	48	42,0	0,9	48	45,0	0,9	48	48,1	1,0	-	18,6%
13 – 16	32	-	28	31,9	1,1	28	34,3	1,2	28	36,7	1,3	28	39,3	1,4	28	42,0	1,5	-	10,9%

1. Rand million.

## 2.3 Programme 3: Population and Social Statistics

### a) Programme purpose and objectives

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

#### **Objectives**

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

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

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

**Programme Management** for Population and Social Statistics provides strategic direction and leadership to the programme at a cost of R2,0 million.

**Population Statistics** publishes population estimates collected through population censuses and surveys. Key outputs for 2019/20 include Census 2021 mini-test tools and methodologies developed; Census 2021 mini-test report compiled from data collected through self-enumeration; report on administrative data of institutionalised population; report on Census 2021 mini-test; and a discussion document on Homeless population national definition at a cost of R13,3 million.

**Health and Vital Statistics** publishes statistics on births, deaths, marriages, divorces, tourism and migration based on administrative records. Key outputs for 2019/20 include monthly and annual publications on tourism and migration; annual publications on recorded live births, marriages and divorces, mortality and causes of death; and an analytical report on various data sources at a cost of R13,1 million.

**Social Statistics** provides information on living conditions, domestic tourism, education and crime by means of conducting household surveys. Key outputs for 2019/20 include an annual and biannual domestic tourism survey; National Household Travel Survey (NHTS) tools and methodologies developed; annual statistical release on General Household Survey 2018; 2 reports on development indicators; report on marginalised groups indicators; a series on gender and education; an annual release on crime statistics; a series on education statistics; and governance statistics at a cost of R18,9 million.

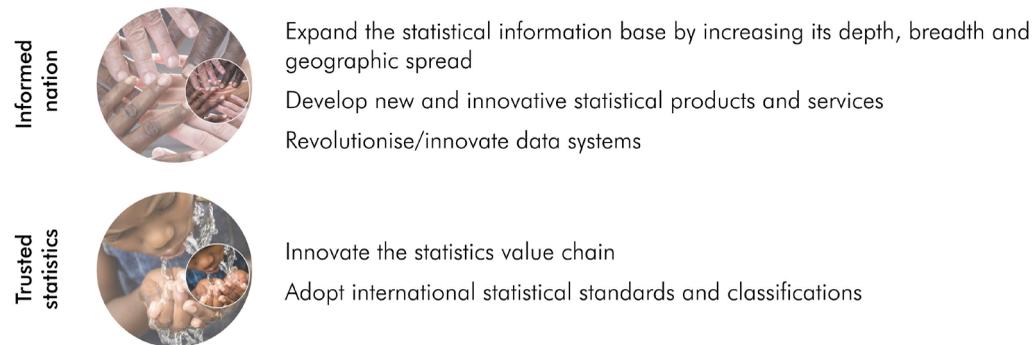
**Demographic Analysis** collates and analyses data from censuses and other surveys, as well as administrative data to compile mid-year population estimates and generate a knowledge base on social and population themes. Key outputs for 2019/20 include 3 annual reports on mid-year population estimates at national and provincial, local municipality and household estimates; and 2 thematic demographic reports on multiple sources of data at a cost of R16,5 million.

**Labour Statistics** provides information on employment levels in the formal, non-agriculture sector as well as labour market trends in South Africa. Key outputs for 2019/20 include the quarterly release on employment levels; the quarterly publication of labour market trends; an annual report on labour market dynamics in South Africa; research report on job vacancy rates; Volunteer Activities Survey (VAS) report; and a research report on Time Use Survey at a cost of R88,4 million.

**Poverty and Inequality Statistics** provides information on poverty levels and income and expenditure trends in South Africa. Key outputs for 2019/20 include The South African Multidimensional Poverty Index (SAMPI); the National poverty line (2019); a Child poverty report; an Inequality trends report; and National Income Dynamic Survey data assessed at a cost of R24,8 million.

c) Linking programmes with strategic outcomes and objectives

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



d) Programme risks

Strategic risks	Mitigation strategy
Failure to maintain quality of existing outputs and the inability to research improvement activities that ensure relevance of population and social statistics, due to financial constraints	Engage external stakeholders on the granularity, accuracy and timeliness of population and social statistics Monitor and identify critical post gaps for intervention
Unavailability of new household expenditure data due to financial constraints may impact on the reweighting of the CPI and updates to poverty estimates	Identify potential cost saving measures resulting from transition to CAPI Explore other existing external data sources Continued engagement with National Treasury on additional allocation for a continuous population survey
Inability to respond to the high demand for statistics at a more detailed level, more frequently, within tight financial constraints	Conduct a continuous population survey that integrates content across surveys and publish data at municipal level every 3 years Secure full funding from National Treasury in the MTEF for 2021/22 to conduct a CPS
Inadequate or poor quality information sourced from administrative sources that may delay the release or impact on the quality of statistical information	Amendment of the Statistics Act Strengthening partnerships with organs of state that are responsible for administrative records through formalising MoUs

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

**Expenditure trends and estimates**

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

Subprogramme	Audited outcome			Adjusted appropriation 2018/19	Average growth rate (%) 2015/16 - 2018/19	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/total (%)
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22		
R thousand											
Programme Management for Population and Social Statistics	4 792	3 303	1 197	1 812	-27,7%	1,9%	2 006	2 149	2 298	8,2%	1,1%
Population Statistics	7 098	11 961	13 302	12 308	20,1%	7,7%	13 278	14 188	15 168	7,2%	7,3%
Health and Vital Statistics	10 765	10 939	10 127	10 510	-0,8%	7,3%	13 073	12 816	13 688	9,2%	6,7%
Social Statistics	15 788	17 555	16 740	18 186	4,8%	11,8%	18 880	19 189	20 420	3,9%	10,2%
Demographic Analysis	13 664	12 348	13 765	15 474	4,2%	9,6%	16 452	17 590	18 836	6,8%	9,1%
Labour Statistics	36 602	37 299	39 401	98 478	39,1%	36,7%	88 390	45 019	47 515	-21,6%	37,3%
Poverty and Inequality Statistics	72 479	21 093	22 411	27 137	-27,9%	24,8%	24 762	26 290	133 770	70,2%	28,3%
<b>Total</b>	<b>161 188</b>	<b>114 498</b>	<b>116 943</b>	<b>183 905</b>	<b>4,5%</b>	<b>100,0%</b>	<b>176 841</b>	<b>137 241</b>	<b>251 695</b>	<b>11,0%</b>	<b>100,0%</b>
Change to 2018 budget estimate				(18 364)			35 039	(14 644)	90 221		

**Economic classification**

<b>Current payments</b>	<b>157 978</b>	<b>113 078</b>	<b>116 054</b>	<b>181 014</b>	<b>4,6%</b>	<b>98,5%</b>	<b>176 307</b>	<b>136 872</b>	<b>251 200</b>	<b>11,5%</b>	<b>99,4%</b>
Compensation of employees	114 228	101 460	100 309	144 628	8,2%	79,9%	109 758	116 691	146 385	0,4%	69,0%
Goods and services <sup>1</sup>	43 722	11 618	15 745	36 386	-5,9%	18,6%	66 549	20 181	104 815	42,3%	30,4%
of which:											
Communications	546	784	1 257	1 852	50,3%	0,8%	4 106	2 619	4 019	29,5%	1,7%
Agency and support/outsourced services	138	51	9	-	-100,0%	-	37 114	-	-	-	5,0%
Fleet services (including government motor transport)	6 512	85	56	4 072	-14,5%	1,9%	7 970	-	32 495	99,8%	5,9%
Consumables: Stationery, printing and office supplies	1 744	491	650	482	-34,9%	0,6%	1 027	1 158	5 747	128,5%	1,1%
Travel and subsistence	27 049	3 473	5 443	22 978	-5,3%	10,2%	9 254	9 995	51 385	30,8%	12,5%
Operating payments	4 347	5 696	6 957	4 400	0,4%	3,7%	4 361	3 651	4 056	-2,7%	2,2%
Interest and rent on land	28	-	-	-	-100,0%	-	-	-	-	-	-
<b>Transfers and subsidies<sup>1</sup></b>	<b>1 965</b>	<b>480</b>	<b>504</b>	<b>311</b>	<b>-45,9%</b>	<b>0,6%</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-68,2%</b>	<b>-</b>
Departmental agencies and accounts	1	-	-	-	-100,0%	-	-	-	-	-	-
Public corporations and private enterprises	-	20	-	-	-	-	-	-	-	-	-
Non-profit institutions	200	200	200	200	-	0,1%	10	10	10	-63,2%	-
Households	1 764	260	304	111	-60,2%	0,4%	-	-	-	-100,0%	-
<b>Payments for capital assets</b>	<b>1 245</b>	<b>940</b>	<b>385</b>	<b>2 580</b>	<b>27,5%</b>	<b>0,9%</b>	<b>524</b>	<b>359</b>	<b>485</b>	<b>-42,7%</b>	<b>0,5%</b>
Machinery and equipment	1 181	830	385	2 264	24,2%	0,8%	524	359	485	-40,2%	0,5%
Software and other intangible assets	64	110	-	316	70,3%	0,1%	-	-	-	-100,0%	-
<b>Total</b>	<b>161 188</b>	<b>114 498</b>	<b>116 943</b>	<b>183 905</b>	<b>-</b>	<b>100,0%</b>	<b>176 841</b>	<b>137 241</b>	<b>251 695</b>	<b>-</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>7,1%</b>	<b>4,7%</b>	<b>5,3%</b>	<b>8,1%</b>	<b>-</b>	<b>-</b>	<b>7,0%</b>	<b>4,2%</b>	<b>5,1%</b>	<b>-</b>	<b>-</b>

**Details of transfers and subsidies**

<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>1 764</b>	<b>260</b>	<b>304</b>	<b>111</b>	<b>-</b>	<b>0,4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee social benefits	1 764	260	304	111	-100,0%	0,4%	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Communications	1	-	-	-	-	-	-	-	-	-63,2%	-
<b>Non-profit institutions</b>											
<b>Current</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>27,5%</b>	<b>0,1%</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-42,7%</b>	<b>-</b>
Population Association of Southern Africa	200	200	200	200	-	0,1%	10	10	10	-	-
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>-</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Claims against the state	-	20	-	-	-	-	-	-	-	-	-

## Personnel information

### Population and Social Statistics personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/total (%)				
		2017/18			2018/19			2019/20		2020/21		2021/22				2018/19 - 2021/22			
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost						
<b>Population and Social Statistics</b>																			
<b>Salary level</b>	<b>204</b>	-	163	100,3	0,6	437	144,6	0,3	160	109,8	0,7	157	116,7	0,7	278	146,4	0,5	-14,0%	100,0%
1 – 6	59	-	53	20,6	0,4	53	18,9	0,4	55	21,1	0,4	52	21,6	0,4	53	23,7	0,4	-	20,6%
7 – 10	61	-	47	21,0	0,4	47	23,8	0,5	47	25,6	0,5	47	27,5	0,6	47	29,6	0,6	-	18,2%
11 – 12	46	-	37	29,0	0,8	37	31,2	0,8	32	29,0	0,9	32	31,0	1,0	32	33,2	1,0	-4,7%	12,9%
13 – 16	38	-	26	29,7	1,1	26	31,9	1,2	26	34,1	1,3	26	36,5	1,4	26	39,0	1,5	-	10,1%
Other	-	-	-	-	-	274	38,8	0,1	-	-	-	-	-	-	120	20,8	0,2	-24,1%	38,2%

1. Rand million.

## 2.4 Programme 4: Methodology, Standards and Research

### a) Programme purpose and objectives

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

#### Objectives

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

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

**Programme Management** for Methodology, Standards and Research provides strategic direction and leadership to the programme at a cost of R5,0 million.

**Policy Research and Analysis** provides integrative statistical advice and support to policy planners and development practitioners, and participates in knowledge research and innovation on key development themes. Key outputs for 2019/20 include 3 research reports on government socio-economic planning; 2 research reports on spatial analysis; and an Experimental Growth Accounting Framework piloted at a cost of R7,2 million.

**Methodology and Evaluation** provides technical expertise on methodologies for producing official statistics and conducting reviews of surveys. Key outputs for 2019/20 include a quality management system developed (phase 2); PES 2021 tests conducted; methodological support to stakeholders; and research reports on methodological practices in economic and social statistics at a cost of R23,5 million.

**Survey Standards** develops standards, classifications, and definitions for surveys undertaken by the department. Key outputs for 2019/20 include the development of 1 statistical standard; review of 3 standards and standards development processes; and advocacy projects implemented at a cost of R9,7 million.

**Business Register** maintains and improves the sampling frame for economic statistics. Key outputs for 2019/20 include updating and maintaining the Business Register as a sampling frame for economic statistics; 2 financial sampling frames and units model fully implemented at a cost of R38,2 million.

c) Linking programmes with strategic outcomes and objectives

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

Informed nation		<ul style="list-style-type: none"> <li>Develop new and innovative statistical products and services</li> <li>Revolutionise/innovate data systems</li> </ul>
Trusted statistics		<ul style="list-style-type: none"> <li>Institutionalise quality management</li> <li>Innovate the statistics value chain</li> <li>Adopt international statistical standards and classifications</li> </ul>
Partners in statistics		<ul style="list-style-type: none"> <li>Strengthen collaboration to build statistical sampling frames</li> </ul>

d) Programme risks

Strategic risks	Mitigation strategy
Failure to implement internationally adopted standards (ISIC4) may impact on the comparability of statistical information internationally	Develop a project plan for the implementation of SIC7 in collaboration with SARS Reprioritise funding in 2020 to facilitate the implementation of SIC7, the local adaptation of ISIC4
Inability to maintain and update the statistical business register timeously due to late receipt of administrative source information from external stakeholders leading to an incomplete sampling frame for economic statistics	Commitment by all parties to honour the signed MoU Strengthen collaboration between Stats SA and SARS (work streams) Conduct a snapshot analysis

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

## Expenditure trends and estimates

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

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/total (%)
	2015/16	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R thousand												
Programme Management for Methodology, Standards and Research	2 165	4 283	4 429	4 737		29,8%	5,7%	4 976	5 153	5 185	3,1%	5,4%
Policy Research and Analysis	5 490	6 163	6 528	7 118		9,0%	9,2%	7 172	8 372	9 294	9,3%	8,6%
Methodology and Evaluation	13 838	18 701	20 243	20 550		14,1%	26,6%	23 472	21 772	23 028	3,9%	23,8%
Survey Standards	5 397	7 355	8 112	8 564		16,6%	10,7%	9 653	9 091	10 411	6,7%	10,1%
Business Register	31 259	33 700	33 112	34 058		2,9%	47,9%	38 243	59 816	62 930	22,7%	52,2%
<b>Total</b>	<b>58 149</b>	<b>70 202</b>	<b>72 424</b>	<b>75 027</b>		<b>8,9%</b>	<b>100,0%</b>	<b>83 516</b>	<b>104 204</b>	<b>110 848</b>	<b>13,9%</b>	<b>100,0%</b>
Change to 2018 budget estimate				7 634				11 093	26 446	28 090		
<b>Economic classification</b>												
<b>Current payments</b>	<b>56 389</b>	<b>69 414</b>	<b>72 290</b>	<b>74 878</b>		<b>9,9%</b>	<b>99,0%</b>	<b>83 367</b>	<b>103 436</b>	<b>110 655</b>	<b>13,9%</b>	<b>99,7%</b>
Compensation of employees	54 860	67 150	68 583	71 602		9,3%	95,1%	76 609	82 261	88 162	7,2%	85,3%
Goods and services <sup>1</sup>	1 529	2 264	3 707	3 276		28,9%	3,9%	6 758	21 175	22 493	90,1%	14,4%
of which:												
Communications	353	247	741	561		16,7%	0,7%	757	1 270	1 246	30,5%	1,0%
Consultants: Business and advisory services	–	–	–	274		–	0,1%	222	1 798	1 875	89,9%	1,1%
Agency and support/outsourced services	–	–	–	–		–	–	2 599	14 148	14 928	–	8,5%
Consumables: Stationery, printing and office supplies	198	23	102	175		-4,0%	0,2%	348	449	411	32,9%	0,4%
Travel and subsistence	737	1 152	1 901	1 165		16,5%	1,8%	1 668	1 866	2 335	26,1%	1,9%
Operating payments	15	392	608	606		243,1%	0,6%	427	525	576	-1,7%	0,6%
<b>Transfers and subsidies<sup>1</sup></b>	<b>34</b>	<b>254</b>	<b>30</b>	<b>18</b>		<b>-19,1%</b>	<b>0,1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100,0%</b>	<b>–</b>
Departmental agencies and accounts	1	–	–	–		-100,0%	–	–	–	–	–	–
Households	33	254	30	18		-18,3%	0,1%	–	–	–	-100,0%	–
<b>Payments for capital assets</b>	<b>497</b>	<b>534</b>	<b>104</b>	<b>131</b>		<b>-35,9%</b>	<b>0,5%</b>	<b>149</b>	<b>768</b>	<b>193</b>	<b>13,8%</b>	<b>0,3%</b>
Machinery and equipment	476	534	104	131		-35,0%	0,5%	149	768	193	13,8%	0,3%
Software and other intangible assets	21	–	–	–		-100,0%	–	–	–	–	–	–
<b>Payments for financial assets</b>	<b>1 229</b>	<b>–</b>	<b>–</b>	<b>–</b>		<b>-100,0%</b>	<b>0,4%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>58 149</b>	<b>70 202</b>	<b>72 424</b>	<b>75 027</b>		<b>–</b>	<b>100,0%</b>	<b>83 516</b>	<b>104 204</b>	<b>110 848</b>	<b>–</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>2,6%</b>	<b>2,9%</b>	<b>3,3%</b>	<b>3,3%</b>		<b>–</b>	<b>–</b>	<b>3,3%</b>	<b>3,2%</b>	<b>2,3%</b>	<b>–</b>	<b>–</b>

Details of transfers and subsidies

Households											
<b>Social benefits</b>											
<b>Current</b>											
	33	254	30	18	-	0,1%	-	-	-	-	-
Employee social benefits	33	254	30	18	-100,0%	0,1%	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>											
	1	-	-	-	-	-	-	-	-	-	-
Communications	1	-	-	-	-	-	-	-	-	-	-

Personnel information

Table 12.16 Methodology, Standards and Research personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average Salary level/total (%)				
		2017/18			2018/19			2019/20		2020/21		2021/22				2018/19 - 2021/22			
Methodology, Standards and Research		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost		Unit cost	-0,3%	100,0%
Salary level	131	-	106	68,6	0,6	101	71,6	0,7	100	76,6	0,8	100	82,3	0,8	100	88,2	0,9		
1 – 6	8	-	7	2,0	0,3	6	1,9	0,3	5	1,7	0,3	5	1,8	0,4	5	2,0	0,4	-5,9%	5,2%
7 – 10	78	-	61	28,7	0,5	57	29,1	0,5	57	31,3	0,5	57	33,8	0,6	57	36,3	0,6	-	56,9%
11 – 12	22	-	19	15,6	0,8	19	16,7	0,9	19	17,9	0,9	19	19,2	1,0	19	20,5	1,1	-	19,0%
13 – 16	23	-	19	22,3	1,2	19	23,9	1,3	19	25,6	1,3	19	27,5	1,4	19	29,4	1,5	-	19,0%

1. Rand million.

## 2.5 Programme 5: Statistical Support and Informatics

### a) Programme purpose and objectives

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

#### Objectives

- Enhance and update the spatial information frame, which consists of georeferenced structures as the base reference for the operations and dissemination of censuses and surveys, annually.
- Modernise business processes by applying emerging technologies for data collection, processing and statistics dissemination over the medium term.
- Enable the department's production of official statistics by providing a technology infrastructure that is reliable, sustainable and cost-effective over the medium term.

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

**Programme Management** for Statistical Support and Informatics provides strategic direction and leadership to the programme at a cost of R4,9 million.

**Geography Services** provides geospatial information and analysis, and spatial tools. Key outputs for 2019/20 include geospatial applications developed; and web-based solutions developed and implemented and at a cost of R22,4 million.

**Geography Frames** provides a sampling frame for household surveys and censuses. Key outputs for 2019/20 include the dwelling frame at metro, city and regional service centre levels published; 1 province demarcated; EA layer for Census mini-test, PN layer for Census mini-test; GIF update on selected EAs for mini-test; and sampling frames for household surveys prepared at a cost of R28,2 million.

**Publication Services** provides editing, publishing and distribution services to survey areas. Key outputs for 2019/20 include compilation of 11 publications; data warehouse procedures implemented; and research conducted on municipal publication for IDPs at a cost of R30,9 million.

**Data Management and Technology** provides technology infrastructure to the department and supports data management across statistical series. Key outputs for 2019/20 include ICT system availability achieved; ICT Census 2021 strategy developed; ICT plan for Census 2019 mini-test developed; ICT infrastructure for digital data collection reviewed; and Provincial and district offices ICT services centralisation strategy implemented at a cost of R142,6 million.

**Business Modernisation** improves data and information management across the department by modernising the way business is conducted and supported by technology. Key outputs for 2019/20 include systems applications provided on time; systems applications plan for Census 2021 compiled; and research on enterprise architecture conducted to improve business processes at a cost of R55,1 million.

c) Linking programmes with strategic outcomes and objectives

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

- Informed nation**  Revolutionise data systems
- Trusted statistics**  Increase stakeholder focus, communication and marketing
- Partners in statistics**  Strengthen collaboration to build statistical sampling frames
- Capable organisation**  Invest in ICT to align to organisational growth

d) Programme risks

Strategic risks	Mitigation strategy
Lack of an integrated ICT strategy may lead to misalignment between business needs and technology solutions impacting on the effective operations of the organisation	Finalise the integrated ICT strategy ICT steering committee to provide strategic direction and monitor the implementation of the strategy Develop an enterprise architecture Modernise business processes through the use of technology
Insufficient maintenance of the geospatial information frame due to financial and capacity constraints will impact on the coverage and quality of the sampling frame for household surveys	Ensure full integration of census demarcation and EA update activities with the multipurpose geospatial information frame of Stats SA

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

**Expenditure trends and estimates**

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/total (%)
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21		
R thousand					2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19 - 2021/22	
Programme Management for Statistical Support and Informatics	3 623	4 109	3 718	4 159	4,7%	1,6%	4 864	5 186	5 533	10,0%	1,7%
Geography Services	15 554	18 530	17 969	23 302	14,4%	7,7%	22 410	23 915	25 304	2,8%	8,0%
Geography Frames	19 534	22 243	23 682	24 426	7,7%	9,1%	28 166	30 102	31 988	9,4%	9,6%
Publication Services	22 226	20 163	23 221	26 765	6,4%	9,4%	30 846	32 855	34 735	9,1%	10,5%
Data Management and Technology	115 614	135 095	118 786	149 874	9,0%	52,8%	142 554	151 548	160 843	2,4%	50,9%
Business Modernisation	43 626	47 743	49 669	50 895	5,3%	19,5%	55 067	59 279	63 818	7,8%	19,3%
<b>Total</b>	<b>220 177</b>	<b>247 883</b>	<b>237 045</b>	<b>279 421</b>	<b>8,3%</b>	<b>100,0%</b>	<b>283 907</b>	<b>302 885</b>	<b>322 221</b>	<b>4,9%</b>	<b>100,0%</b>
Change to 2018 budget estimate				12 297			(851)	(409)	696		

<b>Economic classification</b>											
<b>Current payments</b>	<b>199 396</b>	<b>220 319</b>	<b>217 001</b>	<b>249 123</b>	<b>7,7%</b>	<b>90,0%</b>	<b>260 302</b>	<b>286 408</b>	<b>304 519</b>	<b>6,9%</b>	<b>92,6%</b>
Compensation of employees	115 349	126 189	131 171	138 295	6,2%	51,9%	147 832	158 752	170 158	7,2%	51,8%
Goods and services <sup>1</sup>	84 047	94 130	85 830	110 828	9,7%	38,1%	112 470	127 656	134 361	6,6%	40,8%
of which:											
Communications	4 417	3 770	4 805	2 432	-18,0%	1,6%	2 505	2 319	2 639	2,8%	0,8%
Computer services	68 220	80 785	70 709	93 738	11,2%	31,8%	93 774	103 554	108 922	5,1%	33,7%
Contractors	5 195	3 643	4 043	7 447	12,8%	2,1%	5 094	9 434	10 600	12,5%	2,7%
Consumable supplies	324	133	323	541	18,6%	0,1%	533	1 057	1 107	27,0%	0,3%
Travel and subsistence	1 285	2 830	2 496	2 825	30,0%	1,0%	6 204	6 537	6 626	32,9%	1,9%
Operating payments	3 088	1 457	2 584	2 539	-6,3%	1,0%	2 648	2 899	2 623	1,1%	0,9%
<b>Transfers and subsidies<sup>1</sup></b>	<b>333</b>	<b>172</b>	<b>248</b>	<b>8</b>	<b>-71,1%</b>	<b>0,1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>-</b>
Departmental agencies and accounts	1	-	-	-	-100,0%	-	-	-	-	-	-
Higher education institutions	100	-	-	-	-100,0%	-	-	-	-	-	-
<b>Households</b>	<b>232</b>	<b>172</b>	<b>248</b>	<b>8</b>	<b>-67,5%</b>	<b>0,1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>-</b>
<b>Payments for capital assets</b>	<b>20 448</b>	<b>27 392</b>	<b>19 796</b>	<b>30 290</b>	<b>14,0%</b>	<b>9,9%</b>	<b>23 605</b>	<b>16 477</b>	<b>17 702</b>	<b>-16,4%</b>	<b>7,4%</b>
Machinery and equipment	17 208	25 060	14 290	22 448	9,3%	8,0%	18 005	10 711	11 473	-20,0%	5,3%
Software and other intangible assets	3 240	2 332	5 506	7 842	34,3%	1,9%	5 600	5 766	6 229	-7,4%	2,1%
<b>Total</b>	<b>220 177</b>	<b>247 883</b>	<b>237 045</b>	<b>279 421</b>	<b>-</b>	<b>100,0%</b>	<b>283 907</b>	<b>302 885</b>	<b>322 221</b>	<b>-</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>9,7%</b>	<b>10,1%</b>	<b>10,8%</b>	<b>12,3%</b>	<b>-</b>	<b>-</b>	<b>11,3%</b>	<b>9,2%</b>	<b>6,6%</b>	<b>-</b>	<b>-</b>

#### Details of transfers and subsidies

<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>232</b>	<b>156</b>	<b>248</b>	<b>8</b>	<b>-</b>	<b>0,1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee social benefits	232	156	248	8	-100,0%	0,1%	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Departmental agency and accounts	1	-	-	-	-	-	-	-	-	-	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>-</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Claims against the state	-	16	-	-	9,3%	-	-	-	-	-20,0%	-
<b>Higher education institutions</b>											
<b>Current</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
University of Pretoria	100	-	-	-	-	-	-	-	-	-	-

## Personnel information

### Statistical Support and Informatics personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/total (%)				
		2017/18			2018/19			2019/20		2020/21		2021/22				2018/19 - 2021/22			
Statistical Support and Informatics		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	264	-	208	131,2	0,6	204	138,3	0,7	203	147,8	0,7	203	158,8	0,8	203	170,2	0,8	-0,2%	100,0%
1 – 6	42	-	30	7,6	0,3	29	7,9	0,3	28	8,3	0,3	28	9,0	0,3	28	9,7	0,3	-1,2%	13,9%
7 – 10	115	-	93	48,0	0,5	91	50,7	0,6	91	54,5	0,6	91	58,7	0,6	91	63,0	0,7	-	44,8%
11 – 12	74	-	57	44,7	0,8	57	48,1	0,8	57	51,4	0,9	57	55,1	1,0	57	58,9	1,0	-	28,0%
13 – 16	33	-	28	30,9	1,1	27	31,5	1,2	27	33,6	1,2	27	36,0	1,3	27	38,5	1,4	-	13,3%

1. Rand million.

## 2.6 Programme 6: Statistical Collection and Outreach

### a) Programme purpose and objectives

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

#### Objectives

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

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

**Programme Management** for Statistical Collection and Outreach provides strategic direction and leadership to the programme at a cost of R9,3 million.

