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Work Programme 2022/23

Work Programme 2022/23 Statistics South Africa

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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).

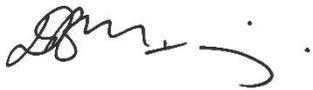
The compilation of the work programme (also called the annual performance plan) has been guided by the Revised Framework for Strategic Plans and Annual Performance Plans as prescribed by the Department of Public Monitoring and Evaluation. The core focus of the strategy is about providing empirical evidence to inform the nation on planning, policy development, monitoring and evaluation, and decision-making. The work programme is compiled according to strategic outcomes and performance indicators as captured in the strategic plan. Programmes of the work programme are aligned to budget programmes. All performance indicators and targets are individually linked to a specific programme.

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 2022/23:

- 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 2022/23.



Nakedi Phasha
Acting Chief Financial Officer

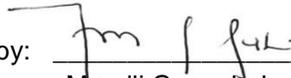


Celia de Klerk
Head: Strategic Planning



Risenga Maluleke
Statistician-General of South Africa

Approved by:



Mondli Gungubele, MP
Minister in the Presidency

Foreword by the Minister



It is my pleasure to present the Statistics South Africa (Stats SA) Annual Performance Plan (APP) 2022/23 as the third instalment of the organisation's new five-year strategic plan, which started in the 2020/21 financial year. This APP is essential as it sets the context for the return to higher levels of normality in the delivery of statistical services and products within the data ecosystem given the breathing space COVID provides.

As much as we might have wished that the pandemic might be a thing of the past, it is still very much a part of our everyday life, and might be for years to come. It has shaped human behaviour the world over in a manner that will remain so even for centuries. We no longer have to wait for the 4th Industrial Revolution, it is now an integral part of how we do business, not only in the private sector but in government too. We continue to witness this first hand as some sections of our society have had to self-enumerate during Census 2022; the way in which we hold most meetings happens over electronic media in this new normal.

This Annual Performance Plan shows that the products and services Stats SA provides are not just about statistics. Good-quality official statistics are fundamental for building a capable developmental state. Such statistics have at their base the lives of ordinary South Africans and whether their lives improve over time, and the more than 250 reports every year reflect on critical issues like poverty, labour, employment and other social as well as economic statistics, which intend to give policymakers, private sector and non-governmental organisations as well as planners across all spheres of government facts about the state of the nation.

We are currently in the middle of Census 2022 being conducted as part of the United Nations 2020 Round of Population and Housing Censuses. As government we continue to actively support the work of the census to ensure that all people within the borders of South Africa on the reference night of 2nd February 2022 are counted. Seeing all the green-clad fieldworkers walking the length and breadth of the country to count is a very positive sign and I salute them.

I also acknowledge the sterling work done by Stats SA; our national statistics agency continues to operate as an independent, impartial institution.

In conclusion, let me thank the Statistician-General, the leadership and staff of Stats SA for compiling this work programme and doing outstanding work under extremely difficult circumstances. I also acknowledge the contribution of the South African Statistics Council, under the leadership of Prof. David Everatt, in enabling the work that Stats SA delivers. I also would like to acknowledge the support that Deputy Minister Thembi Siweya provides to me to ensure the administrative oversight of our national statistics office.

A handwritten signature in black ink, appearing to read 'Mondli Gungubele'.

Minister in the Presidency
Mr Mondli Gungubele

Foreword by the Chair of Statistics Council



As the world begins to adapt to living with the COVID-19 pandemic, we are left remembering the staff of Stats SA who we have lost; the spouses and children of Stats SA staff who have been lost, are suffering from long COVID, and the like. This is true from the top to the bottom of the organisation. We have lost members of the South African Statistics Council, and our reporting Minister, Hon. Jackson Mthembu. While we go on to outline what is happening in the organisation, Council would like to suggest that mourning must take place – nationally, institutionally and individually – because the collective loss should be a shared loss, easing the burden that people will otherwise carry with them for years to come.

That said, Stats SA has embarked on Census 2022. In this, there is an inevitable element of risk – people have been through the pandemic, lockdowns, curfews and the loss of loved ones; the economy is reeling; and no-one knows if 'living with COVID-19' is feasible (as it is with Omicron) or if a new, lethal variant is developing anywhere in the world, forcing us back into restrictions on movement. As such, Stats SA with Council support felt that the gap – between the current wave at a very low ebb, and no new variant yet pushing numbers up at previously seen levels – had to be taken. We realise there may be problems, which is why the Stats SA planning has been based on offering residents web-based and telephonic interview-based options for completing the census if they are nervous about strangers in their home, for any reason. Of course, for others there will be enumerators knocking on doors, requesting information. When technology becomes involved – and the complexity behind a multi-mode national census, with all of the mapping software, drop-down menus and the like – it is reasonable to assume some glitches will occur.

As the South African Statistics Council, we cannot emphasise sufficiently the importance of everyone completing the census. It is a legal responsibility to do so – but we believe it to be a key aspect of being an active, engaged South African (or visitor, on census night) to complete the census. Doing so will update everything – we cannot stretch out Census 2011 any longer – and will lay bare the damage done to South Africa by both state capture and the pandemic. The census is a tool for accountability, and Stats SA is part of the state, not government – transparency and frankness about the state of affairs are assured. We are grateful to National Treasury for allowing flexibility when a massive undertaking happens so close to the end of the financial year, and we welcome the accommodating approach of Treasury. This is especially important, because it would have been unfair to ask Treasury to ‘roll over’ the entire census costs, and so Census 2022 is under way.

Thinking about Stats SA more broadly, it is vital that we do not try to revert to the *status quo ante*, the situation pre-COVID. Stats SA has shown great agility in switching modes, in finding innovative new data and new ways of generating data – the economic statistics, for example, have shown remarkable creativity in these tough times to rebase national accounts (and show us the real size of the economy), to re-base inflation measurement to keep us better informed, and so on. We must find a way of keeping all the good things that the last two years forced on us, and combining these with the best of the old. An obvious question is about fieldwork, and how feasible the working model is, with household surveys at the centre of most Stats SA work? What will the long-lasting effects of COVID-19 be on fieldwork, trust and the like? We simply do not know the answer, and need to manage for these ‘unknown unknowns’.

Finally, to end a sombre foreword on an extremely positive note. The South African Statistics Council, in the light of year after year of funding cuts, finally threatened in February 2020 to resign *en bloc* if the cuts continued and imperilled national statistics. A month later, full lockdown was imposed as COVID-19 moved from regional Italy to a global pandemic. Council agreed that under COVID-19 conditions, resignation was inappropriate, given the upheaval it would cause; and because our first responsibility was to help Stats SA pivot to a far faster digital strategy.

As the pandemic *seems* to be easing, so is the financial situation. We are extremely pleased that in the 2022 Budget, additional funds have been made available for the Income and Expenditure Survey (IES), which Stats SA regarded as an absolutely vital survey; funds are also available to fill senior vacancies, and the freeze on posts has gone. Of course we would have liked more, but in the straitened times we acknowledge government for supporting this vital work. Armed with a new census and a new IES, we believe government, private sector and others will be able to make decisions about building back based on the best, and most recent data available. We have turned a corner, and while the pandemic gloom remains, there are also bright lights beginning to shine through, and we welcome them.



Professor David Everatt

Chair, South African Statistics Council

Introduction by the Statistician-General



National statistics systems all over the world continue to report daunting challenges to the collection of essential data and production of basic statistics, and Stats SA is no exception. Throughout the COVID-19 crisis, Stats SA continued to deliver on its core statistical programme, albeit under difficult conditions, to ensure that the best quality data and statistics are available for decision-making. It is now more important than ever that our country needs reliable and trustworthy data and statistics to inform critical decisions that will shape our tomorrow and impact generations to come.