**International Statistical Development and Cooperation** manages relations with international statistical agencies, promotes statistical development in Africa, and builds partnerships. Key outputs for 2019/20 include a report on Stats SA's participation in international programmes (UN, AUC and UNECA); Stats SA frameworks for hosting international events and international engagements reviewed; a report on Stats SA's participation in the ASSD; and African peer support provided at a cost of R10,5 million.

**Provincial and District Offices** provides integrated data collection and dissemination services, and promotes the use and coordination of official statistics to provincial and local stakeholders. Key outputs for 2019/20 include administering survey instruments for surveys; Census 2019 mini-test conducted; provincial plan for Census 2021 compiled; enumeration areas updated using GIF; providing technical support to provincial and local stakeholders; and coordinating statistical capacity building in the provinces at a cost of R641,4 million.

**Stakeholder Relations and Marketing** maintains relations with stakeholders across the country. Key outputs for 2019/20 include reports on visitor sessions to the website; publications downloaded; Census 2021 dissemination plan compiled; Census 2021 dissemination platforms evaluated; a branding strategy developed; a user satisfaction survey conducted; user training sessions conducted; and a stakeholder management and marketing plan for Census 2021 compiled at a cost of R22,8 million.

**Corporate Communications** manages external and internal communications in the department. Key outputs for 2019/20 include *Pulse* editions; 4 dashboards; communication products and services evaluated; Census 2021 communication and community mobilisation tools tested; a report on communication approaches compiled; and a Census 2021 communication plan compiled at a cost of R16,3 million.

c) Linking programmes with strategic outcomes and objectives

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

Trusted  
statistics



Innovate the statistics value chain  
Increase stakeholder focus, communication and marketing

Partners in  
statistics



Strengthen international collaboration and partnerships and lead statistical development in Africa

Capable  
organisation



Invest in a sustainable and responsive statistical infrastructure

d) Programme risks

Strategic risks	Mitigation strategy
<p>Inability to respond to user needs at local level due to funding and capacity constraints may result in a loss of trust by users in Stats SA</p>	<p>Increase statistical support and advice to provincial and local stakeholders in respect of user paid surveys and improving administrative records Engage National Treasury on full funding for the continuous population survey that will enable statistics at lower geographic level</p>
<p>Sustainability and affordability of statistical operations in the provinces are at risk due to an expensive mode of collection</p>	<p>Roll out CAPI to all household surveys Develop an integrated fieldwork strategy that is cost effective and efficient Develop a proposal on the rationalisation of provincial and district offices</p>
<p>Inability to implement and manage quality controls due to funding and capacity constraints leading to a decline in the quality of statistical operations</p>	<p>Automate and simplify quality assurance processes Provide supplementary refresher training to provincial staff on methodologies and quality assurance processes Conduct real-time quality checks through CAPI</p>

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/total (%)
	2015/16	2016/17	2017/18				2018/19	2015/16 - 2018/19	2019/20		
R thousand											
Programme Management for Statistical Collection and Outreach	8 253	8 421	6 461	4 685	-17,2%	1,1%	9 313	9 925	10 009	28,8%	1,2%
International Statistical Development and Cooperation	8 595	6 967	6 183	8 114	-1,9%	1,2%	10 450	11 470	13 587	18,7%	1,6%
Provincial and District Offices	525 369	578 706	591 366	564 299	2,4%	91,7%	641 348	649 003	694 698	7,2%	91,3%
Stakeholder Relations and Marketing	19 204	20 224	21 710	21 744	4,2%	3,4%	22 793	24 467	26 028	6,2%	3,4%
Corporate Communications	14 364	15 770	16 194	17 189	6,2%	2,6%	16 314	17 248	18 139	1,8%	2,5%
<b>Total</b>	<b>575 785</b>	<b>630 088</b>	<b>641 914</b>	<b>616 031</b>	<b>2,3%</b>	<b>100,0%</b>	<b>700 218</b>	<b>712 113</b>	<b>762 461</b>	<b>7,4%</b>	<b>100,0%</b>
Change to 2018 to budget estimate				8 011			48 341	13 827	20 101		
<b>Economic classification</b>											
<b>Current payments</b>	<b>555 615</b>	<b>612 891</b>	<b>634 506</b>	<b>605 402</b>	<b>2,9%</b>	<b>97,8%</b>	<b>695 327</b>	<b>707 105</b>	<b>756 916</b>	<b>7,7%</b>	<b>99,1%</b>
Compensation of employees	447 690	493 921	511 938	490 560	3,1%	78,9%	526 260	566 040	608 882	7,5%	78,5%
Goods and services <sup>1</sup>	107 925	118 970	122 568	114 842	2,1%	18,8%	169 067	141 065	148 034	8,8%	20,5%
of which:											
Communications	13 056	15 172	18 645	11 499	-4,1%	2,4%	12 120	12 677	13 003	4,2%	1,8%
Agency and support/outsourced services	315	621	765	876	40,6%	0,1%	32 592	642	671	-8,5%	1,2%
Fleet services (including government motor transport)	19 480	19 188	15 228	16 434	-5,5%	2,9%	16 097	17 544	17 673	2,5%	2,4%
Operating leases	44 257	55 176	64 371	60 245	10,8%	9,1%	69 780	74 117	79 313	9,6%	10,2%
Travel and subsistence	21 378	19 643	16 763	14 142	-12,9%	2,9%	20 559	21 422	22 723	17,1%	2,8%
Training and development	156	263	72	623	58,7%	-	5 281	1 480	1 566	36,0%	0,3%
<b>Transfers and subsidies<sup>1</sup></b>	<b>757</b>	<b>1 151</b>	<b>2 277</b>	<b>518</b>	<b>-11,9%</b>	<b>0,2%</b>	<b>1</b>	<b>1</b>	<b>18</b>	<b>-67,4%</b>	<b>-</b>
Departmental agencies and accounts	6	9	4	9	14,5%	-	1	1	1	-51,9%	-
Public corporations and private enterprises	23	30	-	-	-100,0%	-	-	-	-	-	-
Households	728	1 112	2 273	509	-11,2%	0,2%	-	-	17	-67,8%	-
<b>Payments for capital assets</b>	<b>19 413</b>	<b>16 046</b>	<b>5 131</b>	<b>10 111</b>	<b>-19,5%</b>	<b>2,1%</b>	<b>4 890</b>	<b>5 007</b>	<b>5 527</b>	<b>-18,2%</b>	<b>0,9%</b>
Machinery and equipment	19 413	16 014	5 131	10 111	-19,5%	2,1%	4 890	5 007	5 527	-18,2%	0,9%
Software and other intangible assets	-	32	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>575 785</b>	<b>630 088</b>	<b>641 914</b>	<b>616 031</b>	<b>-</b>	<b>100,0%</b>	<b>700 218</b>	<b>712 113</b>	<b>762 461</b>	<b>-</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>25,3%</b>	<b>25,6%</b>	<b>29,2%</b>	<b>27,1%</b>	<b>-</b>	<b>-</b>	<b>27,8%</b>	<b>21,6%</b>	<b>15,5%</b>	<b>-</b>	<b>-</b>

#### Details of transfers and subsidies

Households											
<b>Social benefits</b>											
<b>Current</b>	665	1 102	2 203	347	-	0,2%	-	-	-	-	-
Employee social benefits	665	1 102	2 203	347	14,5%	0,2%	-	-	-	-51,9%	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	6	9	4	9	-100,0%	-	1	1	1	-	-
Communications	6	9	4	9	-	-	1	1	1	-	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	63	10	70	162	-	-	-	-	17	-	-
Employee ex-gratia payment	63	10	70	162	-19,5%	-	-	-	17	-18,2%	-
<b>Public corporations and private enterprises</b>											
<b>Private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	23	30	-	-	-	-	-	-	-	-	-
Other transfers	23	30	-	-	-	-	-	-	-	-	-

## Personnel information

### Statistical Collection and Outreach personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/total (%)				
		2017/18		2018/19		2019/20		2020/21		2021/22		2018/19 - 2021/22							
Statistical Collection and Outreach		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	1 361	-	1 200	511,9	0,4	1 084	490,6	0,5	1 079	526,3	0,5	1 076	566,0	0,5	1 079	608,9	0,6	-0,2%	100,0%
1 – 6	761	-	695	190,0	0,3	647	189,1	0,3	642	203,1	0,3	639	218,9	0,3	642	236,6	0,4	-0,3%	59,5%
7 – 10	392	-	339	172,9	0,5	287	156,0	0,5	287	167,7	0,6	287	180,6	0,6	287	194,1	0,7	-	26,6%
11 – 12	159	-	126	105,3	0,8	112	101,2	0,9	112	108,2	1,0	112	116,0	1,0	112	124,0	1,1	-	10,4%
13 – 16	49	-	40	43,8	1,1	38	44,2	1,2	38	47,3	1,2	38	50,7	1,3	38	54,2	1,4	-	3,5%

1. Rand million.

## 2.7 Programme 7: Survey Operations

### a) Programme purpose and objectives

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

#### Objectives

- Expand the statistical information base for use by government, the private sector and the public by conducting a population census every 10 years as well as large-scale population surveys between censuses.
- Ensure the efficiency and effectiveness of survey operations conducted by the department by coordinating household survey operations with an average collection rate of 85 per cent on an annual basis.
- Improve the quality and timeliness of the editing and processing of statistical data by administering a common data processing platform for censuses, household-based surveys, administrative records and ad hoc survey data over the medium term.
- Improve the quality of statistics by conducting independent household survey monitoring and evaluation activities.

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

**Programme Management** for Survey Operations provides strategic direction and leadership to the programme at a cost of R12,2 million.

**Censuses and Community Survey Operations** conducts periodic population censuses or large-scale population surveys. Key outputs for 2019/20 include Census 2021 mini test conducted; a report on the mini-test compiled; and plans for Census 2021 compiled at a cost of R170,8 million.

**Household Survey Operations** coordinates and integrates collection activities across surveys. Key outputs for 2019/20 include conducting quality assurance; training sessions on household surveys; and digital data collection implemented at a cost of R27,2 million.

**Corporate Data Processing** manages the editing and processing of data. Key outputs for 2019/20 include reports on processing of questionnaires for QLFS, SAYP and EPWP; final edited data sets for household surveys; death notification forms processed; and Census 2021 processing (mini test) at a cost of R78,9 million.

**Survey Coordination, Monitoring and Evaluation** monitors the quality of field operations of household surveys and censuses and conducts independent evaluations. Key outputs for 2019/20 include monitoring of the CDC (GHS, DTS and GPSJS); and the evaluation of QLFS at a cost of R20,9 million.

c) Linking programmes with strategic outcomes and objectives

The graphic below outlines how Programme 7 contributes to the achievement of strategic outcomes and objectives:



d) Programme risks

Strategic risks	Mitigation strategy
Inadequate quality assurance on data collected due to the lack of an integrated quality management system which may compromise the quality of statistical information	<ul style="list-style-type: none"> <li>Develop digital data collection standards</li> <li>Develop quality assurance processes and manuals for the CAPI transition project</li> <li>Roll out phase 2 of the quality management system</li> <li>Validate quality data against the set quality survey standards</li> </ul>
Quality of statistical information may be compromised due to the dependency for the quality, timeliness and coverage of data received from external stakeholders	Strengthen collaboration with external stakeholders through formalising partnerships with an MoU
Inadequate planning, implementation and management of Census 2021 puts the project at risk due to capacity constraints which will compromise the successful delivery of the census	<ul style="list-style-type: none"> <li>Ensuring project buy-in and communication</li> <li>Continuous engagement with relevant stakeholders</li> <li>Identify skilled and experienced project team</li> <li>Prioritise system developments</li> <li>Appoint work stream leaders</li> </ul>

e) Resource considerations

A prerequisite for implementing the strategy of Stats SA is progressively funding a growing organisation over a period of five years. The estimated budget that follows is an outline per subprogramme of funding the work programme activities.

## Expenditure trends and estimates

### Survey Operations expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/total (%)
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21		
R thousand											
Programme Management for Survey Operations	12 867	10 102	9 316	10 885	-5,4%	3,9%	12 235	13 211	14 038	8,8%	1,3%
Census and Community Survey Operations	111 112	368 378	56 513	63 303	-17,1%	54,0%	170 795	882 627	2 233 131	228,0%	85,4%
Household Survey Operations	28 587	24 015	21 804	23 646	-6,1%	8,8%	27 231	29 102	30 922	9,4%	2,8%
Corporate Data Processing	69 603	74 869	80 988	72 750	1,5%	26,9%	78 853	84 590	90 058	7,4%	8,3%
Survey Coordination, Monitoring and Evaluation	17 297	16 670	17 081	19 231	3,6%	6,3%	20 909	22 443	23 876	7,5%	2,2%
<b>Total</b>	<b>239 466</b>	<b>494 034</b>	<b>185 702</b>	<b>189 815</b>	<b>-7,5%</b>	<b>100,0%</b>	<b>310 023</b>	<b>1 031 973</b>	<b>2 392 025</b>	<b>132,7%</b>	<b>100,0%</b>
Change to 2018 budget estimate				(4 880)			13 570	14 897	1 317 372		
<b>Economic classification</b>											
<b>Current payments</b>	<b>231 746</b>	<b>486 098</b>	<b>179 188</b>	<b>181 799</b>	<b>-7,8%</b>	<b>97,3%</b>	<b>225 397</b>	<b>1 010 831</b>	<b>2 373 954</b>	<b>135,5%</b>	<b>96,6%</b>
Compensation of employees	136 993	143 943	141 366	152 124	3,6%	51,8%	161 093	179 790	192 972	8,3%	17,5%
Goods and services <sup>1</sup>	94 753	342 155	37 822	29 675	-32,1%	45,5%	64 304	831 041	2 180 982	318,9%	79,2%
of which:											
Advertising	2 445	6 062	207	283	-51,3%	0,8%	1 136	69 144	219 466	818,7%	7,4%
Minor assets	1 613	31 927	35	52	-68,2%	3,0%	11 733	647 583	702	138,1%	16,8%
Catering: Departmental activities	11 192	2 097	533	560	-63,2%	1,3%	598	2 488	108 278	478,3%	2,9%
Agency and support/outourced services	9 134	129 927	5	450	-63,3%	12,6%	1 000	7 920	1 227 750	1297,3%	31,5%
Property payments	2	5	-	-	-100,0%	-	-	-	56 483	-	1,4%
Travel and subsistence	48 709	130 557	11 937	10 517	-40,0%	18,2%	16 499	37 842	342 944	219,5%	10,4%
<b>Transfers and subsidies<sup>1</sup></b>	<b>370</b>	<b>1 352</b>	<b>108</b>	<b>1 620</b>	<b>63,6%</b>	<b>0,3%</b>	<b>1 162</b>	<b>1 397</b>	<b>7 789</b>	<b>68,8%</b>	<b>0,3%</b>
Public corporations and private enterprises	54	-	-	-	-100,0%	-	-	-	-	-	-
Households	316	1 352	108	1 620	72,4%	0,3%	1 162	1 397	7 789	68,8%	0,3%
<b>Payments for capital assets</b>	<b>7 350</b>	<b>6 584</b>	<b>6 406</b>	<b>6 396</b>	<b>-4,5%</b>	<b>2,4%</b>	<b>83 464</b>	<b>19 745</b>	<b>10 282</b>	<b>17,1%</b>	<b>3,1%</b>
Machinery and equipment	7 350	6 353	506	1 149	-46,1%	1,4%	55 514	11 145	10 282	107,6%	2,0%
Software and other intangible assets	-	231	5 900	5 247	-	1,0%	27 950	8 600	-	-100,0%	1,1%
<b>Total</b>	<b>239 466</b>	<b>494 034</b>	<b>185 702</b>	<b>189 815</b>	<b>-</b>	<b>100,0%</b>	<b>310 023</b>	<b>1 031 973</b>	<b>2 392 025</b>	<b>-</b>	<b>100,0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>10,5%</b>	<b>20,1%</b>	<b>8,5%</b>	<b>8,4%</b>	<b>-</b>	<b>-</b>	<b>12,3%</b>	<b>31,2%</b>	<b>48,7%</b>	<b>-</b>	<b>-</b>

#### Details of transfers and subsidies

Households											
<b>Social benefits</b>											
<b>Current</b>	249	1 322	101	1 620	-	0,3%	1 162	1 397	7 789	-	0,3%
Employee social benefits	249	1 322	101	1 620	-	0,3%	1 162	1 397	7 789	-	0,3%
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	67	30	7	-	-100,0%	-	-	-	-	-	-
Claims against the state	67	30	7	-	-	-	-	-	-	-	-
<b>Public corporations and private enterprises</b>											
<b>Private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	54	-	-	-	-46,1%	-	-	-	-	107,6%	-
Claims against the state	54	-	-	-	-	-	-	-	-	-	-

## Personnel information

### Survey Operations personnel numbers and cost by salary level

Number of posts estimated for 31 March 2019		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual 2017/18			Revised estimate 2018/19			Medium-term expenditure estimate						2018/19 - 2021/22	Average growth rate (%)	Average: Salary level/total (%)			
		Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20		2020/21		2021/22							
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Survey Operations</b>																			
<b>Salary level</b>	<b>346</b>	-	289	141,4	0,5	287	152,1	0,5	407	161,1	0,4	480	179,8	0,4	462	193,0	0,4	17,2%	100,0%
1 – 6	178	-	145	45,0	0,3	143	48,3	0,3	125	45,8	0,4	118	47,2	0,4	125	53,9	0,4	-4,4%	31,2%
7 – 10	100	-	88	42,5	0,5	88	45,9	0,5	83	46,3	0,6	83	49,8	0,6	83	53,6	0,6	-1,9%	20,6%
11 – 12	41	-	37	30,6	0,8	37	32,9	0,9	36	34,1	0,9	36	36,5	1,0	36	39,0	1,1	-0,9%	8,9%
13 – 16	27	-	19	23,3	1,2	19	25,0	1,3	14	19,6	1,4	14	21,0	1,5	14	22,4	1,6	-9,7%	3,7%
Other	-	-	-	-	-	-	-	-	149	15,4	0,1	229	25,3	0,1	204	24,1	0,1	-	35,6%

1. Rand million.



## Stakeholders and the environment

### 3. Stakeholders and the environment

The preceding chapters focused on the importance of national statistics in South Africa, the long-term strategic objectives and priorities of the organisation, the plan to implement these strategies and the role of the provinces. This chapter focuses on stakeholders and their needs, the service delivery improvement plan, and the resource management plan to implement the strategy.

#### 3.1 Statistics Council

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

The role of the Statistics Council can be summarised as follows:

- a) Advise the Minister, the Statistician-General and other organs of state on statistical matters with regard to:
  - The collection, processing, analysis, documentation, storage and dissemination of statistics, including the undertaking of a population census, and
  - The elimination of unnecessary overlapping or duplication with regard to the collection or publication of statistics by organs of state;
- b) Promote and safeguard official statistics and the coordination of statistical activities;
- c) Furnish the Minister and the Statistician-General with an annual report, which must be tabled in Parliament; and
- d) Issue public statements on any matter relating to its functions in terms of the Act, but only after consultation with the organ of state, business or organisation involved.

#### 3.2 Stakeholders and their needs

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

- Government: National, provincial and local governments use statistical information to inform policy development and to measure the impact of government programmes on economic and social development. Government is both a major user and a major supplier of data. There is a growing need for accurate statistical information at local government level. Except for the population census information, most of the statistical information produced by Stats SA is on a national and provincial level. The challenge for Stats SA is to develop alternative strategies with its NSS partners to meet this growing demand for small-area statistics.
- The public: The public is mainly interested in basic information on the economy and society such as economic growth, employment, inflation, and population dynamics. This information is largely communicated through the media. Stats SA's strategy strives to inspire confidence in the quality of these key measurements. The public also supplies data through household survey collections and the census. The challenge for Stats SA is to promote its information outputs to the public in a manner that inspires them to participate willingly in household and other main surveys.

- **The media:** The media plays an important role in the publication of statistical information, both nationally and locally. Stats SA has embarked on a communication and development strategy to empower key role players in the media arena. This ensures that the right information is published at the right time and that it is properly described and imparted in the appropriate form to the public.
- **Business:** The business community shares similar interests in quantitative information, and in principle, all economic variables are potential subjects for comparison. Important indicators include employment and unemployment, the size of the market, and the rate at which prices are changing. Businesses are also important sources of statistical information. Reducing the burden of surveys on the business community continues to be an important factor in the design of statistical programmes. Convincing businesses of the importance of their information in arriving at economic and financial indicators remains a challenge.
- **The academic sector:** The academic sector uses statistical information for research, analysis and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated and what the data show over time. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics among students. The academic sector can also in future partner with local government to produce quality statistical information.
- **Parliamentarians:** Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. They are also interested in what statistics say about specific policies that were introduced by the democratic government of the day. Researchers in Parliament conduct research to obtain information on behalf of the political parties. Parliament's library collects and files political and national information that can be used by parliamentarians and visiting international delegates.
- **Non-governmental organisations (NGOs):** NGOs monitor the government's progress in many areas such as sustainable development and service delivery. NGOs also work for the upliftment of communities and implement development projects. They can use census and other Stats SA data to monitor government's progress and to aid decision-making for their own projects.
- **Constitutional institutions and major public entities:** Constitutional institutions (such as the Commission on Gender Equality, the Financial and Fiscal Commission, and the Public Protector) ensure that the major elements of the Constitution (Act No. 108 of 1996) are followed throughout the country. Major public entities (such as Eskom, Telkom, museums, etc.) work with government to provide infrastructure, service delivery and information on a national level.
- **Foreign and international bodies:** Official statistical information is an essential basis for mutual knowledge, comparison and trade among countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF and ILO. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics. Stats SA plays a leading role in Africa in the development of statistics.

### 3.3 Service delivery improvement plan

In the SONA 2019, the President, Cyril Ramaphosa stated: 'It is about smarter, more responsive, more effective governance. To ensure that we effectively and with greater urgency harness technological change in pursuit of inclusive growth and social development, I have appointed a Presidential Commission on the 4th Industrial Revolution.'

Stats SA, since 2015, has registered its strategic intent to close the data gaps and strengthen the capability of the National Statistics System (NSS) to be responsive to the growing demand. The organisation has assessed new opportunities linked to innovation and technological development as well as the surge of new public and private data providers. These have presented an opportunity for Stats SA to rethink current modes of service delivery to address its challenges through digital transformation. The piloted innovative methods of work (computer-assisted personal interviewing [CAPI], online enumeration, etc.) have proven to be better, faster, more flexible and cheaper, enabling efficiency and innovation of operations. Discussions, testing and preparations to transit from PAPI and the use of the master sample to CAPI and a geospatial information sampling frame were conducted for most of 2017, a process that culminated with pilot surveys to test the implications of the change in data collection mode. These have served as an initial phase of digital transformation in line with key priorities of Stats SA for the next MTEF, which is expected to be eventually implemented for all household surveys conducted by Stats SA progressively.

During 2018/19, three household surveys have transited from PAPI to CAPI, that is, GPSJS from April 2018 as well as GHS and DTS which commenced with the transition to CAPI in January 2019. QLFS is still in its testing phase through a parallel run which commenced in October 2018. Transforming the operating model of Stats SA in terms of data collection and processing will continue in 2019/20. These efforts are in line with government's intent to accelerate and improve service delivery.

The DPSA has also issued an Operations Management Framework (OMF) in 2017 in order to bridge the gap between strategy and delivery of services. The OMF assists governmental institutions to plan, structure, execute and continuously improve operations for the effective and efficient delivery of services.

In 2019/20, Stats SA aims to implement the OMF through:

- Reviewing its service delivery model;
- Finalising phase 2 of mapping business processes for CAPI;
- Developing standard operating procedures for CAPI;
- Publishing and monitoring service standards;
- Implementing re-aligned structure;
- Developing operational plans;
- Developing a concept note on service delivery improvement; and
- Publishing the service charter on the website.

Stats SA's SDIP will continue its focus on improving timeliness and access to statistics as well as improving stakeholder management, mainly for transiting surveys by:

- Monitoring response rates for transiting surveys;
- Formalising consultation arrangements with stakeholders impacted by the transition;
- Communicating key statistical information, where there will be changes, to maintain and increase use;
- Enhancing training of staff members dealing with stakeholders at all levels to include Stats SA values and Batho Pele principles; and
- Monitoring use of statistical products through Stats SA platforms and contact points.

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

### 3.3.1 Providing statistical information

Stats SA aims to assist and encourage informed decision-making, research and discussion within the state and the community by providing high-quality, objective, reliable and responsive statistical products and services. Thus, Stats SA provides a wide range of statistical information on economic and social matters to government, business and the community in general. The statistics are released in hard-copy paper and electronic publications, reports and other digital products. Stats SA's commitment to improved service delivery is described below:

#### a) User Information Services

User Information Services is the first point of direct contact with our customers who prefer a face-to-face interface, telephonic/fax communication and/or email. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. Staff members are trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to request prompt responses on published data. Stats SA can be contacted at 012 310 8600 for telephonic enquiries, 012 310 8500 for fax enquiries or [info@statssa.gov.za](mailto:info@statssa.gov.za) for email enquiries.

#### b) Subscription service

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

#### c) Stats SA website

Stats SA publications and datasets can be viewed, accessed and downloaded free of charge from the Stats SA website at [www.statssa.gov.za](http://www.statssa.gov.za). Statistical information is placed on the website at the exact time of release to ensure that everyone has equal access to information at the same time. A newsletter is emailed each week to inform stakeholders of the current activities and releases for the following week.

#### d) Personal visits

Customers can personally visit the Stats SA Head Office or any provincial Stats SA office to obtain access to statistical products and services. Head Office also provides a library facility to users. This facility is mainly used for research purposes.

#### e) Consultation

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Through a better understanding of Stats SA's stakeholders, our interactions with suppliers and users of information are becoming more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. The outputs of surveys will be communicated in a way that is well understood by users and that meets their information needs. In addition, Stats SA conducts annual stakeholder workshops such as the ISlbalo symposia, combining training and information-sharing about economic and social statistical data products. Stats SA also participates in exhibitions in an effort to increase awareness of what the organisation offers.

#### f) Openness and transparency

Stats SA has a catalogue of its reports and releases that is available in hard copy, as well as on the website. In addition, the website advertises releases planned for the forthcoming week, as well as all releases planned for the quarter. The weekly schedule indicates the specific time that the statistics will be released. The introduction of SASQAF is aimed at improving the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

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

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

Stats SA has established a number of advisory committees comprising key stakeholders that meet periodically to advise on statistical series. Stats SA also conducts periodic workshops in order to seek advice, comments and suggestions from broader stakeholder groups. The National Statistics System branch, in partnership with organs of state, aims at ensuring coherence in statistical information produced by different producers of statistics, and promotes the use of statistics in evidence-based decision-making.

# Statistics South Africa Service Charter

## What does Statistics South Africa (Stats SA) do?

Statistics South Africa is a national government department responsible for the production and coordination of official and other statistics to assist organs of state, business and the public in evidence-based decisions for planning, policy development and measurement governed by the Statistic Act (Act No. 6 of 1999)

## Vision

Our vision is to deliver  
*The South Africa I know,  
the home I understand*

## Mission

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

## Strategic goal

To increase the supply and use of official and other quality **Statistics for Transparency, Accountability, Results-based Management and Transformation (START)** through coordination, integration and innovation

## Organisational values



Integrity



Empowering partnership



Service excellence

## Stats SA key services



Economic statistics



Population statistics



Statistical services, support and advice

## Our conduct when interacting with the public

When collecting data, Stats SA staff must:

- Identify themselves by name, department (Stats SA) and outline the purpose of the visit
- Deal with respondents professionally

## Stats SA will uphold Batho Pele Principles by committing to the following:

- We shall conduct user consultation sessions by advocating the use of data for evidence-based decision-making
- We shall provide various channels to access information such as ROAMBI, MOBI, SuperCROSS and the website
- We shall treat our stakeholders with courtesy and respect at all times
- We shall be open and transparent about the methodologies we use for collecting data and compiling our products
- We shall strive to redress information gaps by expanding our services in the municipalities and rural areas
- We shall continue to release our information on time and in line with international best practices
- We shall maintain our service standards by keeping abreast with the needs of our stakeholders
- We shall ensure value for money by utilising our resources effectively and efficiently

## 'Our response is on time, first time. Your voice counts. We strive for service excellence.'

In cases of misconduct, poor service delivery or difficulties in any form of communication, please contact:

012 310 0174/4825

Email: [Customercare@statssa.gov.za](mailto:Customercare@statssa.gov.za)

### About our products, please contact:

User Information Services:

012 310 8600

Fax: 012 310 8500

Email: [info@statssa.gov.za](mailto:info@statssa.gov.za)

### Main switchboard:

012 310 8911

Fax: 012 321 7381

Website: [www.statssa.gov.za](http://www.statssa.gov.za)

### Physical address:

ISibalo House, Koch Street, Salvokop, Pretoria, 0002

### Postal address:

Private Bag X44, Pretoria, 0001

## Our service standards

*Our stakeholders will be attended to in a friendly and professional manner  
Telephones will be answered at all times and emails will be responded to during official working hours: 08:00 – 16:30  
Requests are classified as per below:*

- Simple requests will be responded to within 15 minutes
- Normal requests will be responded to within 24 hours
- Special requests will be responded to within 5 working days

## Our product standards

*We commit to compile our products by adhering to national, continental and international best practices*

- Nationally: South African Statistical Quality Assessment Framework (SASQAF)
- Continentally: African Statistics Charter
- Internationally: Fundamental Principles of Official Statistics

## Accounting Officer's Declaration:

I, Risenga Maluleke (Statistician-General of Statistics South Africa), commit my department in terms of Part 3, C.2 of the Public Service Regulations, 2001, as amended, to adhere to this charter.

Signature

### 3.4 Resource management plan

The Stats SA Head Office is located in Pretoria. There are nine provincial offices and sixty-three district offices in the process of being resourced and fully utilised. Provincial and district offices play a key role in user liaison and data collection at provincial and municipal levels.

Stats SA has developed a number of strategies in support of the strategic direction. Below is a summary of the ICT and human resource management strategies over the medium term.

#### 3.4.1 Information Communication and Technology Strategy

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

The strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. It does not only address weaknesses in the current environment, but also provides for a stable, secure and reliable environment that keeps up with the fast changing technological developments. The nature of Stats SA's business processes relies on the support of technology systems for effective data management. The business modernisation strategy focuses on transforming the organisation into a digital ecosystem, while the ICT strategy will provide the underlying enterprise wide infrastructure requirements.

- Goal 1** Delivery of reliable and highly available, secure, cost-effective ICT solutions and services to support business operations
- The ICT infrastructure provides the backbone of all Stats SA services and systems. It is critical that this infrastructure is stable, reliable, highly available and functional. Our key goals are to ensure ICT stability, reliability, and functionality (ICT)
  - User-focused services delivered by ICT enables Stats SA to fulfil its mission and to assist it to evolve into a more functional, effective and efficient organisation (ICT)
- Goal 2** Alignment of ICT initiatives to business strategy
- Engaging internal customers in order to understand their business needs/requirements to enable ICT to respond to these needs by accordingly planning its human capacity, budget allocation and prioritising of ICT operations (ICT)
  - Innovative strategic partner aligning to business needs (ICT)
  - Innovate by exploiting new technologies to deliver new business solutions (BM)
- Goal 3** Implement efficient ICT governance
- Provide the necessary structures to effectively manage the use of ICT
  - Develop appropriate policies, processes, procedures and standards in line with ICT regulatory frameworks
  - Ensure effective infrastructure capacity planning
  - Ensure improved value realisation from the ICT resource capital investments
- Goal 4** Personnel management development, recruitment and retention of skilled ICT personnel
- Ability to deliver end-to-end ICT solutions and services necessitates technically competent ICT personnel
  - For ICT to realise value from its human capital investment, constant enhancement of knowledge and skills is required

- Goal 5** Implement effective Enterprise Architecture governance (BM)
- Provide the necessary structures, roadmaps and guidelines to effectively manage the use of ICT and the implementation of an Enterprise Architecture
  - Develop and implement appropriate EA processes, procedures and standards

### 3.4.2 Human Resource Management Strategy

Delivering high-quality statistical information is dependent on a highly qualified, motivated workforce and skilled staff complement. Stats SA has developed a Human Resource Plan that is geared towards attracting and retaining the best people. The overall aim of the strategy is to become an employer of choice by maintaining a highly qualified and motivated workforce and to provide an environment to support them.

HRM goals for 2019/20

- Goal 1** Harness the retention scarce skills  
**Goal 2** Align organisational structure to strategy  
**Goal 3** Provide support to ad hoc projects  
**Goal 4** Build labour relations management capacity  
**Goal 5** Build human capacity in the organisation  
**Goal 6** Strengthen employee wellness and diversity programmes  
**Goal 7** Institutionalise talent management

## 3.5 Long-term infrastructure plans

### 3.5.1 Background

Stats SA registered its building project as a Public Private Partnership (PPP) with National Treasury in August 2010, which has been delivered in August 2016. This resulted in bringing together all Stats SA employees, who were previously accommodated in four different buildings.

### 3.5.2 Progress

Construction of the new building was finalised and Stats SA moved into the new building at the end of August 2016.

The PPP contract is for a period of 26 years, and 5 years of the contract have been exhausted (2 years for construction and 3 years for operations). Currently the Facilities Management, Logistics and Security Division is monitoring the performance of the operations in relation to the PPP contract. Monthly ISibalo House Steering Committee meetings are held with representatives of Divalopalo Concession and Divalopalo Facilities Management to discuss all issues in relation to the operational phase of the PPP contract.

### 3.5.3 Financial implications

The building project is affordable and value for money. Stats SA has no other long-term infrastructure programmes planned for the future.

## 3.6 Evaluation plan

### 3.6.1 Background

Stats SA introduced evaluations a number of years ago, from both a design perspective as well as an independent assessment for designating statistics as official. Since the importance of evaluation has been highlighted by government, the organisation is in the process of reviewing its evaluation framework in order to promote, facilitate and institutionalise the use of evaluation in Stats SA.

### 3.6.2 Aim of evaluation in Stats SA

The aim of evaluation in Stats SA is to:

- Foreground the importance and use of evaluation in management and decision-making;
- Improve performance (evaluation for learning);
- Improve accountability (making evaluation results available);
- Generate knowledge (what works and what does not); and
- Improve planning and decision-making.

### 3.6.3 The evaluation plan

Stats SA will be conducting the following evaluations over the medium-term:

- Design evaluation:
  - Conduct a mini-test on census tools and methodologies in 2019/20 in preparation for the main census in 2021.
  - Conduct a pilot census to test all processes and systems in 2020/21 in preparation for the main census in 2021.
- Implementation evaluation:
  - Independent quality assessment against SASQAF: Target for 2019/20 is two assessments.
  - Independent evaluation through conducting post-enumeration surveys on the mini-test in 2019/20, the pilot in 2020/21 and the main census in 2021/21.
  - Independent evaluation on household surveys: Target for 2019/20 is to conduct an evaluation on the Quarterly Labour Force Survey





 Annexures

## Annexure 1: Strategy in brief: 2018/19

Outcome	Strategic objectives	Strategic focus	Programme implementation
<p>Informed nation</p> 	<p>Expand the statistical information base</p> <p>Develop new and innovative statistical products and services</p> <p>Revolutionise data systems</p>	<p>Economic dynamics</p> <p>Price stability</p> <p>Employment, job creation and decent work</p> <p>Rural development and food security</p> <p>Sustainable resource management</p> <p>Health</p> <p>Safety and security</p> <p>Education</p> <p>Life circumstances, service delivery and poverty</p> <p>Policy research and analysis</p> <p>Data revolution</p>	<p>Economic Statistics</p> <p>Population and Social Statistics</p> <p>SANSS</p> <p>Economic Statistics</p> <p>Population and Social Statistics</p> <p>Methodology, Standards &amp; Research</p> <p>Office of the SG</p>
<p>Trusted statistics</p> 	<p>Institutionalise quality management</p> <p>Innovate the statistical value chain for better efficiency</p> <p>Adopt international standards and classifications</p> <p>Increase stakeholder focus, communication and marketing</p> <p>Designate statistics as official</p>	<p>Quality management</p> <p>Monitoring and evaluation</p> <p>Plan, design, build, collect, process and disseminate</p> <p>Statistical standards development</p> <p>Corporate communications and stakeholder management</p> <p>Statistics certified as official</p>	<p>Methodology, Standards &amp; Research</p> <p>Survey Operations</p> <p>Methodology, Standards &amp; Research</p> <p>Statistical Support and Informatics</p> <p>Survey Operations</p> <p>Statistical Collection and Outreach</p> <p>Methodology, Standards &amp; Research</p> <p>Statistical Collection and Outreach</p> <p>SANSS</p>

Outcome	Strategic objectives	Strategic focus	Programme implementation
<p>Partners in statistics</p> 	<p>Strengthen collaboration and build statistical sampling frames</p> <p>Lead the development and coordination of the National Statistics System in SA</p> <p>Strengthen international collaboration and partnership and lead statistical development in Africa</p>	<p>Geospatial frame and services</p> <p>Business register</p> <p>Economic and social statistics subsystems</p> <p>Information management in the SANSS</p> <p>Statistical reporting</p> <p>Statistical support and advice</p> <p>International collaboration and partnerships</p> <p>Statistical development in Africa</p>	<p>Statistical Support and Informatics</p> <p>Methodology, Standards &amp; Research</p> <p>SANSS</p> <p>Statistical Collection and Outreach</p> <p>Statistical Collection and Outreach</p>
<p>A capable organisation</p> 	<p>Drive legislative reform</p> <p>Enhance corporate governance and administration</p> <p>Become the employer of choice</p> <p>Invest in ICT to align to organisational growth</p> <p>Invest in a sustainable and responsive statistical infrastructure</p>	<p>Amendment of the Statistics Act</p> <p>Strategic planning, reporting and monitoring</p> <p>Programme and project management</p> <p>Internal audit</p> <p>Corporate governance</p> <p>Financial administration and management</p> <p>Human resource management</p> <p>Facilities management, logistics and security</p> <p>Talent management and employee wellness</p> <p>Server and network environment, ICT end-user support, security and risk</p> <p>Modernise and innovate business processes</p> <p>Sustainable provincial and district infrastructure</p>	<p>SANSS</p> <p>Office of the SG</p> <p>Office of the SG</p> <p>Office of the SG</p> <p>Corporate Services</p> <p>Corporate Services</p> <p>Statistical Support and Informatics</p> <p>Statistical Support and Informatics</p> <p>Statistical Collection and Outreach</p>

Outcome	Strategic objectives	Strategic focus	Programme implementation
Statistical leadership 	Invest in statistical leadership and management  Invest in building statistical capability and competence  Build a united and diverse organisation	Statistical leadership and management  Statistical literacy at schools level Statistical capability at tertiary level Building capacity inside Stats SA Building capacity in the SANSS  Transformation and change	Office of the SG Corporate Services  Office of the SG Corporate Services  Office of the SG

## Annexure 2: African Charter on Statistics

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

### Principle 1: Professional independence

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

### Principle 2: Quality

- **Relevance:** African statistics shall meet the needs of users.
- **Sustainability:** African statistics shall be conserved in as detailed as possible a form to ensure their use by future generations, while preserving the principles of confidentiality and protection of respondents.
- **Data sources:** Data used for statistical purposes may be collected from diverse sources such as censuses, statistics surveys and/or administrative records. The statistics organisations shall choose their sources in consideration of the quality of data offered by such sources and their topicality, particularly the costs incurred by the respondents and sponsors. The use by statistics authorities of administrative records for statistical purposes shall be guaranteed by domestic law, provided that confidentiality is preserved.
- **Accuracy and reliability:** African statistics shall be an accurate and reliable reflection of the reality.
- **Continuity:** Statistics authorities shall ensure continuity and comparability of statistical information over time.
- **Coherence and comparability:** African statistics shall be internally coherent over time and allow for comparison between regions and countries. To this end, these statistics shall make combined use of related data derived from different sources. They shall employ internationally recognised and accepted concepts, classifications, terminologies and methods.

- **Timeliness:** African statistics shall be disseminated in good time and, as far as possible, according to pre-determined calendar.
- **Topicality:** African statistics shall reflect current and topical events and trends.
- **Specificities:** Statistical data production and analytical methods shall take into account African peculiarities.
- **Awareness-building:** State parties shall sensitise the public, particularly statistical data providers, on the importance of statistics.

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

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

### Principle 4: Dissemination

- **Accessibility:** African statistics shall not be made inaccessible in any way whatsoever. This concomitant right of access for all users without restriction shall be guaranteed by domestic law. Micro-data may be made available to users on condition that the pertinent laws and procedures are respected and confidentiality is maintained.
- **Dialogue with users:** Mechanisms for consultation with all African statistics users without discrimination shall be put in place with a view to ensuring that the statistical information offered are commensurate with their needs.
- **Clarity and understanding:** Statistics shall be presented in a clear and comprehensible form. They shall be disseminated in a practical and appropriate manner, be available and accessible to all and accompanied by the requisite metadata and analytical commentaries.
- **Simultaneity:** African statistics shall be disseminated in a manner that ensures that all users are able to use them simultaneously. Where certain authorities receive advance information under embargo, to allow them time to respond to possible questions, public announcement shall be made indicating the nature of such information, the identity of the recipients and the set timeframe before its public dissemination.
- **Correction:** Statistics authorities shall correct publications containing significant errors using standard statistical practices or, for very serious cases, suspend dissemination of such statistics. In that event, the users shall be informed in clear terms of the reasons for such corrections or suspension.

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

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

#### Principle 6: Coordination and cooperation

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

### Annexure 3: The fundamental principles of official statistics

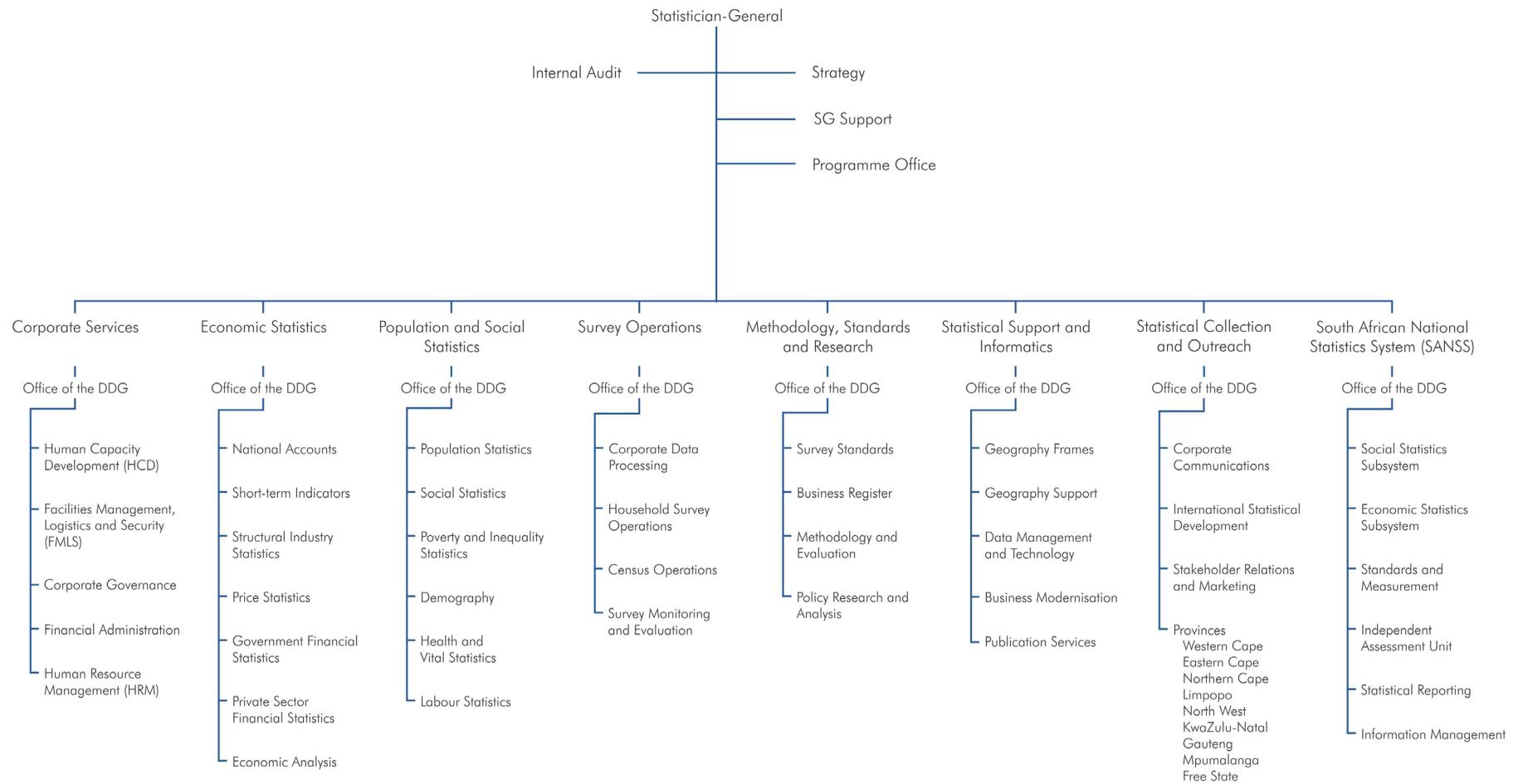
In order to safeguard official statistics and guide national statistics offices in their work, the United Nations has adopted the following fundamental principles of official statistics:

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

## Annexure 4: Organisational structure

Aligning the organisational structure to the strategy

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



## Annexure 5: Planning, monitoring and reporting

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

### Planning

Stats SA conducts three annual planning sessions: strategic planning, business planning, and integrative operational planning.

The outputs of these planning sessions are as follows:

- a) Strategic planning: A strategic plan and annual work programme that are approved by the Minister in the Presidency and tabled in Parliament.
- b) Business planning: Divisional strategic plans that outline annual outputs and targets to be achieved for the financial year.
- c) Integrative operational planning: Detailed project and operational plans that outline activities and tasks to be conducted monthly.

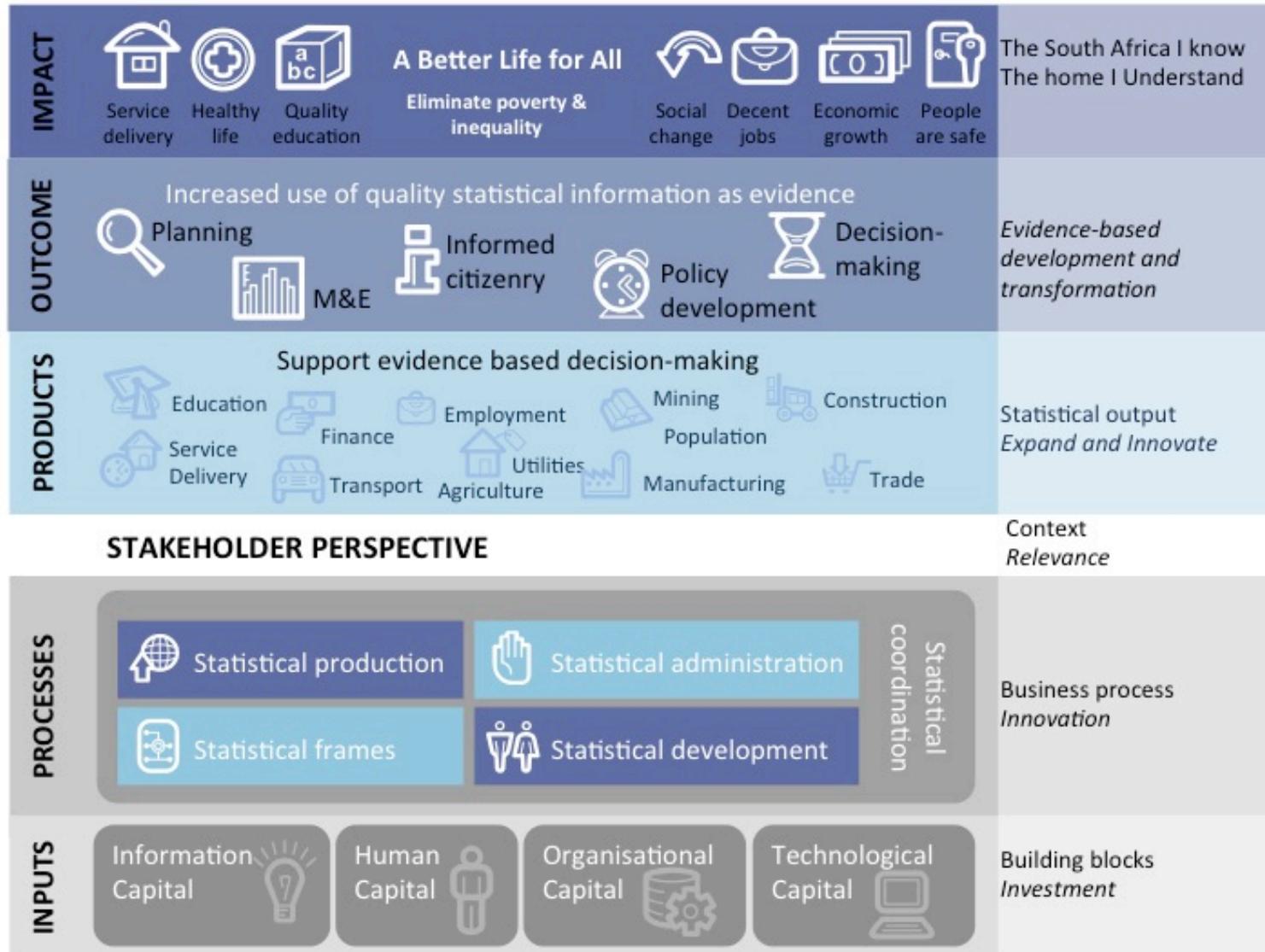
### Monitoring and reporting

In order for Stats SA to achieve its mandate, the organisation has put measures in place to monitor and report on its progress and overall performance.

- a) Annual reporting: An annual report on the overall performance of the organisation in terms of the annual targets outlined in the strategic plan and/or work programme is compiled and tabled in Parliament.
- b) Quarterly reporting: Quarterly reports outlining progress made against targets as stated in the work programme are compiled and submitted to the Minister and Treasury. These reports are supported by evidential documentation.
- c) Monthly reporting: Monthly reports are compiled as an early warning system and are submitted to the internal executive committee of the organisation.

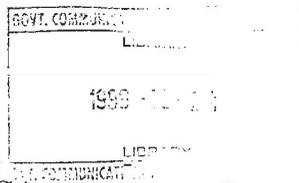
## Annexure 6: Strategy map

Stats SA has developed its strategy within the context of the balanced scorecard framework. Below is a graphical presentation of Stats SA's strategy map.





 Statistics Act



REPUBLIC OF SOUTH AFRICA

# GOVERNMENT GAZETTE

---

## STAATSKOERANT

VAN DIE REPUBLIEK VAN SUID-AFRIKA

*Registered at the Post Office as a Newspaper*

*As 'n Nuisblad by die Poskantoor Geregistreer*

---

VOL 406

CAPE TOWN, 21 APRIL 1999

**No. 19957**

KAAPSTAD, 21 APRIL 1999

---

OFFICE OF THE PRESIDENT

KANTOOR VAN DIE PRESIDENT

No. 489.

21 April 1999

No. 489.

21 April 1999

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

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

No. 6 of 1999: Statistics Act, 1999.

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

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

## ACT

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

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

### CONTENTS OF ACT

1. Definitions	
2. Purpose of Act	5
3. Purpose of official statistics, and statistical principles	
4. Status of Statistics South Africa	
5. Minister's duties and powers	
6. Appointment and tenure of Statistician-General	
7. Statistician-General's duties and powers	10
8. Establishment of Statistics Council	
9. Tenure of members of Council	
10. Meetings of Council	
11. Committees of Council	
12. Remuneration of members of Council and its committees	15
13. Duties and powers of Council	
14. Statistical co-ordination among organs of state	
15. Entry on and inspection of premises	
16. Duty to answer questions	
17. Confidentiality and disclosure	20
18. Offences and penalties	
19. References in other legislation or documents	
20. Repeal of legislation, and savings	
21. Short title	
Schedule	25

#### Definitions

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

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

#### Purpose of Act

2. The purpose of this Act is to advance the planning, production, analysis, 55

documentation, storage, dissemination and use of official and other statistics by providing for—

- (a) a Statistician-General as head of Statistics South Africa and for a Council;
- (b) the respective functions of the Statistician-General, the Council and the Minister and their interrelations; 60
- (c) co-ordination between Statistics South Africa and other organs of state that produce official or other statistics;

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

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

#### Appointment and tenure of Statistician-General

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

#### Duties and powers of Statistician-General

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

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

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

**Tenure of members of Council**

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

**Meetings of Council**

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

**Committees of Council**

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

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

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

**Duties and powers of Council 40**

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

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

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

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

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

#### Entry on and inspection of premises

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

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

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

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

(a) it is executed;

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

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

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

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

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

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

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

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

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

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

#### Duty to answer questions

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

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

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

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

(i) furnish all such information; or

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

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

#### Confidentiality and disclosure 45

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

(a) an individual;

(b) a household;

(c) an organ of state; 50

(d) a business; or

(e) any other organisation,

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

(2) The return or other information contemplated in subsection(1) may, subject to the directions of the Statistician-General, be disclosed—

- (a) to the Statistician-General and officers concerned of Statistics South Africa who have taken the oath of confidentiality referred to in subsection (7)(a);
- (b) to the person from whom such return or other information was collected or his 5 or her representative;
- (c) with the prior written consent of the person from whom such return or other information was collected or his or her representative;
- (d) where the information is already available to the public from the organ of state, business or other organisation concerned; 10
- (e) in the form of lists of the names and addresses of individual organs of state and other organisations and their classifications by function, type of legal entity and range of numbers of members and employees, or other indicator of size;
- (f) in the form of lists of the names and addresses of individual businesses and their classifications by industry or activity, type of legal entity, and range of 15 numbers of employees or other indicator of size;
- (g) in the form of lists of the kinds of products produced, manufactured, stored, bought or sold, or services rendered, by businesses, organs of state or other organisations or classes thereof.