Our 5-year Strategic Plan sets out an ambitious path of embracing an evolving data ecosystem that transforms the way we work and the way we lead the statistical system in the country to be responsive to growing user demands for sustainable development. In pursuit of our vision, *Improving lives through data ecosystems*, our strategic focus in 2022/23 will remain on:

- Sustaining the quality of national indicators to inform evidence-based decisions and bringing new insights to users;
- Driving legislative reform to strengthen statistical coordination in the country; and
- Driving a transformation and change agenda to optimise, innovate and diversify the operations and capability of the organisation in the data ecosystem.

We have commenced with the enormous Population Census 2022 project as part of the 2020 World Population and Housing Census Programme within a very challenging environment. This population census is the first census ever that will be delivered on a digital platform using new and innovative methodologies and technologies. We are proud to mention that we are the first African country to run a census on an internally developed application. We are committed to provide the nation with the results of the census during 2022/23.

As we continue to battle with the effects of COVID-19 since its outbreak, the organisation has devised alternatives to deal with the new normal. We have adapted our methods to some degree, however, the pandemic has underscored the need to upscale our efforts to create an *agile operating model* particularly in times of crisis and disruption. We will continue our efforts to modernise operations, to upgrade critical infrastructure, to invest in innovative methodologies and technologies, to provide flexibility, and to increase our investment to reskill our staff for the new environment.

It is also important to mention that Stats SA has received additional allocation over the medium term after a long period of inadequate funding that impacted negatively on the statistical programme of South Africa. Stats SA will commence with the next Income and Expenditure Survey in 2022/23 that will enable insight into the poverty and inequality profile of the country since 2015.

The 2022/23 is the year where our workforce will return to the office, but we will sustain and enhance the gains we have made in the new normal. The return to office provides us with great opportunities to inculcate a culture that promotes a healthy working environment whilst embracing transformation and change through ethical and collective leadership. Adapting to this new environment will require a shift in mindset from leadership and staff to work together to create a better future for all.

I would like to express my level of gratitude to all staff members and everyone who has contributed and made it possible for us to continue with the good work we offer this country. I continue unfazed to thank the leadership of this organisation for their commitment and hard work, particularly during Census 2022. Similarly, to the South African Statistics Council, chaired by Prof. David Everatt, their unwavering support is appreciated and for that I personally thank you all. Above all the Minister in the Presidency, Honourable Mondli Gungubele, and Deputy Minister, Honourable Thembi Siweya, for their leadership and contribution to uphold the independence of Stats SA.



Risenga Maluleke

PART ONE



Strategic overview

1. Strategic overview

1.1 Introduction

COVID-19 has turned the world upside down. Every aspect of our lives has been affected - how we live, how we buy, how we work, how we communicate, how we move around and how we travel. South Africa remains in lockdown, but how we plan for the next step, is critical for generations to come. Decisions made now and in the coming months will be some of the most important to secure a better future for all. It is imperative that citizens, business and government making decisions have access to the best information available.

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

Globally, the pandemic crisis continues to pose many challenges to the ability of national statistics offices to run key statistical programmes and produce and disseminate the data needed by policy and decision-makers. It is a critical time for the statistical profession to transform itself, and to embrace and lead in a data-centric world. We either flourish by embracing and leading the data ecosystem or we decline and become irrelevant.

In this Work Programme, we will be delivering the results of Census 2022 to the nation. We will continue to focus on investing in the building blocks to create an agile operating model to deliver quality national indicators, as we build and strengthen strategic partnerships in the data ecosystem. We will drive legislative reform through the Amendment of the Statistics Act. We have set out a bold transformation and change agenda to guide our transition into the data ecosystem.

As we acknowledge the time of difficulty, but also a time of great opportunity, the task ahead of us requires a culture of innovation, agility and collective leadership that embraces change and diversity in thought and practice.

1.2 The strategic direction

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

1.2.1 Vision

'Improving lives through data ecosystems'

1.2.2 Mission

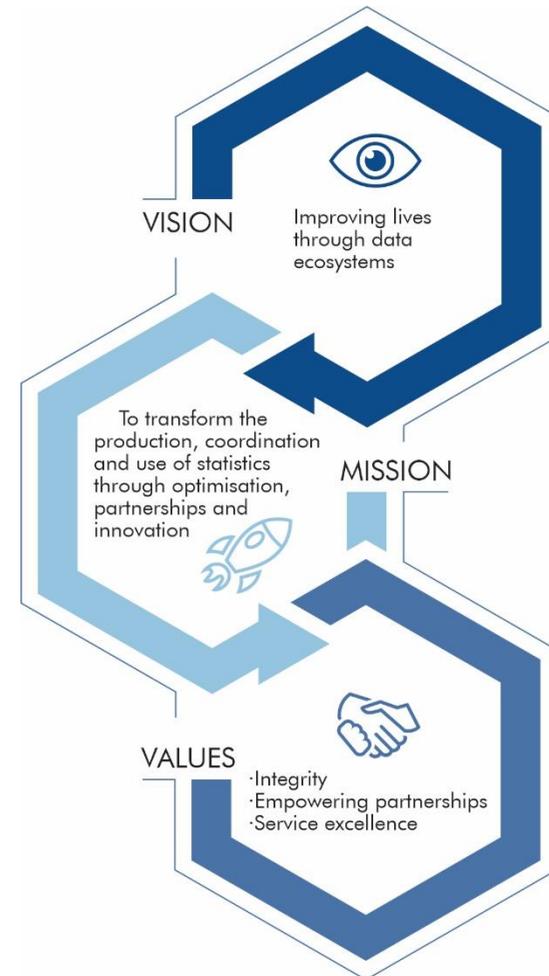
'To transform the production, coordination and use of statistics through optimisation, partnerships and innovation'

1.2.3 Our culture and values

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

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

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



1.2.4 Overall strategic goal and thrust

The overall organisational strategic goal is to increase the supply and use of statistical information for better-informed decisions by leading the statistical production and coordination in the data ecosystem through optimisation, innovation, partnerships and diversification.

1 – 2 years (Tactics): We are *optimising* the use of our current resources to deliver quality basic statistics, as we build and strengthen strategic partnerships in the data ecosystem. Tactically, we are focusing on change initiatives to *optimise and digitalise* our statistical and support processes. We will invest in building new skills. Envisioning the data ecosystem will commence in this period.

3 – 5 years (Strategy): During this period, we have adopted a bimodal approach in our methods of work, to create space and time for *innovation*, without disrupting our day-to-day operations for continuity. Modernising our business processes will continue in order to reduce the cost of doing business. We will upscale our investment in reskilling of our staff and establishing new *partnerships*. In this period, transformative initiatives are introduced cautiously as we are looking at new ways of doing our work. We commence with key building blocks in the enterprise architecture towards building a platform that will facilitate interconnectivity.

5 – 10 years (Vision): By this time, Stats SA has set frameworks and policies for statistical development in the data ecosystem. Participants in the data ecosystem are following guidelines from Stats SA to collect, process and disseminate their data. We continue to invest in new partnerships. Statistical systems will interconnect and 80% of statistics meet the minimal level of statistical principles to respond to the indicators in the integrated indicator framework (IIF).