(3) The Statistician-General may, for statistical purposes, disclose to another organ of 20 state information or data gathered in the course of a joint collection undertaken with that organ in terms of section 14(11), on condition that—

- (a) the name, address or any other means by which the respondents may be identified is deleted;
- (b) any person who is involved in the collection of, or who may use, that 25 information or data, must first take an oath of confidentiality similar to the one provided for in subsection (7)(a) irrespective of whether he or she has taken an oath of confidentiality in terms of any other law; and
- (c) the Statistician-General is satisfied that the confidentiality of that information or data will not be impaired. 30

(4) Despite any other law—

- (a) an entry made by the competent person concerned in terms of this Act in any document; or
- (b) a return or its contents,

is not admissible as evidence in legal proceedings, except for purposes of criminal 35 proceedings in terms of this Act.

(5) Information collected by any person, organ of state, business or other organisation for his, her or its own purposes and communicated to Statistics South Africa is subject to the same confidentiality requirements as information collected directly by Statistics South Africa, irrespective of any other confidentiality requirements to which it may have 40 been subject when it was collected.

(6) The results of the compilation and analysis of the statistical information collected in terms of this Act may not be published or disseminated in a manner which is likely to enable the identification of a specific individual, business or other organisation, unless that person, business or organisation has consented to the publication or dissemination 45 in that manner.

(7) The Statistician-General and every officer of Statistics South Africa must—

- (a) before assuming duty, take an oath of confidentiality prohibiting disclosure of any information coming to his or her knowledge by reason of such duty before its release is authorised by the Statistician-General; 50
- (b) preserve, and promote the preservation of, confidentiality in respect of all information that may come to his or her knowledge by reason of such employment.

#### Offences and penalties

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

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

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

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

#### References in other legislation or documents

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

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

#### Repeal of legislation, and savings

15

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

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

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

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

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

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

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

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

#### Short title

40

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

Act No. 6.1999

STATISTICS ACT, 1999

## SCHEDULE

## LEGISLATION REPEALED

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

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

Work Programme 2019/20  
Book 2

## Work Programme 2019/20 (Book 2) Statistics South Africa

Published by Statistics South Africa, Private Bag X44, Pretoria 0001

© Statistics South Africa, 2019

Users may apply or process this data, provided Statistics South Africa (Stats SA) is acknowledged as the original source of the data; that it is specified that the application and/or analysis is the result of the user's independent processing of the data; and that neither the basic data nor any reprocessed version or application thereof may be sold or offered for sale in any form whatsoever without prior permission from Stats SA.

Stats SA Library Cataloguing-in-Publication (CIP) Data

Work Programme 2019/20 (Book 2) / Statistics South Africa. Pretoria: Statistics South Africa, 2019

RP49/2019

212pp

ISBN: 978-0-621-47099-4

A complete set of Stats SA publications is available at Stats SA Library and the following libraries:

- National Library of South Africa, Pretoria Division
- National Library of South Africa, Cape Town Division
- Library of Parliament, Cape Town
- Bloemfontein Public Library
- Natal Society Library, Pietermaritzburg
- Johannesburg Public Library
- Eastern Cape Library Services, King William's Town
- Central Regional Library, Polokwane
- Central Reference Library, Mbombela
- Central Reference Collection, Kimberley
- Central Reference Library, Mmabatho

This report is available on the Stats SA website: [www.statssa.gov.za](http://www.statssa.gov.za)

Copies are obtainable from: Reprographics, Statistics South Africa

Tel.: 012 310 8619

012 310 8161

Email: [millies@statssa.gov.za](mailto:millies@statssa.gov.za)

Email: [joeyb@statssa.gov.za](mailto:joeyb@statssa.gov.za)

For technical enquiries, please contact:

Mantikoane Lelosa

Tel.: 012 310 6995

Email: [MantikoaneL@statssa.gov.za](mailto:MantikoaneL@statssa.gov.za)

# Contents

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

## Tables – Performance Indicators

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

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

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

## Introduction

In terms of section 5.1(a) of the Statistics Act, the Minister must, on the recommendation of the Statistician-General, prioritise the work programme in accordance with the purpose of official statistics and the statistical principles contemplated in section 3 and both having been advised in this regard by the Statistics Council. Section 7(1)(e) states that the Statistician-General determines and exercises final responsibility regarding the implementation of the work programme of Statistics South Africa.

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

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

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

**Book 1:** outlines the high-level strategic overview including the situational analysis, an overview of the 2018/19 budget and MTEF estimates as well as the programme and subprogramme information. Book 1 will be available in print and electronic format and can also be accessed on the Stats SA website: [www.statssa.gov.za](http://www.statssa.gov.za)

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

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



# Annual Performance Plan

## 1. Implementing the annual performance plan

The annual performance plan sets out performance indicators, outputs and targets to achieve its strategic objectives and outcomes in line with the strategic plan. The activities of the department are aligned to the strategic outcomes and objectives to ensure effective implementation. This book outlines the plans for implementing the strategic outcomes.

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

The statistical process involves a range of statistical operations, which are enabled by various support functions. Stats SA reviewed its statistical value chain to better respond to emerging statistical demands. These changes include:

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

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

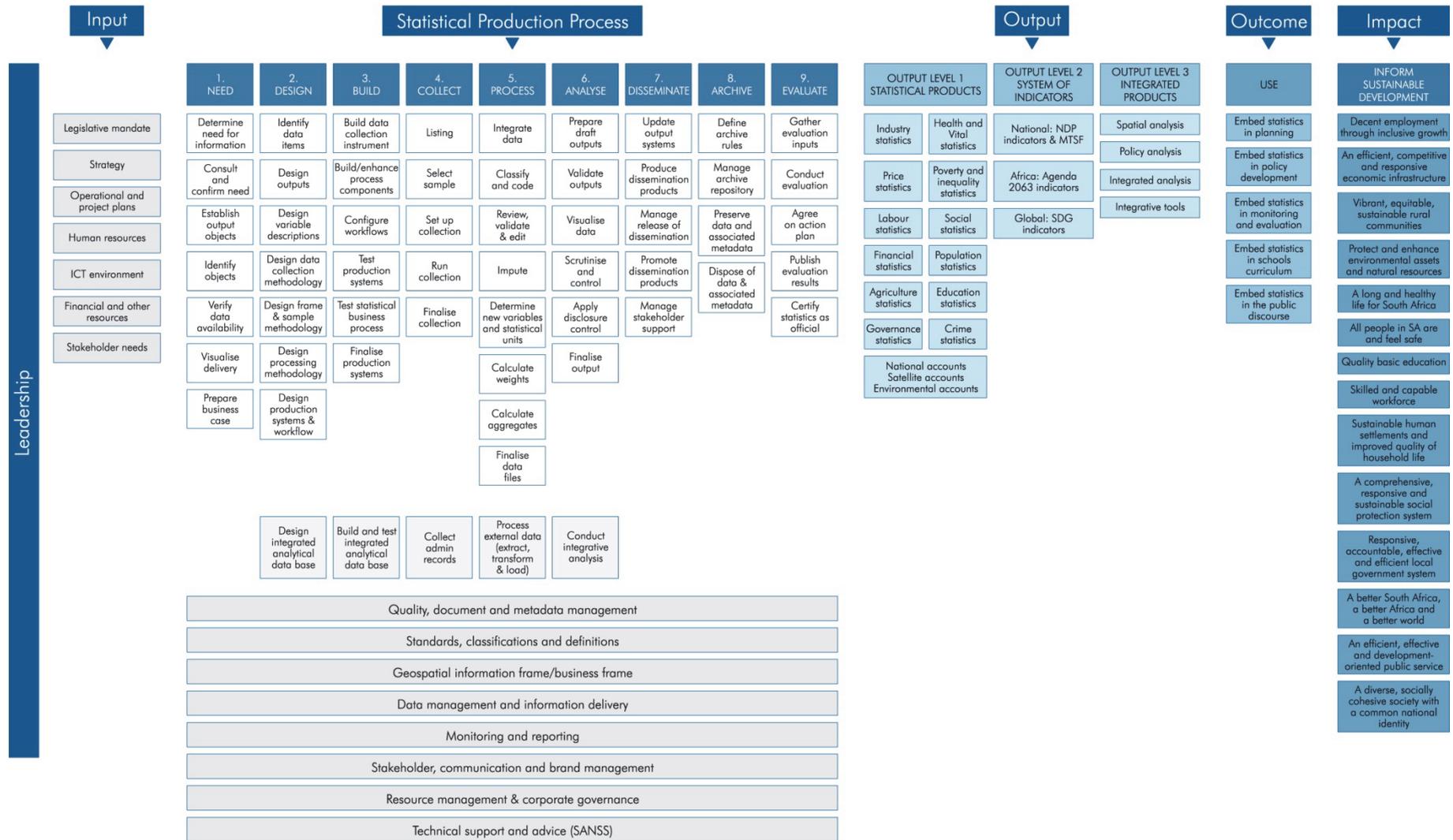
*Outputs:* The outputs have been defined at three levels, namely i) Level 1: The provision of basic statistics on various topics; ii) Level 2: Transforming basic statistics into indicators, as part of an indicator system in order to be responsive to national and international policy agendas; and iii)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

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

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

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

# Statistical Value Chain



## 1.1 Strategic Outcome 1: An informed nation

The key purpose of the National Development Plan (NDP) is to accelerate growth, create decent work and promote investment in a competitive economy to address the triple challenges of poverty, unemployment and inequality. The economic environment today is uncertain. All citizens of this country must contribute and ensure a sustainable and resilient economy and that we leave future generations with a vibrant democracy, a society at peace, and progress in all the sustainable development goals. No one should be left behind in our march to a better life for all.

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

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



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

### 1.1.1 Expand the statistical information base

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

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

**Baseline:** Number of statistical releases on a monthly, quarterly and annual basis: 200 releases

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

**Links:** This objective links to the NDP, MTSF and Sustainable Development Goals (SDGs)

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

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

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

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

i) Economic dynamics

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

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

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

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

*Organisational context:* National accounts estimates: The dynamics of the economy are reported through annual and quarterly estimates of national accounts, based on a series of supply and use tables.

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

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>National accounts statistics</i>									
Subprogramme: National Accounts (Programme 2: Economic Statistics)									
1.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	GDP estimates reweighted and rebased	Published quarterly and annual GDP and a report on TSA as scheduled	Published quarterly and annual GDP releases as scheduled  Published supply and use tables as scheduled	Published GDP releases as scheduled  Compiled supply and use tables as scheduled	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics	Publish quarterly, annual and regional national accounts statistics
	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Economic statistics information base expanded	Research reports were not compiled	Compiled position paper on research and development satellite account  Compiled position paper on integrated economic accounts	Compiled 2 research reports on factors affecting the economy	Expand and improve by: <ul style="list-style-type: none"> <li>• Reviewing changes on national accounts statistics</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Rebasing and benchmarking of national accounts statistics</li> <li>• Reviewing and improving data sources</li> <li>• <sup>1</sup>Conducting an evaluation of GDP expenditure estimates (<i>discontinued</i>)</li> </ul>	Expand and improve by: <ul style="list-style-type: none"> <li>• Rebasing and benchmarking of national accounts statistics</li> </ul>	

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

Table 1: Strategic plan targets (concluded)

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

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>National accounts statistics</i>									
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)									
3.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Economic statistics information base expanded	<p>Compiled final regional estimation of GDP</p> <p>Published TFP estimation, total production index note and GAF concepts</p>	<p>Compiled discussion document on statistics of the non-profit sector</p> <p>Published tourism satellite account earlier than scheduled</p> <p>Published reports on:</p> <ul style="list-style-type: none"> <li>Information and communication technology satellite account</li> <li>Input/output tables</li> </ul>	<p>Published report on tourism satellite account in March as scheduled</p> <p>A report on the social accounting matrix was not compiled</p> <p>Published quarterly flash GDP estimates as scheduled</p>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>Reviewing regional economic indicators (<i>discontinued</i>)</li> <li>Publishing thematic reports on the dynamics of the economy</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li><sup>3</sup>Publishing thematic reports on the dynamics of the economy (<i>discontinued</i>)</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>Researching the relationship between the different economic statistical information</li> </ul>	<p>Expand economic statistics by:</p> <ul style="list-style-type: none"> <li>Explore new developments in economic statistics</li> </ul>

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants									
Subprogramme: Short-term Indicators (Programme 2: Economic Statistics)									
4.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on turnover and volumes expanded	Published monthly, quarterly and annual industry and trade statistics as scheduled	Published monthly, quarterly and annual industry and trade statistics as scheduled	Published monthly, quarterly and annual industry and trade statistics as scheduled	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics	Publish monthly, quarterly and annual industry and trade statistics
			Introduced seasonal adjustment using X-12 for: Manufacturing: production and sales; Utilisation of manufacturing capacity; Building statistics	Implemented weights for Manufacturing and Manufacturing production capacity; base year changes; seasonal adjustments earlier; and calculated weights for deflators as scheduled	Completed seasonal adjustment for land transport  Implemented weights for indices as follows: -Manufacturing production capacity -Manufacturing -Mining	Expand and improve by: • <i>Introducing new survey(s) to measure services sector (selected in SIC 7, 8 or 9) (not funded)</i> • SASQAF self-assessment (Retail) ( <i>discontinued</i> ) • Test M&E research findings on different imputing size group 4 cases ( <i>discontinued</i> ) • Weights for indices (Manufacturing [2016]; Mining [2016]; Manufacturing production capacity [2016])	Expand and improve by: • <sup>4</sup> SASQAF self-assessment (Electricity) ( <i>discontinued</i> ) • Weights for indices (Manufacturing [2017]; Mining [2017]; Manufacturing production capacity [2017]) • <sup>5</sup> Base year changes for deflation: Wholesale (2015); Tourist accommodation (2016); Retail (2016); Food and beverages (2015) ( <i>done in 2017/18</i> ) • <sup>6</sup> Weights for deflator (Retail [2015])	Expand and improve by: • Weights for indices (Manufacturing [2018]; Manufacturing capacity [2018]) • Weights for indices (Mining [2018])	Expand and improve by: • Weights for indices (Manufacturing [2019]; Manufacturing production capacity [2019]) • Weights for indices (Mining [2019])
			Deflation for Tourist accommodation 2012 was not introduced. Introduced deflation for Food and beverages		The research report on retail products and imputing size group 4 were not compiled				
			Introduced weights for Manufacturing utilisation of production capacity in April 2015		Implemented base year changes for mining and manufacturing indices				
					A SASQAF self-assessment was not conducted				

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

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

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



Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>								
Subprogramme: Short-term Indicators (Programme 2: Economic Statistics)								
4.1	Number of releases on industrial statistics published	150	150	150	150	150	150	150
4.2	Reports on improving short-term industry statistics compiled	3	4	3	2	4	3	3

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>								
Subprogramme: Short-term Indicators (Programme 2: Economic Statistics)								
<i>Mining and quarrying</i>								
4.1.1	Number of releases on mining: production and sales published, 6 weeks after the reference month	Quarterly	12	Monthly releases on mining: production and sales published as scheduled	3	3	3	3
<i>Manufacturing</i>								
4.1.2	Number of releases on manufacturing: production and sales published, 6 weeks after the reference month	Quarterly	12	Monthly releases on manufacturing: production and sales published as scheduled	3	3	3	3
4.1.3	Number of releases on manufacturing: utilisation of production capacity by large enterprises published, 10 weeks after the reference month	Quarterly	4	Quarterly releases on manufacturing: utilisation of production capacity by large enterprises published as scheduled	1	1	1	1
<i>Electricity, gas and water supply</i>								
4.1.4	Number of releases on generation and consumption of electricity published, 5 weeks after the reference month	Quarterly	12	Monthly releases on generation and consumption of electricity published as scheduled	3	3	3	3

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

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>								
Subprogramme: Short-term Indicators (Programme 2: Economic Statistics)								
<i>Construction</i>								
4.1.5	Number of releases on selected building statistics published, 7 weeks after the reference month	Quarterly	12	Monthly releases on selected building statistics published as scheduled	3	3	3	3
4.1.6	Number of releases on construction statistics published, 6 months after year-end report	Annually	1	Annual release for 2018 on selected building plans passed and completed published by June 2019	1			
4.1.7	Number of reports on construction statistics published, 20 months after year-end report	Annually	1	Annual report for 2017 on completed buildings published by August 2019		1		
<i>Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods</i>								
4.1.8	Number of releases on retail trade sales published, 7 weeks after the reference month	Quarterly	12	Monthly releases on retail trade sales published as scheduled	3	3	3	3
4.1.9	Number of releases on motor trade sales published, 7 weeks after the reference month	Quarterly	12	Monthly releases on motor trade sales published as scheduled	3	3	3	3
4.1.10	Number of releases on wholesale trade sales published, 7 weeks after the reference month	Quarterly	12	Monthly releases on wholesale trade sales published as scheduled	3	3	3	3
<i>Transport, storage and communication</i>								
4.1.11	Number of releases on land transport published, 8 weeks after the reference month	Quarterly	12	Monthly releases on land transport published as scheduled	3	3	3	3
<i>Financial intermediation, insurance, real estate and business services</i>								
4.1.12	Number of releases on liquidations and insolvencies published, 8 weeks after the reference month	Quarterly	12	Monthly releases on liquidations and insolvencies published as scheduled	3	3	3	3
4.1.13	Number of releases on civil cases for debt published, 7 weeks after the reference month	Quarterly	12	Monthly releases on civil cases for debt published as scheduled	3	3	3	3

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

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>								
Subprogramme: Short-term Indicators (Programme 2: Economic Statistics)								
<i>Hotels and restaurants</i>								
4.1.14	Number of releases on food and beverages published, 8 weeks after the reference month	Quarterly	12	Monthly releases on food and beverages published as scheduled	3	3	3	3
4.1.15	Number of releases on tourist accommodation published, 8 weeks after the reference month	Quarterly	12	Monthly releases on tourist accommodation published as scheduled	3	3	3	3
4.2.1	Reports on improving short-term industry statistics compiled	Annually	4	Weights for indices Manufacturing [2017] by June 2019	1			
				Weights for indices Manufacturing production capacity by August 2019		1		
				Weights for Mining 2017 compiled by October 2019			1	
				Weights for Retail 2015 compiled by June 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>									
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)									
5.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on turnover and volumes	Published periodic structural industry statistics  Published reports on manufacturing and construction as scheduled	Published reports on 2015 mining industry survey; 2014 manufacturing industry survey; and 2014 construction industry survey as scheduled	Published report on wholesale trade survey in October 2017  Published report on retail trade survey in October 2017  Published report on motor trade survey in October 2017  Published report on food and beverages survey in October 2017  Published report on tourist accommodation survey in October 2017	Publish periodic structural industry statistics  • Electricity, gas and water survey (moved from 2017/18) • Transport, post and tele-communications survey (moved from 2017/18) • Manufacturing survey (moved to 2019/20) • Construction survey (moved to 2019/20) • Business services (new)	Publish periodic structural industry statistics  • Manufacturing survey • <sup>7</sup> Construction survey (moved from 2018/19)	Publish periodic structural industry statistics  Trades survey • Personal services survey	Publish periodic structural industry statistics  • Electricity, gas and water supply • Transport, post and telecommunication • Mining survey

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

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>								
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)								
5.1	Number of reports on structural industry statistics published	5	3	5	4	3	3	3

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Industrial statistics: Agriculture, hunting, forestry and fishing; Mining and quarrying; Manufacturing; Electricity, gas and water supply; Construction; Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods; Transport, storage and communication; Financial intermediation, insurance, real estate and business services; Community, social and personal services; Hotels and restaurants</i>								
<i>Manufacturing</i>								
5.1.1	Number of periodic reports on manufacturing industry (financial) published (SIS)	Annually	1	Report on 2017 manufacturing industry (financial) survey by September 2019		1		
<i>Financial intermediation, insurance, real estate and business services</i>								
5.1.2	Number of reports on manufacturing industry (production) published (SIS)	Annually	1	Report on 2017 manufacturing industry (production) survey published by September 2019		1		
<i>Construction</i>								
5.1.3	Number of reports on construction industry published (SIS)	Annually	1	Report on 2017 construction industry survey by September 2019		1		

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Tourism statistics</i>									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
6.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on tourism	Published biannual and annual domestic tourism statistics  Compiled report on testing sample allocation and weighting methodologies as scheduled	Published report on domestic tourism survey later than scheduled  Biannual report was not published  The comparative analysis was not conducted	Published annual report on DTS in September 2017  Published biannual report on the DTS in December 2017 as scheduled  Conducted assessment on the future of the DTS as scheduled	Publish biannual and annual domestic tourism statistics  Expand and improve by: • Implementing the evaluation outcome	Publish biannual and annual domestic tourism statistics  Expand and improve by: • <sup>8</sup> Stabilising domestic tourism surveys ( <i>discontinued</i> )	Publish biannual and annual domestic tourism statistics	Publish biannual and annual domestic tourism statistics

<sup>8</sup> Discontinued: 'Stabilising domestic tourism surveys' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Tourism statistics</i>									
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)									
7.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on international tourism expanded	Published monthly and annual tourism statistics  The report on strengthening collaboration with Home Affairs was not compiled	Published monthly releases on international tourism as scheduled and 1 additional release  Published report on international tourism as scheduled  The quality self-assessment on tourism statistics was not done	Published 11 monthly releases on international tourism as scheduled  Published annual report on international tourism in July 2017  The quality self-assessment on international tourism statistics was not conducted  Commenced with research on the availability of other data sources on tourism. Liaison with South African Tourism (SAT) is in progress	Publish monthly and annual international tourism statistics  Expand and improve by: • Assessing supplementary data sources	Publish monthly and annual international tourism statistics  Expand and improve by: • <sup>9</sup> Compiling a thematic report on tourism statistics ( <i>discontinued</i> )	Publish monthly and annual international tourism statistics  Expand and improve by: • Publishing a report based on alternative tourism data sources	Publish monthly and annual international tourism statistics  Expand and improve by: • Undertaking SASQAF of tourism data

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Tourism statistics</i>								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
7.1.1	Number of releases on international tourism published, 3 months after the reference period	Quarterly	12	Monthly releases on international tourism published as scheduled	3	3	3	3
7.2.1	Number of reports on international tourism published	Annually	1	Annual report on international tourism published by June 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Transport statistics</i>									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
8.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the transport sector published	Compiled thematic report on transport as scheduled  A technical report on RTMC editing, analysis and reporting systems was not compiled	The research report was compiled as scheduled  The report on RTMC was drafted	Compiled report on technical support provided to RTMC as scheduled	Publish 5-yearly transport statistics (publish NHTS national statistical report, user-paid survey)  Expand and improve by: • Providing technical support to improve RTMC (replace with transport) data systems	<i>Publish 5-yearly transport statistics (publish NHTS provincial statistical reports, user-paid survey)</i>  Expand and improve by: • <sup>10</sup> Publishing a thematic report on transport (not funded)		

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Financial statistics</i>									
Subprogramme: Private Sector Financial Statistics (Programme 2: Economic Statistics)									
9.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Financial statistics of private sector enterprises reviewed and expanded	Published quarterly and annual private sector financial statistics as scheduled  Compiled reports on reviewing QFS at lower SIC level as scheduled  Compiled report on engaging stakeholders on research initiatives as scheduled	Published quarterly and annual private sector financial statistics as scheduled  Compiled reports on proposed capital expenditure survey and on engaging stakeholders in research initiatives as scheduled	Published quarterly releases on financial statistics of private sector enterprises as scheduled  Published annual release on financial statistics of private sector enterprises 2016 as scheduled  Submitted report on detailed capital expenditure data to National Accounts as scheduled  Compiled report on stakeholder engagement as scheduled	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing sample specifications and estimates at lower SIC level ( <i>target replaced</i> ) • Engaging stakeholders and focusing on survey education • Integrate capital expenditure project focusing on data quality ( <i>new</i> )	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Reviewing sample specifications and estimates at lower SIC level ( <i>target replaced</i> ) • SASQAF self-assessment ( <i>move to 2020/21</i> ) • Engaging stakeholders and focusing on survey education • <sup>11</sup> Publish Integrated capital expenditure ( <i>target reviewed</i> )	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Investigating the possibility of publishing capital expenditure survey results • SASQAF self-assessment	Publish quarterly and annual private sector financial statistics  Expand and improve by: • Investigate the possibility of publishing capital expenditure survey results • Investigate feasibility of providing lower disaggregated information / estimates

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Financial statistics</i>									
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)									
10.	Economic dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Financial statistics of government expanded at lower level	Published quarterly and annual government financial statistics as scheduled  Compiled report on QFSM data at provincial level  Compiled report on user-specific groups as scheduled  Compiled report on response rates for QFSM and reducing time frame for annual surveys	Published quarterly and annual government financial statistics as scheduled  Completed the QFSM pilot earlier than scheduled  Compiled report on collaboration and partnering earlier than scheduled	Published quarterly and annual government financial statistics as scheduled  Compiled report on time series data for GFS as scheduled	Publish quarterly and annual government financial statistics  Expand and improve by: <ul style="list-style-type: none"> <li>Updating time series data for GFS surveys</li> <li>Implementing revised survey outputs</li> <li>Piloting quarterly estimates of general government expenditure (not funded)</li> <li>Maintaining selected databases for municipal data (discontinued)</li> </ul>	Publish quarterly and annual government financial statistics  Expand and improve by: <ul style="list-style-type: none"> <li><sup>12</sup>Publishing time series data for GFS surveys (reviewed)</li> <li><sup>13</sup>Compiling discussion document on quarterly estimates of general government expenditure (not funded)</li> <li><sup>14</sup>Assessing and evaluating selected databases for all municipal data (discontinued)</li> </ul>	Publish quarterly and annual government financial statistics  Expand and improve by: <ul style="list-style-type: none"> <li>Compiling discussion document on quarterly estimates of general government expenditure</li> </ul>	Publish quarterly and annual government financial statistics  Expand and improve by: <ul style="list-style-type: none"> <li>Publishing spatial analysis relating to basic and free basic services provided by municipalities</li> </ul>

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

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

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

ii) Price stability

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

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

*Consumer price index:* Measures the change in the prices of a basket of goods and services purchased by South African households each month. The CPI is used to analyse consumer inflation pressures in the economy and to adjust the prices of various long-term contracts. An electronic data collection methodology will be tested and rolled out over the next two years.

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Consumer and producer price statistics</i>									
Subprogramme: Price Statistics (Programme 2: Economic Statistics)									
11.	Price stability: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on consumer price changes improved (CPI reweighted)	Published 12 statistical releases as scheduled with an average imputation rate of 0,06%  Compiled report on CPI systems review as scheduled  Compiled research report on residential property price index as scheduled	Published monthly CPI as scheduled  Published rebased and reweighted CPI as scheduled	Published monthly CPI releases as scheduled  Compiled research report on alternative collection methodologies as scheduled	Publish monthly CPI  Expand and improve by: • Researching alternative collection methodologies (moved to 2017/18) • Piloting (testing) alternative collection methodologies • Publishing residential property price index (not funded)	Publish monthly CPI  Expand and improve by: • <sup>15</sup> Researching alternative collection methodologies (reviewed)	Publish monthly CPI  Expand and improve by: • Developing a plan for reweighting and rebasing of CPI • Publish RPPi (if research shows it as viable)	Publish monthly CPI  Expand and improve by: • Reweight CPI

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

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Consumer and producer price statistics</i>									
Subprogramme: Price Statistics (Programme 2: Economic Statistics)									
12.	Price stability: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on producer price changes expanded	Published monthly PPI releases as scheduled with an average response rate of 99%  Compiled research report on construction services	Published monthly PPI as scheduled  Continuing research on residential property price index was not conducted  Research on transport, storage and communication services was not conducted	Published monthly PPI, UVI and CMPI releases as scheduled  Compiled research report on services PPI as scheduled  Compiled research report on transport, storage and communication services as scheduled	Publish statistics on producer prices (monthly PPI, UVI and CMPI)  Expand and improve by: • Publishing construction services (target achieved in 2017/18) • Publishing business services (non-financial) (not funded) • Researching transport, storage and communication services	Publish statistics on producer prices (monthly PPI, UVI and CMPI)  Expand and improve by: • <sup>16</sup> Publishing construction services (target achieved in 2017/18) • <sup>17</sup> Publishing business services (financial) (not funded) • <sup>18</sup> Publishing transport, storage and communication services (not funded) • <sup>19</sup> Testing transport, storage and communication services (new)	Publish statistics on producer prices (monthly PPI, UVI and CMPI)  Expand and improve by: • Researching services PPI	Publish statistics on producer prices (monthly PPI, UVI and CMPI)  Expand and improve by: • Researching services PPI
13.	<sup>20</sup> Price stability								

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

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

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

<sup>19</sup> New target: Testing transport, storage and communication services

<sup>20</sup> Target no. 13 has been combined with target no. 12



Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

iii) Employment, job creation and decent work

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Labour market statistics</i>									
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)									
14.	Employment, job creation and decent work: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on employment and earnings, and average monthly earnings expanded	Published quarterly statistical releases on employment and earnings, and average monthly earnings with an average response rate of 89,1%  Compiled draft research report on use of administrative data for the employment frame	Published 3 releases on employment and earnings as scheduled	Published quarterly releases on employment and earnings as scheduled  Compiled report on lower level industry data as scheduled	Publish quarterly employment and earnings statistics  Expand and improve by: • Researching vacancy rates in the formal economy	Publish quarterly employment and earnings statistics  Expand and improve by: • <sup>21</sup> Expanding series to cover industry data and vacancy rates (reviewed)	Publish quarterly employment and earnings statistics  Expand and improve by: • Including Vacancy rates as part of QES publication	Publish quarterly employment and earnings statistics  Expand and improve by: • Including Vacancy rates as part of QES publication

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

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Labour market statistics</i>									
Subprogramme: Labour Statistics (Programme 3: Population and Social Statistics)									
15.	Employment, job creation and decent work: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the labour market expanded	Published quarterly and annual releases on labour market statistics  Published report on the Volunteer Activities Survey  Developed Time Use Survey questionnaire as scheduled	Published 3 quarterly releases on labour market information as scheduled; Q4 release was done in April 2017 to allow for linking of historical series  Published annual report on labour market dynamics later than scheduled  Published SAYP report later than scheduled  The SESE module was not developed  The SWTS report was not published	Published quarterly releases on labour market information  Published Annual report on labour market dynamics in SA in March 2018  Compiled research report on Volunteer Activities Survey as scheduled	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing Survey of Employers and Self-employed • Publishing the Volunteer Activities Survey (moved to 2019/20) • Developing Survey of Activities of Young People module	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing annual report on labour market dynamics in SA • <sup>22</sup> Developing Time Use Survey (reviewed) • Publishing the Volunteer Activities Survey (moved from 2018/19)	Publish quarterly and annual labour market statistics  Expand and improve by: • Publishing the Survey of Activities of Young People module • Developing the Survey of Employers and Self-employed	Publish quarterly and annual labour market statistics  Expand and improve by: • Developing of the Volunteer Activities Survey

<sup>22</sup>Reviewed: Target reviewed to 'Researching Time Use survey'

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

iv) Rural development, food security and land reform

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Agricultural statistics</i>									
Subprogramme: Structural Industry Statistics (Programme 2: Economic Statistics)									
16.	Rural development, food security and land reform: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on agriculture expanded	Published annual statistical release on agriculture as scheduled  Updated the Agriculture Survey questionnaire to include the forestry and fisheries industries as scheduled  Included questions on household agriculture production in the 2016 Community Survey as scheduled	Published report on 2015 Agriculture Survey as scheduled  Compiled discussion documents on forestry and fisheries industries as scheduled	Published report on 2016 Agriculture Survey as scheduled	Publish annual commercial agriculture statistics  Expand and improve by: • Including forestry and fisheries industries (financial and non-financial information) ( <i>discontinued</i> )	<sup>23</sup> Publish annual commercial agriculture statistics ( <i>reviewed</i> )  Expand and improve by: • Including forestry and fisheries industries (financial and non-financial information)	Publish annual commercial agriculture statistics	Publish annual commercial agriculture statistics

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

v) Sustainable resource management

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Environmental economic accounts</i>									
Subprogramme: Economic Analysis (Programme 2: Economic Statistics)									
17.	Sustainable resource management: To expand the statistical information base by increasing its depth, breadth and geographic spread	Environmental Economic Accounts expanded	Compiled research report on EEA indicators as scheduled  Compiled document on the ecosystem accounts which was included in the EEA compendium as scheduled  Compiled internal position paper on air emission accounts as scheduled	Compiled compendium on EEA indicators as scheduled	Research complementary data sources ( <i>discontinued</i> )	Publish EEA statistics  Expand and improve by: • Assessing complementary data sources ( <i>discontinued</i> )	Publish EEA statistics  Expand and improve by: • <sup>24</sup> Assessing complementary data sources ( <i>discontinued</i> )	Publish EEA statistics	

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

vi) Living circumstances, service delivery and poverty

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

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

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

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

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

In response to growing user demands and ensuring high-quality timely products, Stats SA embarked on a process of reviewing the content of the questionnaires of these surveys as well as the survey methodology. One of the outcomes of this process is the introduction of a modular approach, where a rotational system of in-depth service delivery modules will be developed and implemented at regular intervals as part of a continuous population survey for household surveys. Continuous collection is expected to better capture seasonality in the data and to provide more opportunities for quality assurance.

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Life circumstances, service delivery and poverty</i>									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
18.	Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the life circumstances of South Africans expanded	Published GHS 2014 as scheduled  Compiled report on development indicators  Published thematic report on housing  Compiled report on impact of digital data collection	Published release on General Household Survey 2015 later than scheduled  Published report on development indicators later than scheduled  Published thematic report on water and sanitation earlier than scheduled  Published report on service delivery based on CS 2016 data as scheduled	Published report on development indicators as scheduled  Published report on metro development indicators as scheduled  Compiled thematic report on the environment as scheduled	Publish annual social and household service delivery statistics  Expand and improve by: • Publishing a thematic report on energy service delivery (discontinued) • Compiling municipal estimates on service delivery and education (not funded) • Providing technical support to improve service delivery statistics (new)	Publish annual social and household service delivery statistics  Expand and improve by: • <sup>25</sup> Publishing a thematic report on information and communication technology (discontinued)	Publish annual social and household service delivery statistics	Publish annual social and household service delivery statistics

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Life circumstances, service delivery and poverty</i>								
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)								
18.1.1	Number of releases on social and household service delivery statistics published	Annually	1	Annual statistical release on General Household Survey 2018 published by May 2019	1			
18.2.1	Reports on improving social and household service delivery statistics compiled	Annually	2	Development indicators compiled by May 2019	1			
				Metro development indicators compiled by May 2019	1			

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Life circumstances, service delivery and poverty</i>									
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)									
19.	Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the poverty levels in SA expanded	A document on editing and imputation of LCS was not compiled as scheduled  Compiled assessment on poverty indicators included in the GHS 2014 as scheduled  Compiled document on testing small-area estimation techniques as scheduled  Compiled document on urban nodes later than scheduled	Compiled methodologies for generation of poverty estimates for small areas using IES, LCS and Census data which included estimates at provincial level  Published release on the poverty profile and expenditure patterns of households in South Africa later than scheduled	Developed and tested CPS modules as scheduled  Compiled report on poverty indicators as scheduled  The thematic report on subjective poverty was not compiled  Published thematic report on men, women and children as scheduled	Publish periodic statistics on life circumstances, poverty and inequality statistics  Expand and improve by: • Editing and imputing CPS data ( <i>discontinued</i> ) • Thematic report on the size and nature of the middle class in South Africa ( <i>discontinued</i> ) • Statistical release on the poverty profile and expenditure patterns of households in South Africa ( <i>discontinued</i> ) • Compiling methodology document on CPS (expenditure year) ( <i>new</i> ) • Compiling the Inequality Trends report ( <i>new</i> )	Publish periodic statistics on life circumstances, poverty and inequality statistics  Expand and improve by: • <sup>26</sup> Thematic report on household food security ( <i>discontinued</i> ) • Improving the South African Multidimensional Poverty Index (SAMPI) ( <i>new</i> ) • Compiling national poverty lines of 2019 ( <i>new</i> ) • Compiling child poverty report ( <i>new</i> ) • Compiling the Inequality Trends report ( <i>new</i> ) • Assessing NIDS data ( <i>new</i> )	Publish periodic statistics on life circumstances, poverty and inequality statistics  Expand and improve by: • SAMPI 2019 at provincial level • Compiling 2020 poverty lines • Report on food security • Preparing for CPS	Publish periodic statistics on life circumstances, poverty and inequality statistics  Expand and improve by: • Subjective Poverty Report • SAMPI 2020 at provincial level • 2021 poverty lines • Report on household income and expenditure patterns • Implementing CPS

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

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Life circumstances, service delivery and poverty</i>									
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)									
19.	Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the poverty levels in SA expanded				Publish periodic statistics on life circumstances, poverty and inequality statistics			
						Expand and improve by:			
						<ul style="list-style-type: none"> <li>• Compiling a report on food security in South Africa (<i>new</i>)</li> <li>• Compiling the poverty mapping report based on money metric measures of poverty (<i>new</i>)</li> <li>• Computing the poverty lines for 2018 (<i>new</i>)</li> </ul>			

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Life circumstances, service delivery and poverty</i>									
Subprogramme: Government Financial Statistics (Programme 2: Economics Statistics)									
20.	Life circumstances, service delivery and poverty: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on service delivery of municipalities expanded	Published annual non-financial statistics as scheduled  Researched spatial analysis relating to basic and free basic services provided by municipalities as scheduled	Published annual release on the non-financial census of municipalities for 2014/15 earlier than scheduled	Published annual release on the non-financial census of municipalities in May 2017	Publish annual non-financial statistics  Expand and improve by: • Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)	Publish annual non-financial statistics  Expand and improve by: • <sup>27</sup> Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)	Publish annual non-financial statistics  Expand and improve by: • Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)	Publish annual non-financial statistics  Expand and improve by: • Publishing spatial analysis relating to basic and free basic services provided by municipalities (not funded)

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

## vii) Population dynamics

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Population statistics</i>									
Subprogramme: Population Statistics (Programme 3: Population and Social Statistics)									
21.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on population dynamics expanded and assessed for quality	Finalised CS 2016 questionnaire and conducted behind-the-glass testing of new questionnaire as scheduled  Designed draft CS 2016 products plan  Compiled a tabulation plan for CS 2016 as scheduled  Conducted analysis of CS 2016 test data as scheduled  Conducted questionnaire validation and product prototypes development as scheduled	Published results of CS 2016 in June 2016 as scheduled  Rules were compiled later than scheduled  Discussion document on CS 2016 data quality was not compiled  Discussion document on assessing data quality of emerging population and spatial issues was not compiled  Compiled report on institutionalised population as scheduled  Compiled 3 research papers as scheduled	The report on an in-depth analysis of the NPR, emerging population and socio-economic issues and findings of the Census 2021 test were not compiled  Compiled reports on living arrangements of persons with disabilities, strategic and operational plan, household size definitions, output data between PAPI and CAPI systems as scheduled  Concluded research on emerging population and socio-economic issues including selected SADC countries as scheduled	Publish periodic population statistics  • Compile thematic reports on CS 2016 data  Expand and improve by: • Assessing data quality of administrative data sources ( <i>discontinued</i> ) • Compiling discussion document on data quality of administrative data sources ( <i>discontinued</i> ) • Conducting research on emerging population and spatial development issues ( <i>not funded</i> ) • Publishing provincial profiles on CS 2016 ( <i>new</i> ) • Compiling report on hard-to-count populations ( <i>new</i> )	Compile population statistics documents  • Content development for Census 2021  Expand and improve by: • <sup>28</sup> Assessing data quality of CPS ( <i>discontinued</i> ) • <sup>29</sup> Compiling discussion document on data quality of CPS ( <i>discontinued</i> ) • <sup>30</sup> Conducting comparative research on emerging population and socio-economic issues among selected sub-Saharan African countries ( <i>not funded</i> )	Compile population statistics documents  • Evaluation reports on Census 2021 processes • Data quality reports for Census 2021 • Approved Census 2021 questionnaire • Manual on manual questionnaire completion	Compile population statistics documents  • User consultation on census data products

<sup>28</sup> Discontinued: Assessing data quality of CPS. CPS is not funded.

<sup>29</sup> Discontinued: Compiling discussion document on data quality of CPS. CPS is not funded.

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Population statistics</i>									
Subprogramme: Demographic Analysis (Programme 3: Population and Social Statistics)									
22.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on demography expanded at a lower geographic level	Published annual mid-year population estimates as scheduled  Compiled thematic report on exploring childlessness and delayed childbearing in South Africa as scheduled  Compiled research report on testing the childhood disability measurement module as scheduled	Published annual mid-year population estimates as scheduled  Compiled 2 reports on thematic analysis of demography, based on CS 2016	Published mid-year population estimates at national, provincial, district, council and metro level as scheduled  Local municipality and household estimates were not compiled  Compiled thematic reports on adolescent and grandparenthood as scheduled	Publish annual mid-year population estimates  Expand and improve by: <ul style="list-style-type: none"> <li>• Conducting content and methodology research for Census 2021 (<i>discontinued</i>)</li> <li>• Thematic reports on demography, based on CS 2016 data</li> <li>• Publishing municipal level estimates</li> <li>• Publishing household estimates</li> </ul>	Publish annual mid-year population estimates  Expand and improve by: <ul style="list-style-type: none"> <li>• <sup>31</sup>Conducting content and methodology research for Census 2021 (<i>discontinued</i>)</li> <li>• Thematic report on emerging demographic issues, based on various data sources</li> <li>• Publishing municipal level estimates</li> <li>• Publishing household estimates</li> </ul>	Publish annual mid-year population estimates  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing municipal level estimates</li> <li>• Publishing household estimates</li> <li>• Conceptualising migration profiles</li> </ul>	Publish annual mid-year population estimates  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing municipal level estimates</li> <li>• Publishing household estimates</li> <li>• Publishing migration profiles</li> </ul>

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Vital statistics</i>									
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)									
23.	Population dynamics: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on vital statistics expanded	Published annual releases on recorded live births; documented immigrants in SA; 2014 marriages and divorces; and mortality and causes of death  Report on perinatal deaths (2014) was not published  Published 2014 datasets on mortality and causes of death; marriages and divorces; and recorded live births  Research report on data from the NPR and a CRVS strategic plan was not compiled  Compiled assessment report on improving acquisition of divorce forms as scheduled	The annual reports on documented immigrants including asylum seekers (2015), 2015 marriages and divorces, and perinatal deaths (2015) were not published  Published reports on recorded live births (2015) and mortality and causes of death (2015) later than scheduled  Published datasets on recorded live births, and mortality and causes of death. The dataset on marriages and divorces (2015) was not published  Compiled research report on alternative data sources for mortality and outcomes of NPR  The CRVS strategic plan was not compiled	Annual releases on documented immigrants, marriages and divorces were not compiled  Published annual releases on recorded live births, mortality and causes of death, and perinatal deaths as scheduled  A report on assessing availability of additional variables for immigrants was not compiled  A self-assessment on the mortality and causes of death release was not conducted  A CRVS strategic plan was not compiled	Publish annual vital statistics and international migration  Expand and improve by: <ul style="list-style-type: none"> <li>Introducing quarterly release of birth statistics (not funded)</li> <li>Piloting quarterly release of death statistics (not funded)</li> <li>Conducting a quality self-assessment on divorces (discontinued)</li> <li>Researching survey on family dynamics (not funded)</li> <li>Conducting a quality self-assessment on marriages and recorded live births (discontinued)</li> </ul>	Publish annual vital statistics and international migration  Expand and improve by: <ul style="list-style-type: none"> <li><sup>32</sup>Publishing a report on injuries, accidents and violence (discontinued)</li> <li><sup>33</sup>Introducing quarterly release of death statistics (not funded)</li> <li><sup>34</sup>Conducting a quality self-assessment on documented immigrants (discontinued)</li> <li><sup>35</sup>Conducting a comparative analysis of births data with maternity and school enrolment (not funded)</li> </ul>	Publish annual vital statistics and international migration  Expand and improve by: <ul style="list-style-type: none"> <li>Piloting biannual releases of causes of death statistics</li> </ul>	Publish annual vital statistics and international migration  Expand and improve by: <ul style="list-style-type: none"> <li>Introducing quarterly releases of death statistics (not funded)</li> </ul>

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

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

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

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



Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Vital statistics</i>								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
23.1.1	Number of releases on vital statistics (births, deaths, marriages and divorces) published	Annually	3	Annual release on recorded live births (2018) published by September 2019		1		
				Annual release on mortality and causes of death (2018) published by March 2020				1
				Annual release on marriages and divorces (2018) published by February 2020				1

Table 1: Strategic plan targets

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

<sup>36</sup> Reworded: Vulnerable groups have been renamed to marginalised groups in line with international practices

<sup>37</sup> Discontinued: The 'Report on the elderly' is discontinued due to resource constraints

<sup>38</sup> New target: Marginalised groups indicator report

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

viii) Safety and security

*Policy context:* According to the NDP, in 2030, people living in South Africa will feel safe at home, at school and at work, and will enjoy a community life free of fear. Women will walk freely in the streets and children will play safely outside. As a result of substantially reduced levels of serious and violent crime, businesses will thrive and local and foreign investors will establish new businesses. This in turn will lead to the creation of new job opportunities and the reduction of poverty and inequality (MTSF: 2014–2019).

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Crime and safety statistics</i>									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
26.	Safety and security: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on the crime situation in South Africa expanded	Published annual crime statistics as scheduled  Published thematic report on contact crime  Compiled report on technical support and advice to stakeholders as scheduled	Published release on Victims of Crime Survey later than scheduled  Compiled report as scheduled on technical support provided to stakeholders  The report on housebreaking/home robbery was not published	Published annual statistical release on victims of crime as scheduled  The thematic report on crime against women was not compiled  Compiled report on technical support to crime and safety stakeholders as scheduled	Publish annual crime statistics  Expand and improve by: • Publishing a thematic report on perceptions of justice and human rights ( <i>discontinued</i> ) • Including a module on drugs, narcotics and corruption ( <i>discontinued</i> ) • Providing technical support and advice to stakeholders	Publish annual crime statistics  Expand and improve by: • <sup>39</sup> Publishing thematic report on drugs, narcotics and corruption ( <i>discontinued</i> ) • <sup>40</sup> Including a module on crime against women ( <i>discontinued</i> )	Publish annual crime statistics	Publish annual crime statistics

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

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



Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

ix) Health

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Health statistics</i>									
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)									
27.	Health: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on health expanded	Compiled report on Demographic and Health Survey as scheduled	The key indicators report on SADHS was not published	The SADHS report was compiled but not published	Publish annual health reports  Expand and improve by: • Publishing a thematic report on non-communicable diseases • Researching alternative data sources on health	Publish annual health reports  Expand and improve by: • Conducting a comparative analysis between various data sources	Publish annual health reports  Expand and improve by: • Developing the SADHS 2021 plan	Publish annual health reports  Expand and improve by: • Publishing the SADHS 2021 plan

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Health statistics</i>								
Subprogramme: Health and Vital Statistics (Programme 3: Population and Social Statistics)								
27.1.1	Research on improving health statistics conducted	Annually	1	Analytical report on various data sources compiled by March 2020				1

## x) Education

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Education statistics</i>									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
28.	Education: To expand the statistical information base by increasing its depth, breadth and geographic spread	Statistical information on education expanded	A thematic report on schooling in the Eastern Cape was included in the Education Series: 2 (Report on Education) published in February 2016	Published thematic report on education earlier than scheduled	Compiled thematic report on early childhood development in February 2018	Publish education statistics (annual education statistics are published as part of GHS release)  Expand and improve by: <ul style="list-style-type: none"> <li>• Publishing a thematic report on education at municipal level (not funded)</li> <li>• Compiling a thematic report on education (new)</li> <li>• Providing technical support and advice to stakeholders</li> </ul>	Publish education statistics (annual education statistics are published as part of GHS release)  Expand and improve by: <ul style="list-style-type: none"> <li>• <sup>41</sup>Publishing a thematic report on education at municipal level (not funded)</li> <li>• <sup>42</sup>Education Series 6 report (new)</li> </ul>	Publish education statistics (annual education statistics are published as part of GHS release)  Expand and improve by: <ul style="list-style-type: none"> <li>• Education Series 7 report</li> </ul>	Publish education statistics (annual education statistics are published as part of GHS release)  Expand and improve by: <ul style="list-style-type: none"> <li>• Education Series 8 report</li> </ul>

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

<sup>42</sup> New target: Education Series 6 report

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

xi) Governance

*Policy context:* The quality and integrity of governance are critical elements in achieving the outcomes we seek. To enhance state capacity and the quality and integrity of governance, our financial management and procurement reforms will be reinforced, while stepping up public sector training and institutional renewal.

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Governance statistics</i>									
Subprogramme: Social Statistics (Programme 3: Population and Social Statistics)									
29.	Governance: To expand the statistical information base by increasing its depth, breadth and geographic spread	Unit and strategy for statistics on governance established		Compiled report on scoping exercise as scheduled	Established functional governance unit within the existing structure	Conduct a comprehensive assessment of the existing data sources, data quality and the data gap (not funded)	<sup>43</sup> Develop measurement tools and processes (not funded)  Publish annual governance statistics	Publish annual governance statistics	Publish annual governance statistics
						Develop a sector strategy and plan for measurement of governance and public sector management			

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

### 1.1.2 Develop new and innovative statistical products and services

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

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

**Baseline:** Number of research/integrative analytical reports: 4

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

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Integrative research and analysis</i>									
Subprogramme: Government Financial Statistics (Programme 2: Economic Statistics)									
30.	To develop new and innovative statistical products and services	Research reports on government financial statistics	Compiled research report on emerging issues regarding service delivery and financial profile of municipalities as scheduled	Compiled research report on specific aspects of selected municipalities earlier than scheduled	In-depth research on selected municipalities (risks of municipalities) <i>(discontinued)</i>	In-depth research on selected municipalities (impact on survey areas) <i>(discontinued)</i>	<sup>44</sup> In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources) <i>(discontinued)</i>	In-depth research on selected municipalities (confrontation/ assessment with other relevant data sources)	In-depth research on selected municipalities (risks of municipalities)
Subprogramme: Policy Research and Analysis (Programme 4: Methodology, Standards and Research)									
31.	To develop new and innovative statistical products and services	Integrative economic, socio-economic trends and spatial dynamics reports	<p>Compiled 2 research reports on spatial analysis as scheduled</p> <ul style="list-style-type: none"> <li>4 research reports on government's socio-economic planning: applications of estimation models/the development of estimates were not compiled as scheduled</li> </ul> <p>Growth Accounting Framework (GAF) concept developed</p>	<p>Compiled 4 research reports as scheduled</p> <p>Compiled 2 research reports on spatial analysis as scheduled</p> <p>Reports on socio-economic, demographic and development issues were not compiled</p> <p>Developed a Growth Accounting Framework</p>	<p>Compiled 3 research reports: analysis on emerging socio-economic issues</p> <p>Compiled 2 research reports: spatial analysis</p> <p>Redefined experimental Growth Accounting Framework</p>	<p>Conduct research and analysis on emerging socio-economic issues</p> <p>Conduct research on spatial analysis</p> <p>Refinement of experimental GAF</p> <p>Conduct research on demographic dividend <i>(new)</i></p>	<p>Conduct research and analysis on emerging socio-economic issues</p> <p>Conduct research on spatial analysis</p> <p>Experimental piloting of GAF</p> <p><sup>45</sup>Conduct research on demographic dividend <i>(discontinued)</i></p>	<p>Conduct research and analysis on emerging socio-economic issues</p> <p>Conduct research on spatial analysis</p> <p>Implementing candidate GAF version</p>	<p>Conduct research and analysis on emerging socio-economic issues</p> <p>Conduct research on spatial analysis</p> <p>Running adopted GAF version</p>

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

<sup>45</sup> Discontinued: 'Conduct research on demographic dividend' is discontinued due to resource constraints

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Integrative research and analysis</i>									
Subprogramme: Poverty and Inequality Statistics (Programme 3: Population and Social Statistics)									
32.	To develop new and innovative statistical products and services	Research reports on poverty and inequality statistics	Compiled research report on availability of data sources linked to the poverty and inequality statistics agenda as scheduled	Compiled report on the use of external data sources later than scheduled	Compiled SA Poverty and Inequality report	Publish a report on household expenditure patterns, poverty and inequality using external data sources <i>(discontinued)</i>	<sup>46</sup> Evaluate and improve the use of external data sources <i>(discontinued)</i>	Evaluate and improve the use of external data sources	Evaluate and improve the use of external data sources

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

### 1.1.3 Revolutionise data systems

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

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

**Baseline:** Number of supplementary data sources: 0

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

**Links:** Links to the NDP, MTSF and SDGs

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

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

The following tables outline the strategic, annual and quarterly performance plan targets for revolutionising data systems:

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Data revolution</i>									
Subprogramme: Office of the SG (Programme 1: Administration)									
33.	To revolutionise data systems	Data revolution framework developed and strategy implemented	A concept paper on data revolution was compiled as scheduled	The framework and strategy were not developed	Compiled data revolution research document on the application possibilities in measuring the demographic dividend	Lead and share data revolution initiatives in South Africa	<sup>47</sup> Lead and share data revolution initiatives in Africa (reviewed)	Lead and share data revolution initiatives in Africa	Lead and share data revolution initiatives in Africa

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

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



## 1.2 Strategic Outcome 2: Trusted statistics

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

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

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



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

## 1.2.1 Institutionalise quality management

**Strategic objective 2.1:** Institutionalise quality management

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

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

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

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

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

The following tables outline the strategic, annual and quarterly performance targets to institutionalise quality management:

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Quality management</i>									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
34.	To institutionalise quality management	A quality management system (QMS) implemented	The concept note was not compiled  The report was not compiled	Compiled proposal on a quality management system as scheduled	Outlined practices and procedures for a quality management system in December 2017  The piloting of series assessed through SASQAF was not completed	<ul style="list-style-type: none"> <li>• Institutionalise integrated quality management (not funded)</li> <li>• Developing a quality management system (phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>• <sup>48</sup>Roll out an integrated quality management system (not funded and move to 2021/22)</li> <li>• <sup>49</sup>Developing a quality management system phase 2 (new)</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot the QMS</li> <li>• Review the QMS procedures</li> <li>• Review QMS tools</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out an integrated quality management system</li> </ul>

<sup>48</sup> Not funded: Funding was not secured in the ENE to Roll out an integrated quality management system

<sup>49</sup> New target: Developing a quality management system (phase 2)

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

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

<sup>51</sup> New target: Conducting PES 2021 tests

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Quality management</i>									
Subprogramme: Survey Coordination, Monitoring and Evaluation (Programme 7: Survey Operations)									
36.	To institutionalise quality management	Conduct independent survey monitoring and evaluation of surveys	Compiled monitoring and evaluation reports for the GHS, QLFS, CS 2016 and DTS as scheduled  Conducted tests on monitoring and evaluation methodologies for CS 2016 and DHS as scheduled	Compiled report on monitoring of CS 2016 as scheduled  Compiled report on evaluation of CS 2016 later than scheduled  Compiled report on monitoring and evaluation of SADHS as scheduled  Compiled 2 CDC reports  Compiled conducting verification of out-of-scope cases report as scheduled	Compiled reports on monitoring: QLFS, CDC, GHS, DTS and QES (monitoring and evaluation) as scheduled  <i>Monitoring and evaluation of GHS (municipal level) (not funded)</i>	Conduct independent process monitoring and evaluation of surveys and censuses  Improve by: Expanding survey quality control and auditing function to Economic Statistics surveys ( <i>discontinued</i> ) • Pronouncing on the quality of household surveys • Building relations and collaboration with Economic Statistics ( <i>discontinued</i> ) • Monitoring and evaluation of CPS ( <i>discontinued</i> )	Conduct independent process monitoring and evaluation of surveys and censuses  Improve by: • <sup>52</sup> Expanding survey quality control and auditing function to Economic Statistics surveys ( <i>not funded</i> ) • <sup>53</sup> Pronouncing on the quality of household surveys • <sup>54</sup> Strengthening collaboration with Economic Statistics ( <i>discontinued</i> ) • <sup>55</sup> Conducting tests on monitoring and evaluation methodologies for Census 2021 ( <i>not funded</i> )	Conduct independent process monitoring and evaluation of surveys and censuses  Improve by: • Conducting monitoring and evaluation for Census 2021 tests/pilot • Further refining the Census monitoring and evaluation processes and methods • Improving the digital monitoring and evaluation processes	Conduct independent process monitoring and evaluation of surveys and censuses  Improve by: • Reviewing of Monitoring and Evaluation strategies • Modernising Monitoring and Evaluation processes for household surveys • Conducting monitoring and evaluation for the main Census 2021 • Refining and improving the digital monitoring and evaluation processes

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

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

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

<sup>55</sup> Not funded: Conducting tests on monitoring and evaluation methodologies for Census 2021

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

## 1.2.2 Innovate the statistical value chain for better efficiency

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

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

**Baseline:** Response rate of questionnaires collected: 85%

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

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

Stats SA has embarked on a process to improve efficiency of its statistical operations by investing in a programme to modernise production systems and leveraging on opportunities that new technologies offer. This strategic change is enabling the organisation to be more agile in responding to emerging needs.

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

- Sharing of resources across projects;
- Rolling out digital data collection to other household surveys;
- Streamlining and optimising logistical, publicity and administrative processes; and
- Improving the management and coordination of fieldwork operations at provincial and district levels.

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

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

**Dissemination:** A two-way communication channel is vital for providing information to stakeholders. Feedback from stakeholders is used to tailor statistical outputs to better meet user needs. The Stakeholder Relations Management (SRM) system facilitates a proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users.

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Plan, design, build, collect, process and disseminate</i>									
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)									
37.	To innovate the statistical value chain	Innovative methodological practices implemented	<p>Provided 100% methodological support on time</p> <p>Compiled seasonal adjustment methodological notes for the monthly food and beverages and accommodation surveys; and quarterly manufacturing capacity surveys as scheduled</p> <p>Compiled small-area estimates for the QLFS Q4: 2015 and a report on exploring model-based small-area estimation as scheduled</p>	<p>Provided 100% methodological support on time</p> <p>Completed weighting and estimation later than scheduled</p> <p>Implemented small-area estimation (SAE); conducted comparative studies for validating SAE; assessed quality of master sample frame; and designed capacity building programme as scheduled</p>	<p>Provided 100% methodological support to stakeholders</p> <p>Compiled report on methodological procedures in sampling in December 2017</p> <p>Compiled research report on analytical techniques, pattern analysis for survey areas, statistical applications, surveying, statistical applications as scheduled</p> <p>Researching expansion of economic statistics scope of sampling frame (<i>discontinued</i>)</p>	<p>Provide methodological expertise and support</p> <p>Improve support by:</p> <ul style="list-style-type: none"> <li>• Researching the design of the new master sample (<i>moved to 2019/20</i>)</li> <li>• Conducting comparative studies of SAE (<i>discontinued</i>)</li> <li>• Researching methodological practices in economic and social statistics</li> </ul>	<p>Provide methodological expertise and support</p> <p>Improve support by:</p> <ul style="list-style-type: none"> <li>• <sup>56</sup>Researching the design of the new master sample (<i>moved to 2020/21</i>)</li> <li>• <sup>57</sup>Researching methodological practices in economic and social statistics (<i>new</i>)</li> </ul>	<p>Provide methodological expertise and support</p> <p>Improve support by:</p> <ul style="list-style-type: none"> <li>• Researching the design of the new master sample (<i>moved from 2019/20</i>)</li> <li>• Researching methodological practices in economic and social statistics</li> </ul>	<p>Provide methodological expertise and support</p> <p>Improve support by:</p> <ul style="list-style-type: none"> <li>• Researching the design of the new master sample</li> <li>• Researching methodological practices in economic and social statistics</li> </ul>

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

<sup>57</sup> New target: Researching methodological practices in economic and social statistics



Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Plan, design, build, collect, process and disseminate</i>								
Subprogramme: Methodology and Evaluation (Programme 4: Methodology, Standards and Research)								
37.1	Percentage methodological support provided on time	100%	90%	100%	90%	90%	90%	90%
37.2	Research methodological practices in economic and social statistics conducted	5	8	5	4	4	4	4

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Plan, design, build, collect, process and disseminate</i>									
Subprogramme: Census and Community Survey (Programme 7: Survey Operations)									
38.	To innovate the statistical value chain	CS 2016 draft project charter and schedule of activities have been developed  14 SuperCross installations and training sessions were done in the provinces	Compiled report on coordination and testing of plans for CS 2016 as scheduled  Reports on data collection for CS and DHS were not compiled	Data collection for CS 2016 and SADHS were completed later than scheduled  The report on collaborating and partnering in design of innovative data collection methodologies for censuses/surveys was not compiled	Compiled research report on: dwelling frame, 'Reach-out' interview design test and on field operation methodology test as scheduled  <i>Review and improve data collection methodologies (not funded)</i>	Drive CPS and Census 2021 through planning, organising, leading and coordination  • Commence with Census 2021 planning (which includes revision methodologies, quality, publicity and advocacy, and conducting various tests)	Drive CPS and Census 2021 through planning, organising, leading and coordination  • <sup>58</sup> Coordinate and test plans for Census 2021 ( <i>target reviewed</i> ) • <sup>59</sup> Conduct mini-test in preparation for Census 2021 ( <i>new</i> )	Drive Census 2021 through planning, organising, leading and coordination  • Finalisation and approval of Census 2021 planning • Implementation of logistical services for Census 2021 • Drive the Census 2021 pilot operations	Drive the Census 2021 data collection and community mobilisation  • Debriefing and field operations report

<sup>58</sup> Reviewed: Coordinate and test plans for Census 2021 reviewed to 'Compile plans for Census 2021 pilot'

<sup>59</sup> New target: Conduct mini-test in preparation for Census 2021

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Plan, design, build, collect, process and disseminate</i>									
Subprogramme: Household Survey Operations (Programme 7: Survey Operations)									
39.	To innovate the statistical value chain	CPS data collection implemented	Checked 6 404 household survey questionnaires for quality  Trained 506 staff on SAYP, MS, CDC and VOCS  A report on assessing data collection systems was not compiled  Research on international practice on data collection methodologies was not done  A report on developing quality assurance tools was not done	Quality checked 20 710 questionnaires, conducted 6 training sessions  Compiled report on collaborating and partnering in design of digital data collection system and 2 reports on maintenance of the master sample as scheduled  Implemented quality assurance tool as scheduled	Compiled CAPI report as scheduled  Compiled PAPI report in March 2018  <ul style="list-style-type: none"> <li>Driving GHS collection at municipal level (not funded)</li> <li>Commencing with CPS at provincial level (not funded)</li> </ul>	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance  Improve by: <ul style="list-style-type: none"> <li>Driving CPS data collection (at provincial level) (partial funding received)</li> <li>Driving the implementation of the digital data collection system – CAPI transition (GPSJS)</li> <li>Assessment of digital data collection methodology (QLFS, VOCS and DTS) (discontinued)</li> <li>Evaluating the quality assurance tool (discontinued)</li> </ul>	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance  Improve by: <ul style="list-style-type: none"> <li>Driving CPS data collection at district level (Not funded)</li> <li>Evaluating impact of digital data collection (moved to SCME)</li> <li>Implementing digital data collection – CAPI transition (GHS, DTS &amp; QLFS parallel)</li> </ul>	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance  Improve by: <ul style="list-style-type: none"> <li>Evaluating impact of digital data collection – CAPI transition (GHS, DTS &amp; QLFS parallel)</li> <li>Implementing digital data collection QLFS Testing of multiple modes of data collection (Focusing on hard-to-count areas)</li> <li>Evaluation of the QA monitoring tool</li> </ul>	Coordinate and monitor data collection for household surveys. Train and conduct quality assurance  Improve by: <ul style="list-style-type: none"> <li>Implementation of multiple mode data collection</li> <li>Re-engineering and coordination of the Publicity and Advocacy Strategy for household-based surveys</li> <li>Implementation of e-learning</li> <li>Evaluating impact of digital data collection QLFS.</li> </ul>

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

<sup>61</sup> Target moved to SCME

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Plan, design, build, collect, process and disseminate</i>									
40.	This target is under provinces								
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)									
41.	To innovate the statistical value chain	Digital data collection implemented	Coordinated data processing of censuses, household-based surveys, civil registration and ad hoc surveys  Processed 340 800 questionnaires  Compiled reports on strengthening a common data processing platform; pre-testing digital data collection; and enhancing the data processing platform to cater for administrative records as scheduled	Coordinated data processing of household-based surveys, civil registration and ad hoc surveys  Processed 739 588 questionnaires  Finalised CS dataset later than scheduled  Processed 5 623 PSUs  Digital data collection for household surveys was not piloted  The report on processing Community Survey data using new technology was compiled as scheduled	Processed and edited 265 870 questionnaires (106%) and 479 981 death notification forms (95%)  Processed 6 143 PSUs (184%)  Compiled report on implementation of phase 1 of digital data collection as scheduled	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys  Improve by: • Implementing digital data collection for household surveys (phase 2) • Processing additional administrative sources (user paid)	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys  Improve by: • Preparation for Census 2021 processing • Processing additional administrative sources (user paid)	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys  Improve by: • Preparation for Census 2021 • Processing additional administrative sources (user paid)	Coordinate data processing of censuses, household-based surveys, administrative sources and ad hoc surveys  Improve by: • Processing Census 2021 • Processing additional administrative sources (user paid)

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Plan, design, build, collect, process and disseminate</i>								
Subprogramme: Corporate Data Processing (Programme 7: Survey Operations)								
41.1.1	Percentage questionnaires processed	Annually	100%	Received questionnaires for QLFS and EPWP processed by March 2020				100%
41.2.1	Number of edited data sets compiled	Annually	7	Number of edited data sets compiled as scheduled				7
41.3.1	Percentage death notification forms for mortality and causes of death processed	Annually	100%	Received death notification forms processed by November 2019			100%	
41.4.1	Census 2021 processing conducted	Annually	1	Census 2021 mini-test processing conducted by January 2020				1

Table 1: Strategic plan targets

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

<sup>62</sup> Not funded: Funding was not secured in the ENE for *Implementing a data repository*  
<sup>63</sup> Discontinued: 'Evaluating data delivery channels' is discontinued due to resource constraints  
<sup>64</sup> New target: Implementing data warehouse procedures  
<sup>65</sup> New target: Researching municipal publication for IDP compilation

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Plan, design, build, collect, process and disseminate</i>									
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
43.	To innovate the statistical value chain	Increased access and use of statistical information	Recorded 959 929 visitor sessions  Recorded 115 209 downloads  Compiled report on integrating census data and geography for special needs of users  Compiled microdata dissemination framework	Recorded 1 625 473 visitor sessions  Recorded 260 456 publication downloads  Dissemination was completed as scheduled  Integration was not done  Access was not improved	Recorded 2 087 007 visitor sessions  Recorded 349 820 publication downloads  Integrating CS 2016 data and geography for special needs of users ( <i>discontinued</i> )  Improving access to anonymised microdata ( <i>discontinued</i> )	Disseminate statistical products of Stats SA  Improve dissemination and increase usage by: • Assessing data integration ( <i>discontinued</i> ) • Improving access to a secure data facility for microdata ( <i>discontinued</i> ) • Compiling a joint statistical publication of BRICS countries ( <i>new</i> )	Disseminate statistical products of Stats SA  Improve dissemination and increase usage by: • Developing a dissemination plan for Census 2021 • Evaluating dissemination platforms • <sup>66</sup> Developing a Branding Strategy ( <i>new</i> )	Disseminate statistical products of Stats SA  Improve dissemination and increase usage by: • Formulating stakeholder consolidation framework	Disseminate statistical products of Stats SA  Improve dissemination and increase usage by: • Developing specific stakeholder engagement plans

<sup>66</sup> New target: Developing a Branding Strategy

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	
<i>Plan, design, build, collect, process and disseminate</i>									
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
43.1.1	Percentage increase of visitor sessions to the website	Annually	10%	Visitor sessions to website per annum: (baseline 1 600 000) 10% increase in visitor sessions to the website by March 2020					10%
43.2.1	Percentage increase of publications downloaded from the website	Annually	10%	Publications downloaded from website: (baseline 260 000) 10% increase in publications downloaded from the website by March 2020					10%
43.3.1	Census 2021 dissemination plan developed	Annually	1	Census 2021 dissemination plan developed by March 2020					1
43.4.1	Census 2021 dissemination platforms evaluated	Annually	1	Census 2021 dissemination platforms evaluated by March 2020					1
43.5.1	Branding strategy developed	Annually	1	Branding strategy developed by March 2020					1

### 1.2.3 Adopt international statistical standards and classifications

**Strategic objective 2.3:** Adopt international statistical standards and classifications

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

**Baseline:** Number of statistical standards developed and adopted: 7 standards

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

**Links:** International statistical standards and frameworks

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Statistical standards development</i>									
Subprogramme: Survey Standards (Programme 4: Methodology, Standards and Research)									
44.	To adopt and adapt international standards	Standards reviewed and developed in line with international standards	Developed/ reviewed 8 standards as scheduled  Conducted awareness campaigns as scheduled  Compiled standards registry as scheduled  Compiled report on SABS training programmes as scheduled	Developed/ reviewed 9 standards as scheduled  Created awareness about standards for provinces, compiled standards registry and identified priority standards as scheduled	Developed new standards: Planning a new survey, survey design, variable naming, determining customer satisfaction and maintenance of the dwelling frame  Reviewed standards: Data dissemination, data imputation and questionnaire development sample maintenance for economic statistics  Research was conducted on BEC and SICTA  The domain-specific data revision policy was not compiled	Drive development and review of statistical standards  Improve by: • Coordinating the development and review of statistical standards in Stats SA and the SANSS (SANSS part not funded)	Drive development and review of statistical standards  Improve by: • <sup>67</sup> Reviewing and evaluating standards development processes and methodology (reviewed) • <sup>68</sup> Supporting SANSS with standards development (not funded) • <sup>69</sup> Implementing a standards advocacy programme (new)	Drive development and review of statistical standards  Improve by: • Online registration of standards through Central Metadata Repository • Identifying gaps in standards using the standards registry • Supporting SANSS with standards development	Drive development and review of statistical standards  Improve by: • Online registration of standards through Central Metadata Repository • Identifying gaps in standards using the standards registry • Supporting SANSS with standards development

<sup>67</sup> Reviewed: The target reviewing and evaluating standards development processes and methodology changed to reviewing standards development processes

<sup>68</sup> Not funded: Funding was not secured in the ENE for Support SANSS with standards development

<sup>69</sup> New target: Implementing a standards advocacy programme

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

## 1.2.4 Increase stakeholder focus, communication and marketing

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

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

**Baseline:** Number of stakeholder engagements: 9 stakeholder symposia

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

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

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

**Stakeholder relations management:** A two-way communication channel is vital for providing information to stakeholders. Feedback from stakeholders is used to tailor statistical outputs to better meet user needs. The Stakeholder Relations Management (SRM) system facilitates a proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users.

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Integrated communications and stakeholder management</i>									
Subprogramme: Corporate Communications (Programme 6: Statistical Collection and Outreach)									
45.	Increase stakeholder focus, marketing and communication	Innovative communication products, channels and tools developed and implemented to enhance the public image and credibility of the organisation	Compiled/developed 365 communication products ( <i>Stats Today, Pulse, Stats Bulletin</i> , external newsletters, articles and advocacy products)  Compiled reports on media training, investigating new social media platforms for dissemination of statistics, innovative communication products and services to Economic Statistics and rolling out of CS 2016 communication campaign and NBP information sessions  The report on investigating new dissemination channels for CS 2016 was not compiled	Compiled 53 editions, 2 reports on perceptions, new communication channels, products developed as scheduled  Rolled out CS 2016 communication campaign, new building relocation communication plan as scheduled  The knowledge management environment was not established	Compiled 48 editions, quarterly dashboard of media perception, report on media training as scheduled  Developed communication training programme as scheduled  Communications products for municipalities and schools were not developed  New approaches and channels for dissemination of other releases/products were not developed	Position and enhance the public image and credibility of the organisation  Improve internal and external communication by: <ul style="list-style-type: none"> <li>• Building relationships and training of community media</li> <li>• Developing communication products for municipalities and schools (<i>discontinued</i>)</li> <li>• Providing communication support to SANSS</li> <li>• Enhancing employee engagement between management and staff</li> </ul>	Position and enhance the public image and credibility of the organisation  Improve internal and external communication by: <ul style="list-style-type: none"> <li>• <sup>70</sup>Assessing media relationships (<i>discontinued</i>)</li> <li>• Measuring and evaluating effectiveness of communication products and services</li> <li>• <sup>71</sup>Compiling Census 2021 communication plan (<i>new</i>)</li> </ul>	Position and enhance the public image and credibility of the organisation  Improve internal and external communication by: <ul style="list-style-type: none"> <li>• Implementing integrated communication and marketing strategy</li> <li>• Implementing Census 2021 communication plan (phase 1)</li> </ul>	Position and enhance the public image and credibility of the organisation  Improve internal and external communication by: <ul style="list-style-type: none"> <li>• Implementing Census 2021 communication plan (phase 2)</li> </ul>

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

<sup>71</sup> New target: Compiling Census 2021 communication plan

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Integrated communications and stakeholder management</i>									
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)									
46.	Increase stakeholder focus, marketing and communication	Stakeholder management institutionalised	<p>Provided stakeholder management support services through the CRM system and compiled stakeholder satisfaction report</p> <p>The report on the administration of the CRM system was not done</p> <p>The integrated stakeholder management framework in line with Batho Pele principles was drafted</p> <p>A draft document on segmentation of stakeholders and developing engagement strategies for the various sectors was compiled</p>	<p>Compiled report later than scheduled</p> <p>Monitoring usage of CRM system and institutionalising integrated stakeholder management were not done</p>	<p>Handled 96,5% of simple queries within 15 minutes, 96,8% of normal queries within 24 hours, and 93,5% of complex queries within 5 days</p> <p>Compiled user satisfaction report in March 2018</p> <p>The CRM system was not assessed</p>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Implementing improvements to CRM system (<i>discontinued</i>)</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Developing a stakeholder management and marketing plan for Census 2021</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Rolling out the organisational communication and marketing plan</li> <li>Launching and monitoring Stats SA website</li> </ul>	<p>Provide stakeholder management support services</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>Reviewing the implementation of ICMS</li> <li>Reviewing and monitoring the Stats SA website</li> </ul>

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Integrated communications and stakeholder management</i>								
Subprogramme: Stakeholder Relations and Marketing (Programme 6: Statistical Collection and Outreach)								
46.1.1	Percentage telephonic queries handled within 15 minutes	Quarterly	95%	Simple queries handled within 15 minutes	95%	95%	95%	95%
46.2.1	Percentage email queries handled within 24 hours	Quarterly	90%	Normal queries handled within 24 hours	90%	90%	90%	90%
46.3.1	Percentage queries handled within 5 days	Quarterly	90%	Complex queries handled within 5 days	90%	90%	90%	90%
46.4.1	User Satisfaction Survey (USS) conducted	Annually	1	User satisfaction survey report compiled by March 2020				1
46.5.1	Percentage of user training sessions conducted	Quarterly	100%	User training sessions conducted by March 2020	100%	100%	100%	100%
46.6.1	Stakeholder management and marketing plan for Census 2021 developed	Annually	1	Stakeholder management and marketing plan for Census 2021 developed by March 2020				1

### 1.2.5 Designate statistics as official

**Strategic objective 2.5:** To designate statistics as official

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

**Baseline:** Number of series declared official: 2

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Designate statistics as official</i>									
Subprogramme: SANSS (Programme 1: Administration)									
47.	Designate statistics as official	10 statistical series certified as official	Compiled quality SASQAF assessment for the GHS  Developed practice guidelines and protocols for assessment  Developed a handbook for independent assessments  Developed a SASQAF roll-out strategy and plan for South Africa  Developed a SASQAF for administrative records	Produced 1 quality statement as scheduled  Published guidelines and handbook as scheduled  Compiled report on implementing a SASQAF roll-out strategy and plan as scheduled	2 SASQAF quality statements were not compiled  Reviewed SASQAF as scheduled	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: • Reviewing SASQAF for administrative records ( <i>moved to 2021/22</i> ) • Developing specification for modernising the assessment process	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: • Reviewing SASQAF • <sup>72</sup> Developing SASQAF for spatial data ( <i>moved to 2021/22</i> ) • Testing automated assessment system	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: • Reviewing SASQAF for administrative data	Assessment and certification of statistics in the SANSS  Enhance trust in statistics by: • Reviewing SASQAF for surveys/census

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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



### 1.3 Strategic Outcome 3: Partners in statistics

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

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

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



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

### 1.3.1 Strengthen collaboration to build statistical sampling frames

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

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

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

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

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

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

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

The geospatial information frame is provided through a technological infrastructure underpinned by geographic knowledge across the statistical value chain, and it comprises geographic information systems (GISs), geographic frames, geographic methods and standards, geographic support and geographic analysis. The geospatial information frame is the base for the sampling frame for household-based surveys and the population census.