10+ years (System-level evolution): Stats SA has diversified its service delivery and offering to users. An interconnected platform exists and is available to users through a self-help portal to access and use data and statistics to inform decisions. The statistical system is transformed where Stats SA is a data regulator in the data ecosystem, driving and facilitating statistical development in the country.



“In strategy it is important to see distant things as if they were close and to take a distanced view of close things” – Miyamoto Musashi

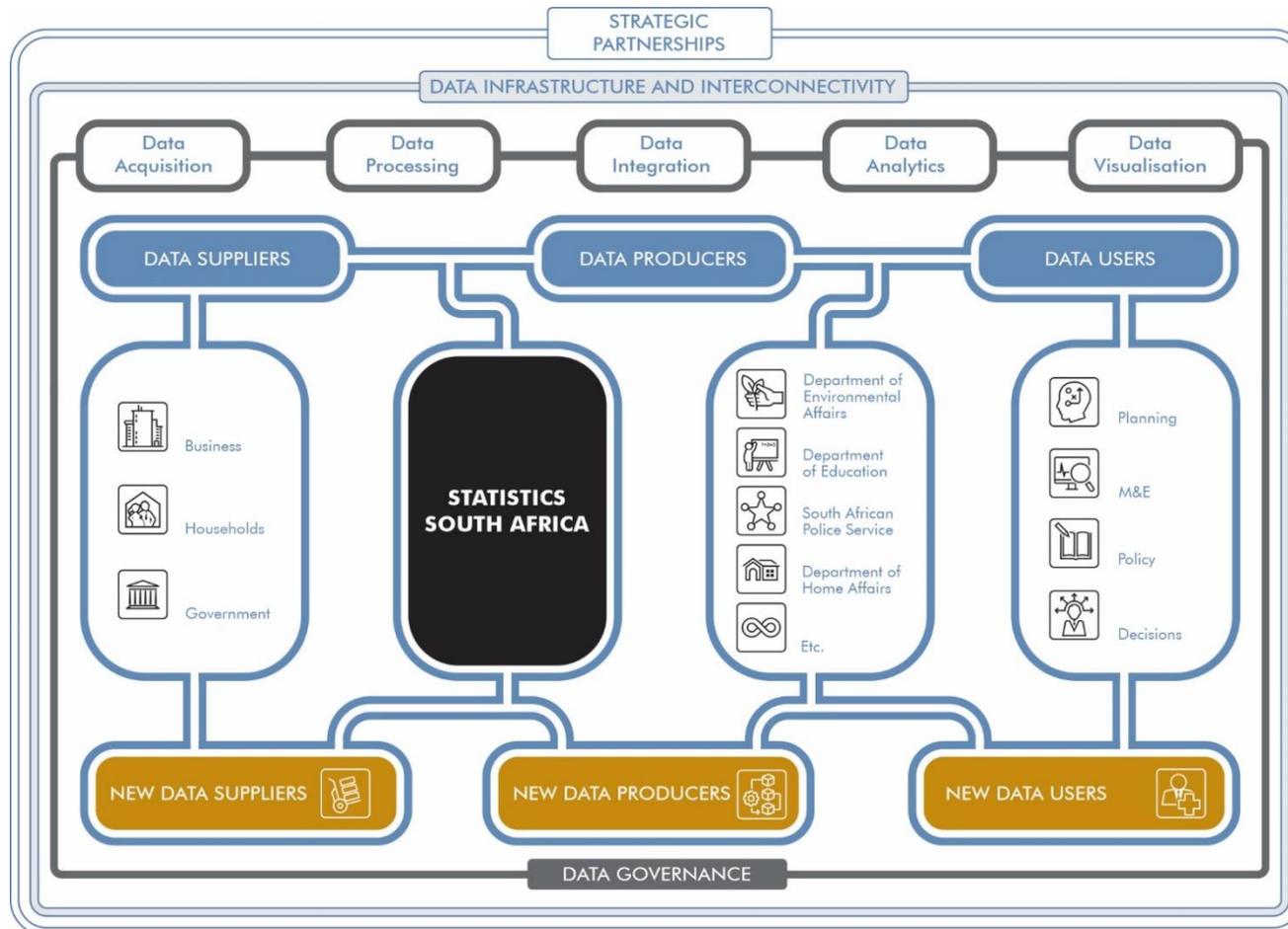
Data ecosystem



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

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

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



1.2.5 Strategic impact

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

1.2.6 Outcomes, indicators and targets

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



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

Agile operating model – The business operations are lean, efficient and flexible.

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

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

The next section outlines the:

- Strategic outcomes
- Outcome statements
- Strategic focus areas and initiatives
- Key outcome indicators

Strategic outcome 1: Insightful data

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

The need for statistics has never been so apparent. Data requests cover a wide range of aspects of the economy, society and the environment, including new fields such as well-being, climate change and the digital economy. The ability of the statistical system to respond to the growing demand of users for insightful data and information remains a challenge in the current environment. Stats SA therefore aims to adopt a new data culture that is more responsive, flexible and proactive to user demands.

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

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

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



Key indicators and targets for success:

Outcome indicator	Indicator baseline	Five-year target
Percentage indicators in the IIF that can be harnessed from the statistics system	5% of indicators in the IIF are harnessed through the statistical system (IIF 2019/20)	50% of indicators in the IIF are harnessed through the statistical system
Percentage increase in use of statistics to inform evidence-based decisions	400 000 publication downloads	10% increase in publication downloads over 5 years
% increase in social media presence	Number of users reached via social media: Facebook – 27 000 Twitter – 51 900 LinkedIn – 21 900	10% increase of national online users reached via social media
Percentage increase in overall user satisfaction levels	80% user satisfaction levels (USS 2019)	85% user satisfaction levels

Progress: Stats SA aims to serve users’ basic demands through an online self-service platform. To this end, the organisation has reprioritised funding towards the revamping of the website to improve accessibility and user friendliness in phase 1. This will be achieved by the end of March 2022. Further improvements

and enhancement towards an online self-service platform is on track to be achieved by 2025. In response to the outcome indicators, 33% of indicators in the IIF are harnessed through the statistical system; 404 297 publications were downloaded from the website (1,1% increase). A huge increase was recorded for the number of users reached via social media namely, Facebook – 36,030 (33% increase), Twitter – 65,124 (27% increase) and LinkedIn – 46,735 (>100% increase). 81,2% user satisfaction level has been reported in the User Satisfaction Survey of 2020.

Strategic outcome 2: Agile operating model

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

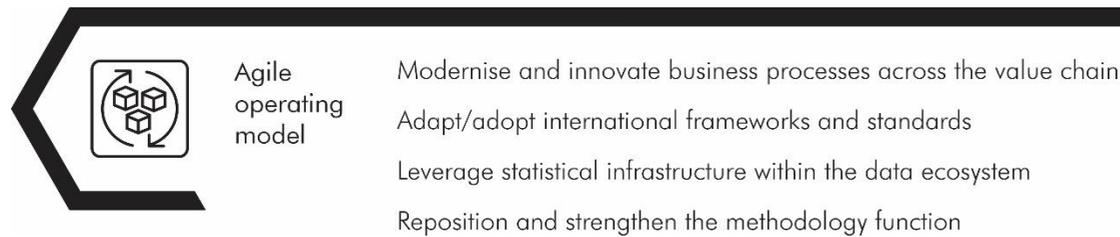
Outcome statement: By 2025, efficiencies in the business operating model are underpinned by innovative methodologies.