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Geospatial frame</i>									
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)									
48.	To strengthen collaboration to build statistical sampling frames	Complete spatial information frame at local level (metros, cities, and regional service centres)	<p>Provided an updated spatial frame through the creation of points in 8 metros and 22 RSCs and all municipalities containing towns and settlements; demarcated 12 072 EAs in Limpopo</p> <p>Published a dwelling frame at metro level, compiled report on continuous demarcation methodology, prepared spatial information frame for CS 2016</p> <p>The geospatial research report was not compiled</p> <p>The development of research and development applications was not done</p>	<p>Quality assured and updated 64 municipalities, demarcated 2 provinces (Free State and Northern Cape), published dwelling frame at metro, city and regional service centre levels as scheduled</p> <p>The paper on geospatial research was not compiled</p> <p>The collaborative SIF maintenance and geostatistical analytics platforms were not established</p>	<p>Demarcated 4 provinces (Gauteng, Mpumalanga, North West and Western Cape) as scheduled</p> <p>Migrated master sample to the SIF as scheduled</p> <p>Compiling geospatial research reports to inform the NDP (reviewed)</p>	<p>Provide an updated spatial information frame for the collection of household statistics</p> <p>Improve the SIF (GIF) by:</p> <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro, city and regional service centre levels</li> <li>• Validating and verifying complete enumeration area (EA) frame with provinces (6 provinces) (reviewed)</li> <li>• Updating and maintaining the EA/PN layer (1 province)</li> </ul>	<p>Provide an updated spatial information frame for the collection of household statistics</p> <p>Improve the GIF by:</p> <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame at metro, city, regional service centre, local and niche town and clustered and dispersed settlement levels</li> <li>• <sup>73</sup>Preparing and publishing updated EA layer for Census 2021 (reviewed)</li> <li>• <sup>74</sup>Preparing sampling frame for household surveys (new)</li> </ul>	<p>Provide an updated geospatial information frame for the collection of household statistics</p> <p>Improve the GIF by:</p> <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame</li> <li>• Preparing updated EA and placenames layers for Census 2021 pilot</li> <li>• Updating and maintaining web portal</li> </ul>	<p>Provide an updated geospatial information frame for the collection of household statistics</p> <p>Improve the GIF by:</p> <ul style="list-style-type: none"> <li>• Publishing a complete dwelling frame</li> <li>• Publishing updated EA and placenames layers for Census 2021</li> <li>• Updating and maintaining web portal</li> </ul>

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

<sup>74</sup> New target: Preparing sampling frame for household surveys

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Geospatial frame</i>								
Subprogramme: Geographic Frames and Geographic Services (Programme 5: Statistical Support and Informatics)								
48.1.1	Dwelling frame at metro, city and regional service centre levels published	Annually	1	Dwelling frame at metro, city and regional service centre levels published by March 2020				1
48.2.1	Number of provinces demarcated (EAs layers)	Annually	1	Provinces demarcated by March 2020				1
48.3.1	EA and PN layers for Census 2021 prepared	Annually	3	EA layer for Census 2021 mini-test prepared by June 2019	1			
				PN layer for Census 2021 mini-test prepared by June 2019	1			
				GIF update on selected EAs for Census 2021 mini-test by July 2019		1		
48.4.1	Sampling frames for household surveys prepared	Quarterly	10	Sampling frames for household surveys prepared as scheduled	3	3	2	2

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Business register</i>									
Subprogramme: Business Register (Programme 4: Methodology, Standards and Research)									
50.	To strengthen collaboration to build statistical sampling frames	Comprehensive and updated business sampling frame	Provided an updated sampling frame for the collection of economic statistics by completing 96% of large business surveys; compiling reports on quality indicators; and providing quarterly snapshots and frames as scheduled	Compiled sampling frames, 4 reports on performance and quality indicators for the business register, business rules, quality management framework and 2 reports on register-based statistics as scheduled	Compiled preliminary financial sampling frame, final financial sampling frame, reports on business register statistics as scheduled	Provide an updated sampling frame for the collection of economic statistics	Provide an updated sampling frame for the collection of economic statistics	Provide an updated sampling frame for the collection of economic statistics	Provide an updated sampling frame for the collection of economic statistics
			Compiled reports on a review of the business register; a business case statistical unit model; and an analysis of business rules as scheduled	Completed 99% of large business surveys	Commenced with implementation of the units model as scheduled	Improve the business register by: <ul style="list-style-type: none"> <li>Implementing new business rules (<i>discontinued</i>)</li> <li>Conducting quality assessment of a sample of SARS SIC7 classified unit (<i>not funded</i>)</li> </ul>	Improve the business register by: <ul style="list-style-type: none"> <li><sup>75</sup>Evaluating the impact of new business rules (<i>discontinued</i>)</li> <li><sup>76</sup>Conducting quality assessment of a sample of SARS SIC7 classified unit (<i>not funded</i>)</li> <li>Full implementation of the units model</li> </ul>	Improve the statistical business register by: <ul style="list-style-type: none"> <li>Identify possible sources to be evaluated as secondary maintenance source for SBR</li> </ul>	Improve the statistical business register by: <ul style="list-style-type: none"> <li>Engage with possible data source owner/s for secondary source for maintenance of the SBR</li> </ul>
			Developed business case for unit model as scheduled	Finalised revised business rules as scheduled	Commenced with implementation of the reviewed BSF quality management framework as scheduled	Further implementation of reviewed BSF quality management framework ( <i>discontinued</i> )			
			Compiled research report on improving the functionality of the BSF as scheduled			Further implementation of unit model			

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

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

### 1.3.2 Lead the coordination of the statistical system in South Africa

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

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

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

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

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

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

In terms of the Act, coordination of production involves:

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

Over the medium term, some of the initiatives will include:

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

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

Table 1: Strategic plan targets

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

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

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

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

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

Table 2: Annual performance plan targets: 2019/2020

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

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

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

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

<sup>84</sup> New target: Developing strategy and protocol for data sharing

<sup>85</sup> New target: System specifications for SASQAF online assessment

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Statistical reporting</i>									
Subprogramme: SANSS (Programme 1: Administration)									
53.	Lead the coordination of the statistical system in South Africa	Statistical reporting protocols implemented	Compiled MDG country report and 8 MDG goal reports as scheduled  Developed protocols for the development, compliance and reporting of indicators	Compiled report on SDG indicators as scheduled	Compiled report on SDG indicators in September 2017  Implemented protocols for the development, compliance and reporting of indicators through the SDG reporting process	Facilitate production of statistics according to national, regional and international requirements  Improve by: • Implementing and maintaining protocols for the development, compliance and reporting of indicators • Updating and refining Integrated Indicator Framework (new)	Facilitate production of statistics according to national, regional and international requirements  Improve by: • <sup>86</sup> Implementing and maintaining protocols for the development, compliance and reporting of indicators (discontinued) • Updating and refining Integrated Indicator Framework	Facilitate production of statistics according to national, regional and international requirements  Improve by: • Implementing and maintaining protocols for the development, compliance and reporting of indicators	Facilitate production of statistics according to national, regional and international requirements  Improve by: • Implementing and maintaining protocols for the development, compliance and reporting of indicators

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

### 1.3.3 Promoting international cooperation and participation in statistics

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

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

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

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

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

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

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

With the advent of the Post-2015 Sustainable Development Agenda and the Africa Agenda 2063, the importance of knowing and understanding the impact of the political, economic and social policies and programmes on the people of Africa, the importance of national statistics systems and the harmonisation of the African Statistics System have been emphasised.

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>International collaboration and partnerships</i>									
Subprogramme: International Statistical Development and Cooperation (Programme 6: Statistical Collection and Outreach)									
56.	Strengthen international collaboration and partnerships and lead statistical development in Africa	International statistical programme initiatives supported and implemented	Compiled 3 reports on participation in international programmes as scheduled  The framework for hosting international events and engagements was not developed	Compiled report on participation in international programmes as scheduled  Compiled international statistical best practice benchmarking framework later than scheduled  Developed guidelines for bilateral and multilateral collaboration later than scheduled  Compiled report on implementation of international framework as scheduled	Compiled report on Stats SA's participation in international programmes as scheduled  Developed international programme's communication strategy as scheduled  Compiled report on implementation of guidelines for bilateral and multilateral relations as scheduled  Compiled report on implementation of the international statistics best practice framework as scheduled	Coordinate international collaboration and partnerships  Improve by: • Implementing international programme's communication strategy • Implementing international collaboration frameworks and guidelines	Coordinate international collaboration and partnerships  Improve by: • <sup>88</sup> Reviewing framework for hosting international events (reviewed) • <sup>89</sup> Reviewing international engagements framework (reviewed)	Coordinate international collaboration and partnerships  Improve by: • Implementing framework for international engagement framework • Reviewing guidelines for bilateral and multilateral relations • Reviewing international statistical best practice benchmarking framework • Reviewing international programme's communication strategy • Reviewing peer support framework	Coordinate international collaboration and partnerships  Improve by: • Developing International Statistical Development policies and standards • Develop publication policies and guidelines • Implementing communication strategy • Implementing framework for international engagement framework

<sup>88</sup> Reviewed: Reviewing Stats SA framework for hosting international events

<sup>89</sup> Reviewed: Reviewing international engagements framework for Stats SA

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

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

<sup>91</sup> New target: Supporting the implementation of the African statistical development programmes

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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



## 1.4 Strategic Outcome 4: A capable organisation

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

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

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

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

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



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

### 1.4.1 Legislative reform

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

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

**Baseline:** Number of legislative documents: Draft policy document

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

**Links:** This objective links to the Fundamental Principles of Official Statistics and the African Charter for Statistics

Official statistics in South Africa have national, continental and international audiences and must therefore meet international norms and standards. The Statistics Act as it stands now has gone a long way in advancing South African official statistics in the country and globally. However, there are areas in the Act that fall short in the provisions for the effective coordination of official statistics, and amendments to the Act aim to remedy such identified weaknesses. Creating strategic and sustainable change in the statistics environment will require a change in statistics legislation. Amendment of the Statistics Act is a strategic enabler to drive the statistical reform that is required to transform the coordination of the national statistics system in South Africa.

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Legislative reform</i>									
Subprogramme: SANSS (Programme 1: Administration)									
58.	Drive legislative reform of the statistical production and coordination environment	New statistics legislation introduced	Compiled report on consultations with stakeholders on the legislative review of the Statistics Act  The review of the policy document was not done	Consultation with international statistical agencies is in progress for a draft Amendment Bill  Work has not yet commenced on regulations to roll out the Statistics Act  Work has not yet commenced on the strategy to roll out new legislation	Amendments to statistics legislation were not finalised	Compile progress report on implementation of amendments (moved to 2019/20)  Finalise draft Bill for submission to Parliament (moved from 2016/17)	<sup>92</sup> Assess compliance to statistics legislation (moved to 2022/23)  <sup>93</sup> Compiling progress report on implementation of amendments (reviewed and moved from 2018/19)	Monitor compliance  Implementation of amendments	Monitor compliance  Implementation of amendments

<sup>92</sup> Moved: 'Assess compliance to statistics legislation' is moved to 2022/23

<sup>93</sup> Reviewed: Progress report on parliamentary process for amendment to the Statistics Act

Table 2: Annual performance plan targets 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

## 1.4.2 Corporate governance and administration

<b>Strategic objective 4.2:</b>	To enhance corporate governance and administration
<b>Objective statement:</b>	Enhance corporate governance and administration through increasing the effectiveness of management and operations systems, strengthening accountability and creating a conducive working environment
<b>Baseline:</b>	Unqualified audit (financial and performance information)
<b>Justification:</b>	This objective will contribute to Stats SA becoming a capable organisation with the relevant systems, policies and management practices in place to support achieving the mandate of the organisation
<b>Links:</b>	This objective links to the NDP and MTSF

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

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

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

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

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

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Strategic planning, reporting and monitoring</i>									
Subprogramme: Strategy (Programme 1: Administration)									
59.	Enhance corporate governance and administration	Strategic plan 2015/16–2019/20 implemented	Published 11 strategic planning and reporting documents as scheduled, including the work programme, SDIP, quarterly reports and the annual report  Compiled report on communicating new strategic direction to staff	Compiled SDIP annual report; tabled annual report and work programme in Parliament as scheduled  Developed evaluation framework as scheduled  Compiled report on driving and monitoring the Strategy-in-Action programme as scheduled	Compiled SDIP annual report as scheduled  Tabled 2016/17 annual report and work programme in Parliament as scheduled  Submitted organisational preliminary quarterly reports as scheduled  Facilitated strategic conversations within the organisation as scheduled  Conducted mid-term strategic review to assess organisational performance as scheduled	Publish strategic planning and reporting documents  Enhance strategic management by: <ul style="list-style-type: none"> <li>Investing in technology to enhance strategic management processes (<i>discontinued</i>)</li> </ul>	Publish strategic planning and reporting documents  Enhance strategic management by: <ul style="list-style-type: none"> <li>Commencing with developing the new strategic direction for 2020–2025</li> <li><sup>94</sup>Compiling end-of-term performance report (<i>moved to 2020/21</i>)</li> <li><sup>95</sup>Compiling a concept note on service delivery improvement (<i>new</i>)</li> </ul>	Publish strategic planning and reporting documents  Enhance strategic management by: <ul style="list-style-type: none"> <li>Compiling end-of-term performance report (<i>moved from 2019/20</i>)</li> <li>Developing SDI framework for Stats SA</li> </ul>	Publish strategic planning and reporting documents  Enhance strategic management by: <ul style="list-style-type: none"> <li>Implementing SDI framework</li> </ul>

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

<sup>95</sup> New: Compiling a concept note on service delivery improvement

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Internal audit services</i>									
Subprogramme: Internal Audit (Programme 1: Administration)									
61.	Enhance corporate governance and administration	Internal audit services improved by implementing a combined assurance framework	<p>Provided independent assurance and advisory internal audit services with the conducting of 30 audits</p> <p>A report on aligning internal audit system and methodologies was not compiled</p> <p>Compiled report on assessment of readiness to conduct CS 2016</p> <p>A report on quality assurance was not compiled. The implementation of recommendations made is ongoing</p>	<p>Compiled 47 audit reports</p> <p>Developed frameworks for quality assurance and combined assurance as scheduled</p> <p>The report on external quality assurance was not compiled</p>	<p>Conducted 40 internal audits as scheduled</p> <p>The conducting of quality assurance according to IIA standards and framework was not completed</p>	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none"> <li>• Introducing combined assurance</li> <li>• Implementing quality assurance review results</li> </ul>	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none"> <li>• <sup>96</sup>Developing an internal audit plan for Census 2021</li> <li>• <sup>97</sup>Coordinating combined assurance model (new)</li> </ul>	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none"> <li>• Auditing Census 2021 pilot</li> </ul>	<p>Provide independent assurance and advisory internal audit services</p> <p>Improve internal audit services by:</p> <ul style="list-style-type: none"> <li>• Auditing Census 2021</li> </ul>

<sup>96</sup> Reviewed: Census 2021 plan audited

<sup>97</sup> New: Coordinating the implementation of a combined assurance model

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

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

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

Table 2: Annual Performance Plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

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

<sup>100</sup> Reviewed: Testing e-procurement and e-payroll systems changed to Testing e-payroll system

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Human resource management systems</i>									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
64.	Enhance corporate governance and administration	Computerised HRM system implemented	19% of staff appointed within 16 weeks, 8,8% vacancy rate, 98,3% of performance contracts and 81,3% of performance evaluations signed  73% of grievance cases were handled within 30 days, 19% of disciplinary cases were handled within 60 days  Reviewed standard operating procedures and management controls; HRM manual; HRM processes  Redeployed Security and Blue Team staff  Provided HR support to CS 2016	75% of staff were appointed within 12 months as per revised PSR, vacancy rate 10,9%, 42% of performance contracts were signed by June; 94% as at 31 March 2017, 39% of evaluations were signed by June, 99,6% were signed as at 31 March 2017  83% of grievance cases were resolved within 30 days, and 77% of disciplinary cases were handled within 60 days  Standard operating procedures were not reviewed  Developed specifications for e-recruitment  Compiled report on staff affected by the move to the new building, and on support to CS 2016	0,2% of staff were appointed within 12 months (the appointment of the SG) and vacancy rate was 13,9% as at 31 March 2018  71% of grievance cases were addressed within 30 days  40% of disciplinary cases addressed within 60 days  Conducted an Employment Equity Survey in July 2017  HRM systems were not piloted and tested  The redeployment of staff affected by technology was not done	Provide efficient client-based human resource services  Enhance human resource management by: <ul style="list-style-type: none"> <li>• Developing intervention strategies to address client needs</li> <li>• Implementing computerised HRM system</li> <li>• Redeploying staff affected by technology</li> </ul>	Provide efficient client-based human resource services  Enhance human resource management by: <ul style="list-style-type: none"> <li>• Assessing client satisfaction</li> <li>• <sup>102</sup>Implementing computerised HRM systems (reviewed)</li> <li>• Redeploying staff affected by technology</li> <li>• Developing HRM plan for Census 2021</li> <li>• <sup>103</sup>Implementing structure review (new)</li> </ul>	Provide efficient client-based human resource services  Enhance human resource management by: <ul style="list-style-type: none"> <li>• Implementing computerised HRM systems</li> <li>• Redeploying staff affected by technology</li> <li>• Implementing HRM&amp;D plan for Census 2021 (pilot)</li> </ul>	Provide efficient client-based human resource services  Enhance human resource management by: <ul style="list-style-type: none"> <li>• Monitoring revised standard operating procedures</li> <li>• Providing HRM&amp;D support for Census 2021</li> </ul>

<sup>102</sup> Reviewed: 'Implementing computerised HRM systems' changed to 'Implementing e-recruitment system'

<sup>103</sup> New: Implementing structure review

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Safe and enabling work environment</i>									
Subprogramme: Facilities Management, Logistics and Security (Programme 1: Administration)									
65.	Enhance corporate governance and administration	A new, secure and safe working environment for Stats SA implemented	<p>Provided a secure, safe and healthy working environment and compliance and OHSWA audits</p> <p>Compiled a draft records management policy and developed a security classification system</p> <p>Compiled progress reports on construction of the new building, relocation plan and fleet management services to CS 2016</p>	<p>Conducted compliance audits in the Northern and Western Cape offices</p> <p>Compiled report on OHSWA as scheduled</p> <p>Implemented records management and registry services as scheduled</p> <p>The system on security classification was not implemented</p> <p>Relocated Stats SA to new premises in August 2016</p> <p>Programme on post-relocation rolled out as scheduled</p> <p>Compiled report on logistical services to CS 2016</p>	<p>Compiled reports on OHSWA</p> <p>A security classification system was not implemented</p> <p>Rolled out SHERQ programme as scheduled</p> <p>Implemented PPP service level agreement as scheduled</p>	<p>Provide a secure, safe and healthy working environment</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Reviewing fleet management policy and processes</li> <li>• Developing an electronic filing system</li> <li>• Assessing impact of relocation on staff</li> </ul>	<p>Provide a secure, safe and healthy working environment</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Developing FMLS plan for Census 2021</li> <li>• <sup>104</sup>Testing electronic filing system (<i>new</i>)</li> </ul>	<p>Provide a secure, safe and healthy working environment</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Implementing FMLS plan for Census 2021 (<i>pilot</i>)</li> <li>• Implementing electronic filing system</li> <li>• Developing electronic fleet operating lease system</li> </ul>	<p>Provide a secure, safe and healthy working environment.</p> <p>Provide efficient logistical services</p> <p>Enhance facility, security and logistics management by:</p> <ul style="list-style-type: none"> <li>• Implementing FMLS plan for Census 2021</li> <li>• Reviewing digital filing system</li> <li>• Testing electronic fleet operating lease system</li> </ul>

<sup>104</sup> New target: Testing electronic filing system

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

### 1.4.3 Employer of choice

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

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

**Baseline:** Talent management strategy

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Talent management</i>									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
66.	Become the employer of choice	Talent management institutionalised	Compiled document on talent management which includes skills assessment and talent management processes	The development of the matrix and strategy commenced with identification of competencies and qualifications  Generic career pathways were not developed as scheduled  The pool of talent was not identified as scheduled	A talent management document was not compiled	Manage talent and diversity  Institutionalise talent management by: • Driving the implementation of a succession plan (phase 1) • Developing a succession plan for critical skills (phase 2)	Manage talent and diversity  Institutionalise talent management by: • <sup>105</sup> Driving the implementation of a succession plan (reviewed)	Manage talent and diversity  Institutionalise talent management by: • Monitoring and evaluating talent and diversity management	Manage talent and diversity  Institutionalise talent management by: • Monitoring the talent management process

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

#### 1.4.4 Invest in ICT to align to organisational growth

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

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

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

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

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

The ICT strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. It addresses weaknesses in the current environment, but also provides for a stable, secure and reliable environment that keeps up with fast-changing technological developments. The business modernisation strategy outlines our plans to modernise business systems, as well as the underlying enterprise-wide infrastructure required to execute such a strategy.

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Server and network environment, end-user support, ICT security and risk management</i>									
Subprogramme: Information and Communication Technology (Programme 5: Statistical Support and Informatics)									
67.	Invest in ICT to align to organisational growth	ICT life-cycle management implemented	Reports on the vulnerability assessment, security monitoring, reporting system were not done  The reporting tool for the monitoring of service level standards is under review  Developed procedure on Windows Server 2012 installation; ICT infrastructure; a refresh strategy  The broadband infrastructure was not upgraded  Stabilising of ICT infrastructure, improving the quality and response of ICT services, awareness campaign of ICT were not achieved  Developed ICT standards and protocols with SANSS	The ICT targets were not achieved	Commissioned dedicated network infrastructure for digital collection as scheduled  Signed off report on network utilisation for the dedicated network infrastructure as scheduled  Developing ICT Census 2021 strategy and plan  Reviewing a network infrastructure for digital data collection (new)  Pilots and testing already done. Will have statistics on connectivity, utilisation, performance, etc. This will form part of a review report	Provide a stable, reliable and functional ICT environment  Invest in ICT by: <ul style="list-style-type: none"> <li>• Implementing ICT life-cycle management</li> <li>• Researching a policy-based management approach for a new generation of mobile workers</li> <li>• Developing an information management strategy in collaboration with SANSS</li> <li>• Testing readiness of ICT environment for big data</li> </ul> <small>(Note: All targets above have been discontinued)</small> <ul style="list-style-type: none"> <li>• Implementing a ICT infrastructure for digital data collection (new)</li> <li>• Developing ICT services centralisation strategy and provincial district offices (new)</li> </ul>	Provide a stable, reliable and functional ICT environment  <sup>106</sup> Invest in ICT by: <ul style="list-style-type: none"> <li>• Evaluating return on investment</li> <li>• Improving ICT life-cycle management</li> <li>• Creating an environment for big data</li> <li>• Enabling citizen-centric online services</li> </ul> <small>(Note: All targets above have been discontinued)</small> <ul style="list-style-type: none"> <li>• <sup>107</sup>Implementing a ICT infrastructure for digital data collection (discontinued)</li> <li>• Developing ICT Census 2021 strategy and plan</li> <li>• Reviewing network infrastructure for digital data collection (new)</li> <li>• Implementing ICT services centralisation strategy (new)</li> </ul>	Provide a stable, reliable and functional ICT environment  Invest in ICT by: <ul style="list-style-type: none"> <li>• Providing infrastructure and technical support to Census 2021</li> <li>• Monitoring effective network infrastructure for digital data collection</li> </ul>	Provide a stable, reliable and functional ICT environment  Invest in ICT by: <ul style="list-style-type: none"> <li>• Providing infrastructure and technical support to Census 2021</li> <li>• Monitoring effective network infrastructure for digital data collection</li> <li>• Continuing work on business digital transformation</li> </ul>

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

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

Table 2: Annual performance plan targets: 2019/20

No.	Performance indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Server and network environment, end-user support, ICT security and risk management</i>								
Subprogramme: Information and Communication Technology (Programme 5: Statistical Support and Informatics)								
67.1	Percentage ICT services availability achieved (during release of core business outputs)				100%	100%	100%	100%
67.2	ICT Census 2021 preparations implemented					2	1	1
67.3	ICT infrastructure for digital data collection reviewed			2	1	1	1	
67.4	Provincial and district offices ICT services centralisation strategy implemented				1	1	1	1

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Server and network environment, end-user support, ICT security and risk management</i>								
Subprogramme: Information and Communication Technology (Programme 5: Statistical Support and Informatics)								
67.1.1	Percentage ICT services availability achieved (during release of core business outputs)	Quarterly	100%	Percentage ICT services availability achieved (during release of core business outputs)	100%	100%	100%	100%
67.2.1	ICT Census 2021 preparations implemented	Annually	2	ICT Census 2021 strategy developed by March 2020				1
				ICT plan for Census 2021 mini-test developed by June 2019	1			
67.3.1	ICT infrastructure for digital data collection reviewed	Annually	1	ICT infrastructure for digital data collection reviewed by March 2020				1
67.4.1	Provincial and district offices ICT services centralisation strategy implemented	Annually	1	Provincial and district offices ICT services centralisation strategy implemented by March 2020				1

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Modernising and innovating business processes</i>									
Subprogramme: Business Modernisation (Programme 5: Statistical Support and Informatics)									
68.	Invest in ICT to align to organisational growth	Enterprise architecture programme implemented	Developed 90% of solutions in line with stakeholder needs  Compiled ICT alignment document  Compiled 2 documents on enterprise and architecture  Compiled document on knowledge management  The Business Modernisation strategic plan was not compiled	Developed 100% of solutions in line with stakeholder needs  Implemented an enterprise architecture programme and capability	Compiled Enterprise Architecture (Data, Information and Business) assessment report as scheduled  Implemented 2 solutions to improve business processes	Modernise business processes through information management systems and the application of technology  Modernise and innovate by: <ul style="list-style-type: none"> <li>Continuing the roll-out of automated data collection, processing and dissemination systems</li> <li>Aligning enterprise architecture programme and capability to SANSS environment</li> <li>Automating support services business processes</li> </ul>	Modernise business processes through information management systems and the application of technology  Modernise and innovate by: <ul style="list-style-type: none"> <li><sup>108</sup>Evaluating data collection, processing and dissemination systems automated for all surveys (<i>discontinued</i>)</li> <li><sup>109</sup>Assessing support services business processes automation (<i>discontinued</i>)</li> <li><sup>110</sup>Evaluating knowledge management system (<i>discontinued</i>)</li> <li>Providing systems support to Census 2021 project (<i>new</i>)</li> <li>Researching Enterprise Architecture (<i>new</i>)</li> </ul>	Modernise business processes through information management systems and the application of technology  Modernise and innovate by: <ul style="list-style-type: none"> <li>Automating, integrating and aligning core business processes to the statistical value chain</li> <li>Implementing the enterprise architecture programme</li> <li>Providing systems support to Census 2021 project</li> </ul>	Modernise business processes through information management systems and the application of technology  Modernise and innovate by: <ul style="list-style-type: none"> <li>Automating, integrating and aligning core business processes to the statistical value chain</li> <li>Continuing to implement the enterprise architecture programme</li> </ul>

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

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

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

Table 1: Strategic plan targets (concluded)

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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



## 1.5 Strategic Outcome 5: Statistical leadership

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

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

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

### Strategic objectives



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

### 1.5.1 Statistical leadership and management

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

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

**Baseline:** Number of senior managers trained annually: 10

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

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

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

Table 1: Strategic plan targets

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Statistical leadership and management</i>								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
70.1.1	Research papers compiled by students enrolled for CRUISE	Annually	9	Research papers by students enrolled for CRUISE compiled by March 2020				9
70.2.1	Leadership and management programme implemented	Annually	1	Leadership and management programme implemented by March 2020				1

### 1.5.2 Statistical capability and competence

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

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

**Baseline:** Number of staff trained annually: 1 205

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

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Statistical literacy at school level</i>									
Subprogramme: Office of the SG (Programme 1: Administration)									
71.	Invest in building statistical capability and competence	Statistical literacy programme implemented	Build statistical capability and competence	• Discontinued	Build statistical capability and competence	Build statistical capability and competence	<sup>111</sup> Build statistical capability and competence		
			<ul style="list-style-type: none"> <li>Develop a national statistics pipeline strategy</li> <li>Identify pilot schools based on ANA 2014 results for programme implementation</li> <li>Compile MoU Addendum with DBE and district education offices in which 30 schools fall</li> <li>Identify and training of school programme facilitators from BEd Mathematics/ Statistics Degree programme</li> <li>Enter into MoUs with key institutions of higher learning with secured bursaries and admissions for identified learners with statistics-related aptitudes</li> </ul>		<ul style="list-style-type: none"> <li>Expand mathematics and geography learning to Grade 9 and Grade 10 (not funded)</li> <li>Expand national footprint of schools in programme (not funded)</li> </ul>	<ul style="list-style-type: none"> <li>Implement an integrated national schools programme with other government departments towards achieving the target of the NDP of producing at least 450 000 learners eligible for tertiary education each year (not funded)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate impact of the schools programme (not funded)</li> </ul>		

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Statistical capacity at tertiary level</i>									
Subprogramme: Human Resource Management and Development (Programme 1: Administration)									
72.	Invest in building statistical capability and competence	Centres of excellence institutionalised	Awarded 14 learner bursaries  An MoU aligned to organisational needs was not compiled as scheduled	Awarded 19 bursaries to learners  The assessment was not done	Awarded 19 learner bursaries to learners  Institutionalising centres of excellence was not done	Create learning opportunities at tertiary level  • Identify training opportunities at other tertiary institutions ( <i>discontinued</i> )	Create learning opportunities at tertiary level  • Evaluating return on investment of partnerships with tertiary institutions		

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

No.	Performance indicator	Reporting period	Annual target	Target description	Quarterly targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
<i>Statistical capacity at tertiary level</i>								
Subprogramme: Human Resource Management and Development (Programme 1: Administration)								
72.1.1	Return on investment of partnerships with tertiary institutions evaluated	Annually	1	Return on investment of partnerships with tertiary institutions evaluated by March 2020				1

Table 1: Strategic plan targets

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

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

Table 1: Strategic plan targets (concluded)

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

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

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

Table 2: Annual performance plan targets: 2019/20

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

Table 3: Quarterly performance targets: 2019/20

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

### 1.5.3 Building a united and diverse organisation

**Strategic objective 5.3:** To build a united and diverse organisation

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

**Baseline:** Staff satisfaction survey: 1

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

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

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

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Transformation and change</i>									
Subprogramme: Office of the SG (Programme 1: Administration)									
76.	Building a united and diverse organisation	Transformation and change agenda implemented	Developed proposal on Transformation and Change Agenda  Rolled out awareness campaign  The Transformation and Change Agenda was drafted	Developed values programme and diversity programme as scheduled  Assessment of talent management was not conducted	Implemented values and diversity management programmes as scheduled  Alignment of the talent management programme (policies, strategies and practices) (discontinued)	Drive the Transformation and Change Agenda  <ul style="list-style-type: none"> <li>Implement a values programme</li> <li>Implement a diversity programme (targets reviewed)</li> <li>Alignment of the talent management programme (discontinued in 2017/18)</li> </ul>	Drive the Transformation and Change Agenda  <ul style="list-style-type: none"> <li><sup>115</sup>Evaluating the impact of the Transformation and Change Agenda (reviewed)</li> </ul>	Drive the Transformation and Change Agenda  <ul style="list-style-type: none"> <li>Implementing Transformation and Change Agenda</li> <li>Conducting an employee satisfaction survey</li> </ul>	Drive the Transformation and Change Agenda  <ul style="list-style-type: none"> <li>Reviewing the Transformation and Change Agenda (based on employee satisfaction survey)</li> </ul>

Table 2: Annual performance plan targets: 2019/20

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

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

Table 3: Quarterly performance targets: 2019/20

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



## 2. Provincial Offices

### 2.1 Sustainable and responsive statistical infrastructure

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

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

**Baseline:** Number of operational provincial and district offices: 63

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

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

Stats SA's presence at provincial and municipal level serves the needs of provincial stakeholders. Stats SA's national footprint is represented through its 9 provincial offices and 54 district offices across the country. The current core responsibility of provincial and district offices is mainly that of data collection and dissemination of statistical information.