The organisation aims to reduce the cost of doing business by refining methodologies to guide all downstream activities in the value chain. Smart operations will be implemented, taking advantage of technology as well as leveraging on available statistical infrastructure in the data ecosystem, to enable use of various available input data sources to enhance the production of credible statistics.

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

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

The following strategic focus areas will guide the achievement of an *Agile operating model*:



Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Reduced turnaround time in the production of quality statistics	Statistical releases of household surveys are published 6 months after the reference period	Statistical releases of household surveys are published 3 months after the reference period
Reduced cost in the provision of quality statistical products	Stats SA's current operating cost is R1,8 billion for the provision of quality statistical products	Stats SA's operating cost reduced by 10%
Increased number of business processes improved through digitalisation	3 household survey operations are digitalised	10 business processes (household and business surveys, and support services) are digitalised

Progress: Stats SA aims to improve efficiencies in the business operating model that are underpinned by innovative methodologies. COVID-19 has disrupted the business operating model of Stats SA with the commencement of the new strategic direction. Field operations for household surveys and the CPI were halted in

April of 2020. Staff over the past two years worked were forced to work from home. Although many challenges were experienced, innovative methodologies and solutions were found to overcome these challenges. The modernisation programme has been fast-tracked in line with the strategic intent of the organisation over the 5-year period. CATI has been introduced in household surveys as fieldworkers could not do physical visits to households which had a negative impact on the release of household surveys. During 2020/21, the targets in the work programme were adjusted to respond to the COVID-19 environment. More than 90% of targets set in the work programme for 2020/21 and 2021/22 have been achieved, indicating the agility of the organisation to respond to disruptions. Stats SA's budget was reduced by National Treasury as part of the call to fund national COVID-19 priorities. During the first two financial years, the organisation digitalised 5 business processes and are on track to achieve the target set out in the strategic plan.

Strategic outcome 3: Interconnected statistical systems

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

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

Stats SA envisions to be the key authority to facilitate the establishment of an interconnected statistical system by connecting people, systems and technology in the data ecosystem.

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

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

The following strategic focus areas will guide the achievement of *Interconnected statistical systems*:



Inter-connected statistical systems

- Deepen and strengthen participation in the NSS
- Promote standardisation across the statistical system
- Invest in strategic partnerships nationally and globally
- Envision the data ecosystem

Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Increased number of frameworks included in the IIF that broaden the demand for statistical information	3 frameworks included in the IIF (SDGs, Agenda 2063 and NDP)	5 frameworks included in the IIF
Increased proportion of IIF data sources that comply with statistical principles and standards	31% of data sources comply with statistical principles and standards	50% of data sources comply with statistical principles and standards

Performance indicator	Indicator baseline	Five-year target
Increased number of statistical series that are certified as official	4 statistical series are certified as official through SASQAF	12 statistical series are certified as official through SASQAF
Increased interconnectivity in the statistical system	Conventional connectivity of people, systems and technology	Innovative technology connecting people and systems

Progress: Stats SA aims to connect statistical systems through statistical principles, standards and frameworks. To date, Stats SA has included 4 frameworks in the IIF (SDGs, Agenda 2063, NDP and SADC (RISDP)). The IIF is reviewed and updated annually with new indicators as published by various international and national bodies. The organisation is currently investigating the inclusion of the DDM indicators in the IIF. 44% data sources comply with statistical principles and standards. 1 SASQAF statement for Electricity generated and available for distribution survey was compiled. The activities in certification will accelerate over the next three years with the rollout of a SASQAF self-assessment portal. A Goal-tracker portal has been developed to enhance self-service to monitor SDG goals.

Strategic outcome 4: Transformed capability

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

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

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

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

Stats SA will be trending among leading statistics agencies that have embraced digital transformation. We have created interconnected statistical systems that are agile and capable to deliver value to stakeholders. Through our research functions within the statistical system, we have created various new capabilities in technology, data analytics and geospatial analysis.

The following strategic focus areas will guide the achievement of *Transformed capability* as a strategic outcome:



Key indicators and targets for success:

Performance indicator	Indicator baseline	Five-year target
Enterprise architecture institutionalised	Ad-hoc systems development and ICT infrastructure	End-to-end digital platform and architecture developed and implemented
Increased capability of staff to operate in the digital environment	Staff members have skills for the current environment No leadership skills in digital transformation	Staff members are reskilled for the digital environment 100% of top management staff are skilled to lead the digital transformation
Employment equity targets achieved	42% of SMS staff are women 1,4% staff with disability	50% of SMS staff are women 2% staff with disability
% increase of staff embracing organisational culture and values	Staff Satisfaction Index for culture and values is -0,25%	Staff Satisfaction Index for culture and values is 0,1%

Progress: Stats SA aims to adopt agile technologies and build a diverse, skilled and versatile workforce that embraces change and is able to deliver innovative solutions. To this end, the organisation has prioritised resources towards the institutionalisation of an end-to-end enterprise architecture. To date, the business- and information architecture domains have been developed. In the 2022/23 financial year, the organisation will be investing in an enterprise architecture platform, whilst developing the application and technology architecture domains. This target will be achieved by 2025. Stats SA has also invested in the reskilling of fieldworkers in the use of CAPI and CATI technology. These digital platforms as well as the use of CAWI will be used in Census 2022 data collection. Beyond that, the organisation is in the process of developing a skills development strategy that aims at reimagining work and the work place to guide future skills development requirements. In relation to the employment equity target, no progress has been made due to the fact that Stats SA's CoE allocation has been insufficient to appoint new staff. Additional fund allocation has been received in the ENE 2022 which will allow Stats SA to fill critical vacancies and at the same time address employment equity targets. The next staff satisfaction survey is scheduled to be conducted in 2022/23.

1.2.7 Key strategic risks

The following strategic risks have been identified in line with the strategic outcomes that may impact on the execution of the strategy:

Outcome	Strategic risk	Mitigation strategy
Insightful data	Inability of the statistical system to respond to the demand for statistical information, especially at lower levels of geography	Envision a data ecosystem that capitalises on new entrants, methodologies and technology to respond to user demand
Agile operating model	External disruptions impacting negatively on the business operations and sustainability of the organisation	Establish strategic partnerships to capitalise on capabilities in the international statistics community and private sector Establish an innovation and research hub to invest in new and innovative methodologies and technologies
Interconnected statistical system	Lack of collaboration by the public and private sector to harness data in the data ecosystem for statistical purposes	Fast-track the implementation of the new Statistics Act, strengthening statistical coordination and cooperation
Transformed capability	Financial sustainability of Stats SA	Envision and invest in an alternative funding model for Stats SA
	Lack of adequate skills and capability within the statistical system to respond and capitalise on the digital economy	Invest in a virtual training institute which will serve producers and users in the statistical system
	Technological advances may lead to redundancies	Redeploy and reskill staff

1.3 Environmental analysis

“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.” (A World That Counts, UN, 2014).

Defining a sound strategy that can compete and thrive in the fast-changing world is critical to maintain relevancy of the organisation in the future. A comprehensive scan of the environment was undertaken to assess the readiness of the organisation to respond to key drivers and disruptions in the external and internal environment. Stats SA annually assesses both the internal and external environment to identify disruptions, threats and possible opportunities that must be embraced as well as challenges in the internal environment that need to be improved or enhanced.

1.3.1 External environment

Stats SA conducted a comprehensive environmental analysis to assess the readiness of the organisation to respond to key drivers and disruptions in the external and internal environment as we are implementing the strategic plan. Below is a summary of the findings:

Political environment: South Africa has adopted the National Development Plan 2030 as the lodestar to create a better life for all. The 6th administration adopted a Medium-Term Strategic Framework (MTSF 2019–2024) guiding the 5-year implementation and monitoring of the NDP in line with the seven priorities to put the country on a positive trajectory towards the achievement of the 2030 vision. These priorities are:

- Priority 1: A Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safe Communities
- Priority 7: A Better Africa and World

With a cross cutting focus on women, youth and people with disabilities.

At a global and continental level, member countries of the UN and the AU have adopted the SDGs and Agenda 2063 policy agendas respectively towards driving sustainable development. New and emerging priorities that require measurement over time will need to be incorporated in the IIF and NSDS to ensure responsiveness to various global developmental agendas and country priorities.

Global pandemic – COVID-19: Confirmed cases of COVID-19 have passed 362,5 million globally, according to Johns Hopkins University. The South African economy is still down from pre-pandemic levels. South Africa entered its fourth wave in the latter part of 2021 and COVID-19 restrictions continued to vary at different levels. The slow rollout of vaccines, electricity constraints and the sluggish pace of structural reforms impact negatively on the recovery of the economy. The National Treasury and the central bank expect output to only return to pre-pandemic levels in 2023.

Stats SA's operating model continued to be disrupted as work in various areas were affected. The organisation embarked on designing new statistical methodologies in areas of data collection and intensified the development of systems and processes to respond to emerging needs. Business processes have been mapped to identify improvement opportunities. Technological inventions and new partnerships are also presenting vast opportunities. Agility and use of technology have never been more critical in leadership and have become the bedrock of the new normal.

Economic reality: South Africa's economy is slowly recovering from the impact of restrictions to contain the COVID-19 pandemic, with quarterly expansion beating expectations. GDP grew annualized 4,6% quarter-on-quarter; estimate 3,2%. Output fell 3,2% compared with the first quarter of 2020. Knowing and understanding the state and structure of the economy has never been so important as in a time of crisis to ensure that the right economic policies and programmes are designed to stimulate economic growth. To this end, data is essential. The lack of economic data at a lower level and following the latest international classification standards remain a concern as it may negatively impact on socio-economic decision-making. The economic reality also implies that there is little scope for any significant fiscal or monetary stimulus. SA citizens and government sectors (including Stats SA) are also negatively affected, and this is putting the quality of basic statistics at risk as compensation of employees has become unaffordable.

Societal changes: Rapid urbanisation is presenting both opportunities and threats to the well-being of societies including in South Africa. It has created an unbalanced population mass with the proportion of South Africans living in rural areas falling from 41,0% in 2006 to 36,5% in 2015 (SA Poverty & Inequality Report, 2018). These changes, coupled with other societal developments in the country, have led to several behavioural and cultural changes across demographics. Family structures and lineage values have shifted notably over the last 20 years. Family sizes have dropped with the total fertility rate (TFR) declining from 2.66 in 2008 to 2.31 in 2021 (Stats SA, 2021).

COVID-19 will drive temporary and long-term changes in poverty dynamics in South Africa. The number of households below the poverty line increases as households fall from the lower middle class. Populations that are at most risk include female-headed households, persons with only primary education, persons without social assistance, black populations, and individuals who have been pushed from permanent to informal employment. The advancement of women's socio-economic empowerment and the promotion of gender equality is at the centre of SA's developmental strategies. Stats SA, in partnership with the Department of Women, Youth and People with Disabilities (DWYPD), the World Bank and other stakeholders, are embarking on a focused study to address issues of harmonisation, developing the Disability Inequality Index (DII), and researching the possibility of running a disability survey. Stats SA's outputs will take into consideration these societal changes by timely providing decision-makers with relevant data, enabling them to introduce and deploy public services and programmes that will improve the lives of all the people of South Africa.

Technology changes: Pressures from the global COVID-19 pandemic have forced businesses to embrace bold changes. Disruptive technologies are playing a key role in supporting the COVID-19 response and recovery efforts. Every government or private sector organisation that makes use of the internet or digital platforms to operate and deliver services, generates data that can potentially be harvested. Currently, digital transformation has a major impact on organisations. In the next five years, the focus of global organisations will be mainly on technological themes such as process and business modernisation, ICT security, digital transformation and enterprise architecture. Stats SA will be developing its first digital transformation strategy in response to the external environment. In support of the digital transformation journey, the organisation has embarked on a process to establish an enterprise architecture consisting of four domains, namely business, data, application and technology. Stats SA will also partner with technology and data analytics sector companies in the data ecosystem to gain a better leverage on their capability. The introduction of new technologies will also have a major impact on the reskilling and upskilling of Stats SA's workforce.

Environmental changes: Key environmental change drivers emanate from changing population dynamics and economic development. South Africa, similar to other countries globally, is experiencing serious environmental changes of which, if not properly monitored, the impact will soon exceed the ability of the environment to absorb. Key environmental concerns and challenges that could soon become a threat include climate change (global warming), air, water, land and soil pollution, and others. There are sectors in both the public and private corporations that are responsible for managing these environmental changes and have valuable data that can be processed to give better insight to policymakers. The United Nations has issued the 2012 System of Environmental Economic Accounting (SEEA), which is a framework that integrates economic and environmental data to provide a more comprehensive and multipurpose view of the interrelationships between the economy and the environment.

Natural capital accounts for South Africa (SA) to date have been produced on an ad hoc basis, and most often through donor-funded projects. If we are to build and strengthen the statistical and institutional mechanisms, systems and production processes required to consistently and regularly produce natural capital accounts, an integrated and more holistic approach is needed to advance NCA in South Africa. A ten-year National Natural Capital Accounting (NCA) Strategy for South Africa has been developed in 2021, with the main aim of advancing NCA in South Africa. It is critical for Stats SA as the national statistics office (NSO) to build partnerships with strategic entities in the state, the private sector, in Africa and internationally in implementing this strategy.

Legislative changes: Statistics is governed at the global level by the United Nations Statistical Commission (UNSC) through the Fundamental Principles of Official Statistics in order to safeguard official statistics and guide national statistics offices in their work. At a continental level, the African Charter on Statistics also outlines six best practice principles in line with the UNSC principles (see Annexures A and B for both the global and continental principles). The International Monetary Fund (IMF) as part of its responsibility to ensure the stability of the international monetary system, has developed the Special Data Dissemination Standard (SDDS) that drives a sound statistical system around the world. South Africa is a signatory of the SDDS and complies with the dissemination standards.

The Protection of Personal Information (POPI) Act came into effect in April 2021 in South Africa. The Information Regulator has informed Stats SA that it meets the requirements for section 37(1) as the public interest in the processing of personal information outweighed, to a substantial degree, any interference with the

privacy of data subjects that could result from the processing. Stats SA therefore does not have to make any adjustments to how data is collected, processed or disseminated; however, the respondents of surveys will have to be informed that Stats SA is exempted from the POPI Act.

Industry changes: COVID-19 has speeded the adoption of digital technologies and alternative methodologies by several years, and many of these changes are here to stay for the long haul. Several NSOs and other statistics agencies across the globe have embarked on various initiatives and innovations to respond to many opportunities and threats that the digital and data revolution offers. These industry trends in the statistics sector include:

- *Data acquisition:* Explore use of alternative data sources including private sector data sources through partnerships with new entrants in the data ecosystem. To harness this new data, corporates are introducing multimode approaches to create a space for exploratory activities, testing and validating new initiatives before deploying them in the production environment.
- *Data integration:* Linkage of different data sources and statistical systems. Geospatial capability offers countries opportunities to enhance statistical products by integrating information to geo-location.
- *Data analytics:* Exploring alternative methodologies and technologies to analyse big data and seeking data-driven analytical capabilities to give insight to acquired information.
- *Data visualisation:* Innovating dissemination methodologies and platforms to increase use of data and statistics.