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

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

- Provincial statistics agenda: Mainstreaming provincial information needs into collection agenda
- Statistical collections: Addressing quality of data collected and establishing efficient and effective survey operations supported by technology
- Statistical frames: Maintaining and updating the provincial spatial information frame (DUs, EAs and place names) through collaborative mapping with municipalities and other provincial stakeholders
- Statistical dissemination: Increasing usage of statistics at provincial and municipal levels; rolling out a stakeholder-focused communication, marketing, advocacy and publicity strategy and plan
- Statistical coordination: Strengthening the provincial statistics system through providing statistical support and advice; strengthening the quality and use of administrative data; and participating in provincial statistical projects
- Statistical capacity: Developing a framework for internal capacity building, focusing on developing staff skills for new strategic demands, and external capacity building to cohesively build statistical literacy and numeracy
- Statistical administration: Increasing productivity and capability of provincial and district offices; and reviewing and rationalising provincial structure and function

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

Table 1: Strategic plan targets

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Strategic Outcome 2: Trusted statistics – Innovate the statistical value chain for better efficiency</i>									
<i>Plan, design, build, collect, process and disseminate</i>									
40.	Innovate the statistical value chain for better efficiency	Digital data collection programme implemented	<p>Conducted QLFS, DTS, GHS and VOCS (response rate of 93%)</p> <p>Conducted 37 stakeholder workshops</p> <p>Compiled 59 fact sheets, 6 reports on the state of quality and 5 reports on CS 2016 with new methodologies</p> <p>The review of the integrated fieldwork strategy was not done (WC)</p> <p>Developed integrated provincial communication and marketing strategy and plan as scheduled</p>	<p>Conducted: QLFS - 92,4% GHS - 92,1% DTS - 82,5% VOCS - 92,9%</p> <p>Conducted 26 workshops</p> <p>Compiled 61 fact sheets, 18 reports on conducting and disseminating CS 2016, 8 reports on quality improvements implemented and 8 reports on implementing the communication and marketing plan</p> <p>Developed quality management framework as scheduled</p>	<p>Conducted QLFS with an average response rate of 92%</p> <p>Conducted household surveys with an average response rate of 92%</p> <p>Conducted 1 stakeholder workshop</p> <p><i>Preparing for CPS (not funded)</i></p>	<p>Conduct integrated fieldwork</p> <p>Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Planning for Census 2021</li> <li>• Conducting CPS at district level (target under review)</li> </ul>	<p>Conduct integrated fieldwork</p> <p>Conduct integrated communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Preparing for Census 2021</li> <li>• <sup>116</sup>Conducting independent evaluation on quality interventions (discontinued)</li> </ul>	<p>Implement technology-assisted field operations</p> <p>Review and develop alternative methods for communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Conducting Census 2021 pilot</li> </ul>	<p>Implement technology-assisted field operations</p> <p>Review and develop alternative methods for communication, marketing and publicity</p> <p>Improve by:</p> <ul style="list-style-type: none"> <li>• Conducting Census 2021</li> </ul>

<sup>116</sup> Discontinued: ‘Conducting independent evaluation on quality interventions’ is discontinued. Independent evaluations is conducted by Survey Coordination Monitoring and Evaluation

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Strategic Outcome 3: Partners in statistics – Strengthen collaboration to build statistical sampling frames</i>									
<i>Geospatial frame</i>									
49.	Strengthen collaboration to build statistical sampling frames	Spatial information frame rolled out	Compiled 9 reports on verifying and updating the current frame	Updated 9 reports on verifying and updating the current frame	Updated over 75% of municipalities in 8 provinces	Update and maintain the provincial spatial information frame	Update and maintain the provincial spatial information frame	Update and maintain the provincial spatial information frame	Update and maintain the provincial spatial information frame
			Compiled 18 reports on collaborative mapping	Developed implementation plan as scheduled	Rolled out the SIF in Mpumalanga, Northern Cape, North West and the Western Cape	Improve the SIF (GIF) by: <ul style="list-style-type: none"> <li>Rolling out collaborative mapping to maintain and update the spatial information frame</li> </ul>	Improve the SIF (GIF) by: <ul style="list-style-type: none"> <li><sup>117</sup>Preparing the spatial information frame for 2021 (reviewed)</li> </ul>	Improve the GIF by: <ul style="list-style-type: none"> <li>Testing and implementing the geo-spatial information frame for 2021</li> </ul>	Improve the GIF by: <ul style="list-style-type: none"> <li>Reviewing and implementing the geo-spatial information frame for 2021</li> <li>Updating the Master sample</li> </ul>
			Compiled 8 reports on verifying and updating the current frame	Established partnerships with municipalities in Northern Cape, Limpopo and Western Cape	Expanded partnerships in the Free State, Limpopo, Mpumalanga, Northern Cape, North West and the Western Cape				
			Compiled 6 reports on geodatabase for EA/PSU profile						

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

Table 1: Strategic plan targets (continued)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Strategic Outcome 3: Partners in statistics – Lead the development and coordination of SANSS</i>									
<i>Statistical coordination</i>									
55.	Lead the development and coordination of SANSS	Technical support to provincial partners in self-assessment provided	<p>Developed a coordination framework as scheduled (NC)</p> <p>Compiled 3 reports on assessing supply, demand and use of statistical information</p> <p>Compiled 3 reports on identifying the provincial information gap</p>	<p>Provided 100% support to SANSS</p> <p>Compiled 1 data inventory report (Free State)</p> <p>Established provincial statistical structures in KZN, Northern Cape, Limpopo and Western Cape</p> <p>Compiled assessment reports in 7 provinces, except in EC and MP</p> <p>Mining of data sources in NC, LP and WC</p>	<p>Provided 100% statistical support to SANSS partners in the Eastern Cape, Free State, KZN, Gauteng, Mpumalanga, Northern Cape, North West and the Western Cape</p> <p>Compiled assessment reports on improving administrative data quality in the Free State, Gauteng, Limpopo and the Western Cape</p> <p>Compiled research paper on provincial government priorities as scheduled</p> <p>Developed provincial strategy for the development of statistics as scheduled</p>	<p>Lead coordination of provincial statistics</p> <ul style="list-style-type: none"> <li>• Providing technical support to provincial partners in self-assessment (<i>discontinued</i>)</li> <li>• Developing a monitoring and evaluation framework for statistical coordination activities (<i>discontinued</i>)</li> <li>• Developing research papers to respond to provincial policy (<i>discontinued</i>)</li> </ul>	<p>Lead coordination of provincial statistics</p> <ul style="list-style-type: none"> <li>• <sup>118</sup>Providing technical support to provincial partners in self-assessment (<i>discontinued</i>)</li> <li>• <sup>119</sup>Developing research papers to respond to provincial policy (<i>discontinued</i>)</li> </ul>	<p>Partner in coordination of provincial statistics</p> <ul style="list-style-type: none"> <li>• Providing technical support to provincial partners</li> </ul>	<p>Partner in coordination of provincial statistics</p> <ul style="list-style-type: none"> <li>• Providing technical support to provincial partners</li> </ul>

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

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

Table 1: Strategic plan targets (concluded)

No.	Strategic objective	Target	Audited/actual performance			Estimated performance		Medium-term targets	
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>Strategic Outcome 4: Capable organisation – Invest in a sustainable and responsive statistical infrastructure in provinces</i>									
<i>Sustainable provincial and district infrastructure</i>									
69.	Invest in a sustainable and responsive statistical infrastructure in provinces	Unqualified audit	Compiled 36 reports on governance and accountability and reports on audit progress  Compiled 1 report on statistical regions  Compiled 1 report on implementing the scope change	Implemented audit findings as scheduled  The proposal was not developed	Improve productivity and service delivery by: • Preparing for implementation of statistical regions (GP) (discontinued)	Provide an efficient governance and administration service  Improve productivity and service delivery by: • Implementing statistical regions (target reviewed)	Provide an efficient governance and administration service  Improve productivity and service delivery by: • <sup>120</sup> Implementing statistical regions (reviewed)	Provide an efficient governance and administration service  Improve productivity and service delivery by: • Improving compliance through systems development	Provide an efficient governance and administration service  Improve productivity and service delivery by: • Improving compliance through systems development
<i>Strategic Outcome 5: Statistical leadership – Invest in building statistical capability and competence</i>									
<i>Building capacity in the SANSS</i>									
75.	Invest in building statistical capability and competence	Staff trained in the SANSS	Conducted 92 training sessions as follows: Maths4Stats: 49 SuperCross/Super-Web: 22 NCOS: 9 SASQAF: 10 Data Collection: 2  A framework for capacity building in provinces for the SANSS was not compiled	Conducted 50 capacity building sessions  The programme was not developed	Conducted 66 capacity building sessions  Compiled statistical capacity building plan for SANSS partners as scheduled	Coordinate capacity building in the provinces for SANSS  • Implementing an integrated provincial statistical capability plan (discontinued)	Coordinate capacity building in the provinces for SANSS  • <sup>121</sup> Implementing an integrated provincial statistical capability plan (discontinued)	Coordinate capacity building in the province  • Implementing an integrated provincial statistical capability plan for SANSS	Coordinate capacity building in the province

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

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

Table 2: Annual performance plan targets: 2019/20

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

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

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

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

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

Table 3: Quarterly performance targets: Gauteng 2019/20

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

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

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

Table 3: Quarterly performance targets: Limpopo 2019/20

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

Table 3: Quarterly performance targets: Mpumalanga 2019/20

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

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

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

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

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

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

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





## Annexures

## Annexure 1: Changes to the Strategic Plan

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

### 1. Target: Conducting an evaluation of GDP expenditure estimates

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

### 2. Target: Conducting an evaluation of GDP expenditure estimates

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

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

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

### 4. Target: SASQAF self-assessment (Electricity)

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

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

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

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

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

### 7. Target: Construction survey

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

### 8. Target: Stabilising domestic tourism surveys

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

### 9. Target: Compiling a thematic report on tourism statistics

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

### 10. Target: Publishing a thematic report on transport

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

### 11. Target: Publish integrated capital expenditure

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

### 12. Target: Publishing time series data for GFS surveys

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

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

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

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

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

**15. Target: Researching alternative collection methodologies**

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

**16. Target: Publishing construction services**

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

**17. Target: Publishing business services (financial)**

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

**18. Target: Publishing transport, storage and communication services**

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

**19. Target: Testing transport, storage and communication services**

New target: Testing transport, storage and communication services.

**20. Target: Price stability**

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

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

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

**22. Target: Developing Time Use Survey**

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

**23. Target: Publish annual commercial agriculture statistics**

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

**24. Target: Assessing complementary data sources**

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

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

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

**26. Target: Thematic report on household food security**

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

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

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

**28. Target: Assessing data quality of CPS**

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

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

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

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

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

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

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

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

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

**33. Target: Introducing quarterly release of death statistics**

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

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

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

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

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

**36. Target: Publish statistics on vulnerable groups**

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

**37. Target: Series 5: Report on the elderly**

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

**38. Target: Marginalised groups indicator report**

New target: Marginalised groups indicator report.

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

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

**40. Target: Including a module on crime against women**

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

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

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

**42. Target: Education Series 6 report**

New target: Education Series 6 report.

**43. Target: Develop measurement tools and processes**

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

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

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

**45. Target: Conduct research on demographic dividend**

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

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

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

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

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

**48. Target: Roll out an integrated quality management system**

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

**49. Target: Developing a quality management system phase 2**

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

**50. Target: Conducting PES pilot for Census 2021**

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

**51. Target: Conducting PES 2021 tests**

New target: Conducting PES 2021 tests.

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

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

**53. Target: Pronouncing on the quality of household surveys**

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

**54. Target: Strengthening collaboration with Economic Statistics**

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

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

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

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

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

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

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

**58. Target: Coordinate and test plans for Census 2021**

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

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

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

**60. Target: Driving CPS data collection at district level**

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

**61. Target: Evaluating impact of digital data collection**

Target moved to SCME.

**62. Target: Implementing a data repository**

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

**63. Target: Evaluating data delivery channels**

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

**64. Target: Implementing data warehouse procedures**

New target: Implementing data warehouse procedures.

**65. Target: Researching municipal publication for IDP compilation**

New target: Researching municipal publication for IDP compilation.

**66. Target: Developing a Branding Strategy**

New target: Developing a Branding Strategy.

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

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

**68. Target: Supporting SANSS with standards development**

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

**69. Target: Implementing a standards advocacy programme**

New target: Implementing a standards advocacy programme.

**70. Target: Assessing media relationships**

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

**71. Target: Compiling Census 2021 communication plan**

New target: Compiling Census 2021 communication plan.

**72. Target: Developing SASQAF for spatial data**

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

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

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

**74. Target: Preparing sampling frame for household surveys**

New target: Preparing sampling frame for household surveys.

**75. Target: Evaluating the impact of new business rules**

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

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

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

**77. Target: Implementing the NSDS**

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

**78. Target: Revising and updating the economic subsystem strategy**

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

**79. Target: Revising and updating the social subsystem strategy**

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

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

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

**81. Target: Maintaining and improving the data repository**

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

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

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

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

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

**84. Target: Developing strategy and protocol for data sharing**

New target: Developing strategy and protocol for data sharing.

**85. Target: System specifications for SASQAF online Assessment**

New target: System specifications for SASQAF online assessment.

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

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

**87. Target: Implementing automated assessment system**

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

**88. Target: Reviewing framework for hosting international events**

Reviewed: Reviewing Stats SA framework for hosting international events.

**89. Target: Reviewing international engagements framework**

Reviewed: Reviewing international engagements framework for Stats SA.

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

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

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

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

**92. Target: Assess compliance to statistics legislation**

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

**93. Target: Compiling progress report on implementation of amendments**

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

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

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

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

New: Compiling a concept note on service delivery improvement.

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

Reviewed: Census 2021 plan audited.

**97. Target: Coordinating combined assurance model**

New: Coordinating the implementation of a combined assurance model.

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

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

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

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

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

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

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

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

**102. Target: Implementing computerised HRM systems**

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

**103. Target: Implementing structure review**

New: Implementing structure review.

**104. Target: Testing electronic filing system**

New target: Testing electronic filing system.

**105. Target: Driving the implementation of a succession plan**

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

**106. Target: Invest in ICT by:**

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

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

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

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

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

**109. Target: Assessing support services business processes automation**

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

**110. Target: Evaluating knowledge management system**

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

**111. Target: Build statistical capability and competence**

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

**112. Target: Coordinate a tertiary support programme**

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

**113. Target: Implementing a re-skilling programme**

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

**114. Target: Implementing training on Diploma in Official Statistics**

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

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

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

**116. Target: Conducting independent evaluation on quality interventions**

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

**117. Target: Preparing the spatial information frame for 2021**

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

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

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

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

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

**120. Target: Implementing statistical regions**

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

**121. Target: Implementing an integrated provincial statistical capability plan**

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

Part B: The strategic objective goals are listed below:

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

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

**Strategic objective goal statement:** By 2020, the socio-economic statistics information base have expanded and/or improved in terms of: National accounts; turnover and volumes; tourism; international tourism; transport sector; financial statistics of private sector enterprises and of government; consumer price changes; producer price changes; employment and earnings, and average monthly earnings; labour market; agriculture; environmental economic accounts; life circumstances of South Africans; poverty levels in South Africa; service delivery of municipalities; population dynamics; demography expanded at a lower geographic level; vital statistics; vulnerable groups; gender; the crime situation in South Africa; health; education; and statistics on governance

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

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

**Strategic objective goal statement:** By 2020, the statistics information base have expanded and improved in terms of:  
a. Research reports on government financial statistics  
b. Integrative economic, socio-economic trends and spatial dynamics reports  
c. Research reports on poverty and inequality statistics

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

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

**Strategic objective goal statement:** By 2020, a data revolution framework is developed and a strategy implemented on the use of alternative and supplementary data sources for official statistics

<b>Strategic objective 2.1:</b>	Institutionalise quality management
<b>Objective statement:</b>	Improve comparability and accuracy of statistical information by institutionalising an end-to-end quality management system in line with the Fundamental Principles of Official Statistics, the African Charter on Statistics and the South African Statistical Quality Assessment Framework
<b>Strategic objective goal statement:</b>	By 2020, a quality management system has been developed and implemented, and independent survey monitoring and evaluations conducted
<b>Strategic objective 2.2:</b>	Innovate the statistical value chain for better efficiency
<b>Objective statement:</b>	Innovate the statistical value chain by enhancing the efficiency of survey operations in terms of cost, quality and time through new methodologies, integration of operations and modernisation
<b>Strategic objective goal statement:</b>	By 2020, better efficiency in the statistical value chain will be achieved through: <ul style="list-style-type: none"> <li>a. Innovative methodological practices implemented</li> <li>b. Community survey and population censuses planned and coordinated using new efficient survey methodology</li> <li>c. CPS data collection implemented (dependent on additional fund allocation)</li> <li>d. Digital data collection implemented for all household surveys</li> <li>e. Increased access to statistical information</li> <li>f. Increased access and use of statistical information</li> </ul>
<b>Strategic objective 2.3:</b>	Adopt international statistical standards and classifications
<b>Objective statement:</b>	Adopt and adapt international statistical standards and classifications by aligning and implementing statistical frameworks, policies, standards and practices in order to improve comparability, methodological soundness and accuracy of statistical information
<b>Strategic objective goal statement:</b>	By 2020, 48 statistical standards have been developed and reviewed in line with international statistical standards to guide the compilation of official statistics
<b>Strategic objective 2.4:</b>	Increase stakeholder focus, communication and marketing
<b>Objective statement:</b>	Increase stakeholder engagement and use of statistics to better know and understand the needs of stakeholder groups and creating public awareness to raise the profile of statistics through integrated stakeholder consultations, marketing and communication of statistical products
<b>Strategic objective goal statement:</b>	By 2020, innovative communication products, channels and tools have been developed and implemented to enhance the public image and credibility of the organisation, and stakeholder management has been institutionalised

<b>Strategic objective 2.5:</b>	Designate statistics as official
<b>Objective statement:</b>	Designate statistics as official by conducting ten independent assessments of statistical series in the national statistics system against the South African Statistical Quality Assessment Framework (SASQAF)
<b>Strategic objective goal statement:</b>	By 2020, ten statistical series have been certified by the Statistician-General as official based on an independent quality assessment against SASQAF
<b>Strategic objective 3.1:</b>	Strengthen collaboration to build statistical sampling frames
<b>Objective statement:</b>	Ensure accurate and reliable statistical information by drawing annual samples for all economic and social statistics surveys based on sound sampling frames by strengthening collaboration with strategic partners
<b>Strategic objective goal statement:</b>	By 2020, the spatial information frame is completed at local level (metros, cities, and regional service centres); and a comprehensive and updated business sampling frame is available
<b>Strategic objective 3.2:</b>	Lead the development and coordination of the statistical system in South Africa
<b>Objective statement:</b>	Lead the development, coordination and collaboration of the statistical system in South Africa by providing strategic direction to statistical development; providing technical support and statistical advice to organs of state; coordinating statistical reporting; as well as establishing governance structures for effective coordination of statistical production
<b>Strategic objective goal statement:</b>	By 2020, a National Strategy for Development of Statistics (NSDS) has been developed and implementation commenced; National Statistics System information sharing expanded; statistical reporting protocols implemented; and an automated assessment system implemented
<b>Strategic objective 3.3:</b>	Strengthen international collaboration and partnerships and lead statistical development in Africa
<b>Objective statement:</b>	Strengthen international collaboration and partnerships to learn, share and contribute to international discourse and practices for statistical development; and lead statistical development in Africa by serving as a centre of excellence in statistical systems and practices
<b>Strategic objective goal statement:</b>	By 2020, the international statistical programme initiatives are supported and implemented, and the African statistical programme is supported and implemented

<b>Strategic objective 4.1:</b>	Drive legislative reform of the statistical production and coordination environment
<b>Objective statement:</b>	Drive statistical reform that strengthens statistical production and coordination among organs of state through facilitating the amendment of the statistics legislation by 2017 and the implementation thereof
<b>Strategic objective goal statement:</b>	By 2020, the Statistics Act has been revised and new statistics legislation is introduced
<b>Strategic objective 4.2:</b>	Enhance corporate governance and administration
<b>Objective statement:</b>	Enhance corporate governance and administration through increasing the effectiveness of management and operations systems, strengthening accountability and creating a conducive working environment
<b>Strategic objective goal statement:</b>	By 2020, corporate governance and administration have improved through: <ul style="list-style-type: none"> <li>a. Strategic plan 2015/16–2019/20 implemented</li> <li>b. Programme and project management capability enhanced</li> <li>c. Internal audit services has implemented a combined assurance framework</li> <li>d. Government’s accountability framework institutionalised</li> <li>e. Unqualified audit annually</li> <li>f. Computerised HRM system implemented</li> <li>g. A new, secure and safe working environment for Stats SA implemented (Stats SA moves to a new building)</li> </ul>
<b>Strategic objective 4.3:</b>	Become the employer of choice
<b>Objective statement:</b>	Become the employer of choice through strengthening the internship programme as the preferred channel for new intakes, and rolling out a talent management and succession programme that fosters talent, personal growth and performance
<b>Strategic objective goal statement:</b>	By 2020, talent management is institutionalised
<b>Strategic objective 4.4:</b>	Invest in ICT to align to organisational growth
<b>Objective statement:</b>	Invest in Information and Communication Technology (ICT) to align to organisational growth through stabilising the ICT infrastructure, researching and testing new technology, and modernising business processes
<b>Strategic objective goal statement:</b>	By 2020, ICT life-cycle management is implemented; and an enterprise architecture programme is implemented

<b>Strategic objective 4.5:</b>	Invest in a sustainable and responsive statistical infrastructure
<b>Objective statement:</b>	Sustain and strengthen the statistical infrastructure in the provinces through investing in statistical regions, being responsive to provincial statistical needs, and driving an integrated collection and dissemination agenda at grassroots level
<b>Strategic objective goal statement:</b>	By 2020, Stats SA has a sustainable and responsive statistical infrastructure in the provinces demonstrated by: <ul style="list-style-type: none"> <li>a. Digital data collection programme implemented</li> <li>b. Spatial information frame rolled out</li> <li>c. Technical support to provincial partners in self-assessment provided</li> <li>d. Unqualified audit</li> <li>e. Staff trained in the SANSS</li> </ul>
<b>Strategic objective 5.1:</b>	Invest in statistical leadership and management
<b>Objective statement:</b>	Invest in statistical leadership and management as an end state to lead the statistical reform, strategic change and the transparency, accountability and transformation of the statistical system
<b>Strategic objective goal statement:</b>	By 2020, a statistical leadership and management programme is implemented
<b>Strategic objective 5.2:</b>	Invest in building statistical capability and competence
<b>Objective statement:</b>	Invest in building statistical capability and competence through the schools programme, tertiary programme, inside Stats SA and within the national statistics system
<b>Strategic objective goal statement:</b>	By 2020, a statistical literacy programme is implemented; centres of excellence are institutionalised; and staff are reskilled for the new environment
<b>Strategic objective 5.3:</b>	Build a united and diverse organisation
<b>Objective statement:</b>	Build a united and diverse organisation by equalising opportunities, promoting inclusion and redress, and fostering shared values through driving a transformation agenda and facilitating staff participation to embrace transformation and change
<b>Strategic objective goal statement:</b>	By 2020, an Agenda for Transformation and Change is implemented

## **Annexure 2: Summary of publications**

### Monthly

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

### Quarterly

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

### Annually

Agricultural Survey  
Annual financial statistics (AFS)  
Building statistics  
Capital expenditure by the public sector  
Documented immigrants in South Africa

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

#### Periodic (5–10 yearly)

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

### Annexure 3: List of abbreviations and acronyms

AC	Audit Committee
AENE	Adjusted Estimates of National Expenditure
AfDB	African Development Bank
AFS	Annual Financial Statements
AFS	Annual Financial Statistics
AG	Auditor-General
ANA	Annual National Assessments
APAI-CRVS	Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics
ASS	African Statistical System
ASSD	Africa Symposium on Statistical Development
AUC	African Union Commission
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
BSF	Business Sampling Frame
CAPI	Computer Assisted Personal Interview
CAT	Commitments and Accruals Tool
CDC	Continuous data collection
CIPC	Companies and Intellectual Properties Commission
CPI	Consumer price index
CPS	Continuous Population Survey
CRM	Client Relationship Management
CRUISE	Centre for Regional and Urban Innovation and Statistical Exploration
CRVS	Civil Registration and Vital Statistics
CS	Community Survey
CSP	Cities Support Programme
DBE	Department of Basic Education
DCS	Department of Correctional Services
DDG	Deputy Director-General
DHS	Domestic Household Survey
DoJ&CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
DST	Department of Science and Technology
DTS	Domestic Tourism Survey
DU	Dwelling unit
EA	Enumeration area
EC	Eastern Cape
EEAs	Environmental Economic Accounts
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
Exco	Executive Committee
FMLS	Facilities Management, Logistics and Security
FS	Free State
GAF	Growth Accounting Framework

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

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

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