These new trends institute for a different cadre of capability such as data science and data analytics, which are able to convert such raw or base data into statistics ready for use in decision-making – whether to inform Stats SA methodologies, processes or those of policy planning, monitoring and evaluation.

Partnerships: It is becoming critical for NSOs to build their partnerships beyond public sectors. The data ecosystem consists of participants that are producing different forms of unofficial statistics, and of data analytical experts that use data from NSOs and other data producers to produce statistics that are more relevant for users. There is an opportunity for Stats SA to embrace these participants and not view them as competitors to drive production of statistics in the data ecosystem, while building distributed and diverse capacity/expertise and enabling access. The SG has minimal mandate to access such data at no cost, and this is currently a barrier in the expansion of partnerships with stakeholders in the SA National Statistics System (NSS). Stakeholders want to know “what is their gain in the statistics game”. Stats SA will implement the amended Statistics Act and clearly outline its strategic intent to build partnerships in the data ecosystem. The modern world requires data that responds to issues at hand on time and location, which is available in the form of big data and can be sourced through technology platforms owned mostly by private sectors such as banks, retailers, communication companies, etc. Accumulation of insights based on such digital data is monetised by private sectors with little or no incentive to share their data. Governments should see these opportunities and unlock them for NSOs through legislation before future battles between those who believe in public knowledge and those who will be profiting from its disintegration.

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

- Creating an enabling legislative environment for statistical coordination in the country;
- 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;
- Devising strategies to increase the use of statistical information;
- Researching new methods of work and methodologies to be more agile and responsive to emerging needs;
- Developing a comprehensive workforce strategy that is responsive to the changing external environment; and
- Driving a transformation and change agenda that will better position the organisation as a strategic partner in the data ecosystem.

1.3.2 Internal environment

Stats SA conducted a strategy review of the internal environment in order to identify weaknesses and strengths within the organisation. A number of challenges and successes were noted across the statistics value chain and become pivotal as key levers of Stats SA's effort to drive transformation and change.

Service delivery and business operating model

Stats SA's service delivery model is based on the core mandate as outlined in the Statistics Act, namely the production and coordination of official and other statistics. Section 14 of the Statistics Act outlines the responsibility for statistical coordination in the country. Stats SA's objective to lead the development and coordination of the national statistics system in South Africa is hampered by current resource constraints.

Statistical coordination: Section 14 of the Statistics Act outlines the responsibility for statistical coordination in the country. Stats SA's objective to lead the development and coordination of the national statistics system in South Africa is hampered by current resource constraints. In addition, the Statistics Act (Act No. 6 of 1999) provides minimal mandate for the SG to access administrative records or any other data at no cost, leading to minimal stakeholders' desire to participate in the NSS. The revised Act makes provision for the participation of partners in the statistics system in the development of the National Strategy for Development of Statistics (NSDS). The integrated indicator framework (IIF), which is meant to align statistical information needs from global to municipal level, with the National Development Plan at the centre of the framework, will form the basis of the NSDS. Substantive progress has been made with the Amendment Bill. The Amendment Bill is ready to be tabled in Cabinet. It is expected to be tabled in Parliament during 2022/23.

Statistical production: Stats SA's operating model is reflected in the statistical value chain (SVC). Stats SA has received an additional R44.091 in 2022/23 in relation to the department's compensation of employees. Over the medium term, the organisation received an additional R132.3 million for critical positions; R206 million for the Income and Expenditure Survey and R105 million in 2022/23 for the Post-Enumeration Survey and Census 2022 data dissemination. An assessment of the efficiency and effectiveness of the SVC was conducted with the following key findings:

Business model: The demand for data and information has grown exponentially and far exceeds the supply of official statistical information, especially at lower levels of geography and frequency of product offerings. Stats SA's current business model within the current funding constraints, which led to the discontinuation of most value-add products, is not responsive to growing user demands. Collaborations and strategic partnerships with other data suppliers and producers within the data ecosystem may in future address this challenge. Stats SA will be in conjunction with National Treasury look into alternative funding models to ensure the sustainability of the organisation.

Operating model: The current operating model is dated and not sustainable. COVID-19 has disrupted the operating model of Stats SA and forced the organisation to bring forward intended new ways of working. Alternative data collection methodologies for the household surveys programme were introduced to ensure business continuity, however, not without its challenges. Major investments in data and technology were made to ensure that staff can work from home. Stats SA will continue to assess and adjust its operating model to respond to the fast-changing environment. Going forward, the organisation will invest in alternative work methods for the business surveys programme.

Statistical standards: The organisation has adopted and adapted various international statistical standards and practices over several years. The organisation subscribes to the International Special Data Dissemination Standard (SDDS) and has continued to publish and disseminate statistics in line with these standards.

Statistical infrastructure: New navigation tools were introduced as part of the CAPI transition and Census 2022 projects, which provides for digitally captured structures and maps. The introduction of CAWI and CATI in the household survey programme during COVID-19 has brought new challenges to the GIF sampling frame as contact numbers for households are required. Following Census 2022, the GIF will enable a new sampling frame for household surveys for the next ten years.

Location as a link between the economy, society and the environment: Stats SA has adopted the Global Statistical Geospatial Framework (GSGF) that facilitates the integration of statistical and geospatial information. The GSGF is situated in a rapidly developing ecosystem that is strengthening the statistical and geospatial communities. It provides huge opportunities to modernise statistical production systems and processes, to transform operations, and to derive new relevant metrics and indicators for statistical purposes. The growing importance of integrating statistical and geospatial information calls for closer collaboration between geospatial experts and statisticians. The updating of the dwelling framework for the undertaking of the Census will form the basis of future work in rolling out the GSGF.

Systems, processes and technology: The organisation has embarked on a journey to modernise the statistical value chain. A comprehensive review of statistical business processes in the household survey programme is underway. The organisation will also be modernising its CPI data collection in 2022/23 by moving towards digital data collection. The organisation has embarked on a process to institutionalise business process management over the medium term to ensure continuous improvement and innovation to drive change and reduce cost efficiencies. A business process management framework and policy have been

developed. The organisation commenced with the implementation of an Enterprise Architecture to ensure alignment of technology to the organisational strategy. This project has focused on the business and data architecture layers during 2021/22. The project is scheduled to be finalised in the 2022/23 financial year as an important foundation to implement the digital business transformation strategy.

Financial and Human Resources

Funding allocation: Stats SA has received an additional R44.091 in 2022/23 in relation to the department's compensation of employees. Over the medium term, the organisation received an additional R132.3 million for critical positions; R206 million for the Income and Expenditure Survey and R105 million in 2022/23 for the Post-Enumeration Survey and Census 2022 data dissemination.

Staff profile: Stats SA has a vacancy rate of 18% as at the end of December 2021, which continues to increase due to declining financial resources in the budget allocation of the compensation of employees (CoE). A comprehensive reprioritisation process was conducted during 2021/22, which highlighted the need to fill some of the critical posts.

Employment equity: Females represent more than 54,1% of the total staff complement. The inability to fill vacancies has impacted negatively on meeting employment equity targets, especially at senior management levels. The age profile distribution indicates that Stats SA comprises very few young people on a permanent basis; 1% of permanent staff was between 20 and 29 years of age as at 31 December 2021. However, the organisation always uses the opportunity in periodic surveys to appoint young people on contract as fieldworkers. Women in SMS posts represent 40% of filled SMS posts. Stats SA commenced with a recruitment drive in the latter part of 2021 to fill critical vacancies.

Skills and capability: Stats SA lacks a comprehensive skills development strategy that outlines how the organisation will go about preparing staff for the future digital environment. The development of the strategy has been prioritised by the Executive Management as a key enabler to implement transformation efforts in the organisation. Envisioning future jobs, assessing and matching the current skills, developing various skills pipelines and identifying skills development opportunities and new learning platforms are some of the critical activities that will be undertaken in the next financial year.

Strategy, organisational performance and organisational design

Strategy and performance: Stats SA is a high-performing organisation. Over the past years, the organisation has consistently achieved more than 80% of its targets as set out in the APP. The organisation reported an overall performance of 90,4% in the 2020/21 financial year. Stats SA received an unqualified audit opinion in 2020/21, demonstrating that the organisation is well administered and that governance and accountability practices are in place.

For the 2021/22 financial year, 94,0% of targets scheduled for quarter 1 were achieved within the quarter, 95,6% for quarter 2, and 96,2% for quarter 3. Stats SA achieved 58,0% of its annual targets as at 31 December 2021. 40,2% of targets are on track to be achieved as scheduled and 1,9% have been reported as delayed. The Executive Management Committee monitors performance of the organisation on a quarterly basis.

Organisational design: The modernisation of the statistical value chain has initiated the redesign of organisational processes and systems with a major impact on the roles and responsibilities across branches, which in part led to the review of the organisational structure. The implementation of a new structure commenced in 2020/21. All affected SMS staff have been placed during 2020/21. All affected staff below level 12 were placed during the 2021/22 financial year.

Trusted brand: Stats SA annually conducts a user satisfaction survey. Key results of the 2020/21 user satisfaction survey indicated that 81,4% of respondents found our statistics to be credible; 90% trusted our statistics; 80,3% used the website to access statistics; and 89,4% trusted Stats SA as an institution. A key recommendation from the survey is about the accessibility and user friendliness of the website. Stats SA has reprioritised funding towards enhancing the website as the key platform to disseminate statistical information to our users. The complaints and compliments functionality on the website will also be improved as part of the website project.

Putting stakeholders at the centre of our efforts initiated the enhancement of the Customer Relations Management (CRM) system. The improved system will be rolled out to all users, including provincial and district offices to ensure stakeholder engagements and queries are effectively responded to.

1.4 Linking Stats SA deliverables to the NDP and MTSF

The key purpose of the NDP is to tackle the triple challenge of poverty, inequality and unemployment through higher rates of economic growth, the creation of more jobs and the provision of better services to the people of South Africa.

The National Development Plan (NDP) was adopted in 2012 to guide the country’s quest for a better and prosperous South Africa. The NDP 2030 is the blueprint for tackling South Africa’s challenges and serves as a long-term vision for the country. It aims to eliminate poverty and reduce inequality by 2030. This will be achieved by growing an inclusive economy, building capabilities, enhancing the capacity of the state and promoting leadership and partnership throughout society. The Medium-Term Strategic Framework (MTSF) 2019–2024 is the second 5-year implementation plan for the NDP. The MTSF 2019–2024 sets out the package of interventions and programmes that will advance the seven priorities adopted by government.

Stats SA’s primary purpose is *to inform evidence-based decision-making*. As such, it is the nation’s primary provider of science-based quantitative evidence on the economy, the population and the social conditions of South Africa. Over the past 25 years, Stats SA has made major strides in the provision of statistics on the economy and society. We have measured at a macro level the development and progress of the country. However, the economic reality and the societal changes have evolved and consequently the demand for statistical information has expanded, both at a lower level and frequency. This growing demand for evidence to inform policy processes across various sectors and priorities requires a more focused approach on increasing the statistical information base. Expanding the statistical information base to measure the development and transformation of the economy and society is, however, not only the responsibility of Stats SA, but will require a national effort by organs of state in collaboration with Stats SA.

Stats SA developed an Integrated Indicator Framework (IIF) that aligns the statistical information needs across various policy agendas at national, continental and global level. The integrated indicator framework informs the national indicators that Stats SA is responsible to produce as official statistics for the country. Stats SA defined the following statistical themes to coordinate the statistical landscape in the country:

Priorities in the MTSF	Impact indicators (where Stats SA is the primary data source)	Statistical themes
Priority 1: A capable, ethical and developmental state		Governance
Priority 2: Economic transformation and job creation	Real gross domestic product (GDP) Consumer and producer price indices Official unemployment rate	Economic dynamics Price stability Employment, job creation and decent work Sustainable resource management
Priority 3: Education, skills and health	Total life expectancy in years	Education and skills Health
Priority 4: Consolidating the social wage through reliable and quality basic services	Lower bound poverty rate Food poverty rate	Life circumstances, service delivery and poverty
Priority 5: Spatial integration, human settlements and local government	Percentage access to clean drinking water Percentage access to sanitation Percentage access to grid electricity	Rural development and food security
Priority 6: Social cohesion and safe communities		Safety and security
Priority 7: A better Africa and world	Number of tourists entering South Africa	Peace and stability

Population Dynamics

1.5 Key priorities for 2022/23

The key priorities for 2022/23 are outlined below:

- Driving legislative reform
- Sustaining the quality of national indicators
- Driving a transformation and change agenda
- Deliver Census 2022 results to the nation

1.6 Revisions to legislative and other mandates

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

Stats SA has finalised the proposed changes to the Act. The amendment to the Statistics Act (Act No. 6 of 1999) has been submitted to all legislative structures and is due for submission to Cabinet. The key focus of the amendments is to strengthen statistical coordination mechanisms, to define and broaden the scope and participation in the national statistics system and to create a state-wide statistical service. Other amendments include changing the execution of a population census from a 5-yearly to a 10-yearly cycle.

PART TWO



Annual performance plan

2. Annual performance plan

The annual performance plan outlines the performance indicators, outputs and targets to achieve the mandate of the organisation as well as the strategic outcomes as set out in the Strategic Plan 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 and Statistical Infrastructure; (ii) Statistical Support and Informatics; (iii) Statistical Operations and Provincial Coordination; (iv) South African National Statistics System; 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:

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 through the data ecosystem within and beyond the confines of the borders of South Africa.

Outcomes: 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.

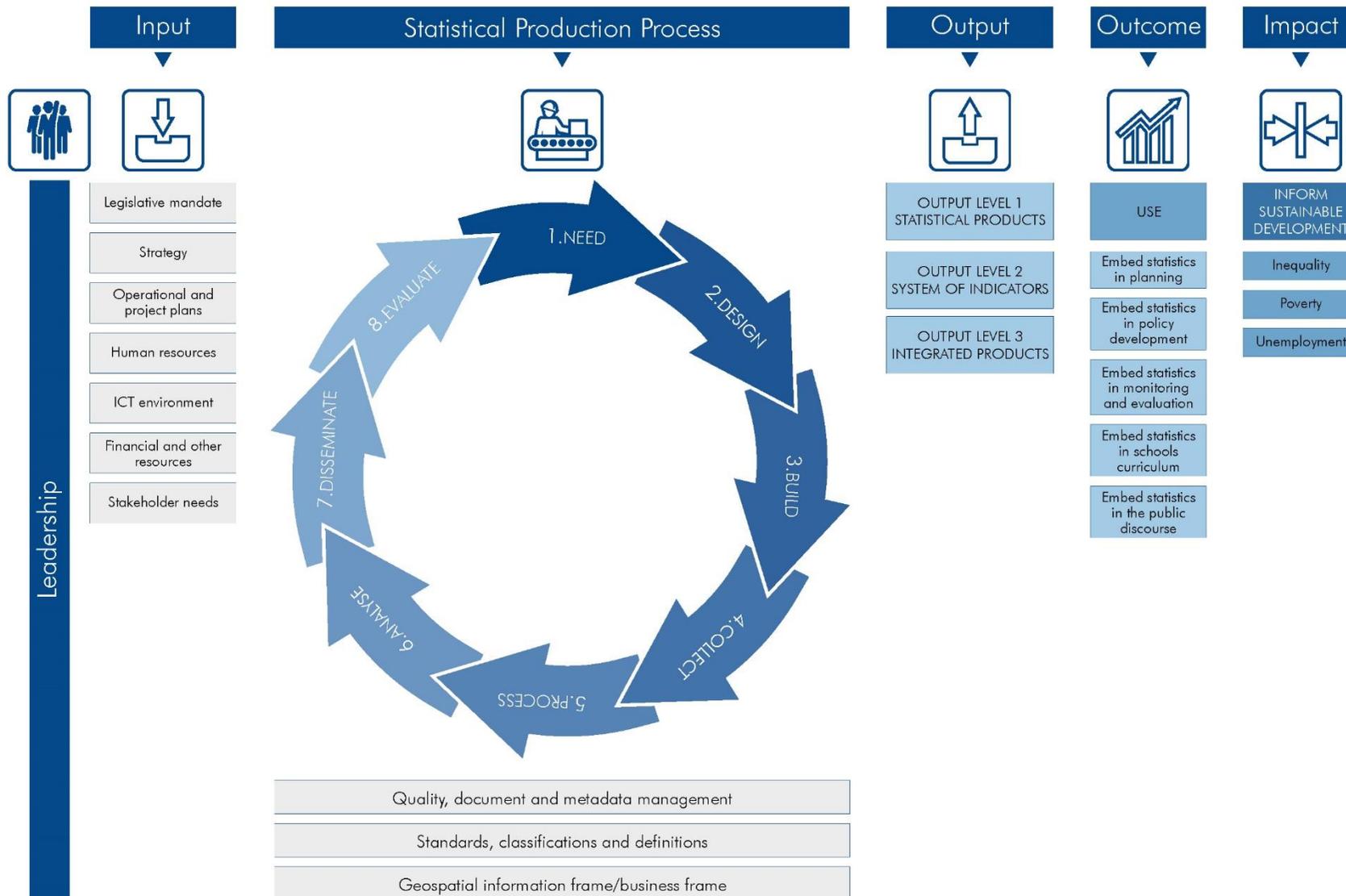
Outputs: The outputs have been defined at three levels, namely i) Level 1: The provision of basic statistics on various topics; ii) Level 2: Transforming basic statistics into indicators, as part of an indicator system in order to be responsive to national and international policy agendas; and iii) Level 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 the 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 inputs enable the statistical value chain. The legislative mandate has been added as the critical input that will guide the statistical operations of the statistical system.

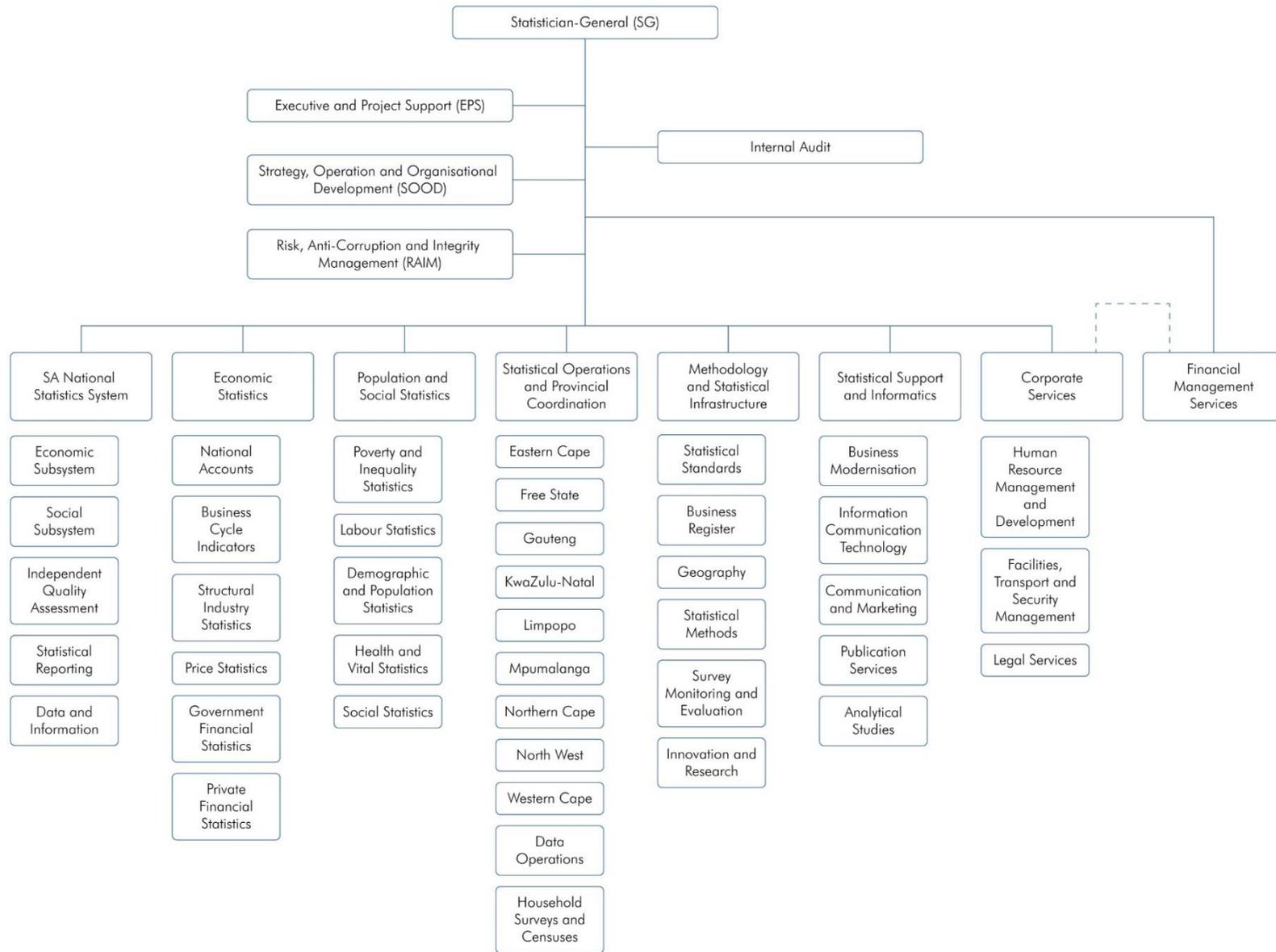
The Stats SA statistical value chain below illustrates the functioning of the organisation:

Statistical Value Chain



Organisational structure

Stats SA's approved organisational structure with effect from April 2020.



2.1 Programme: Administration

Purpose: Provides strategic leadership, management and support services to the department.

2.1.1 Subprogrammes

Departmental Management: provides strategic leadership and management services to the department including executive and project support services, strategic management and organisational development services and risk, anti-corruption and integrity management services.

Corporate Services: is responsible for providing a legal advisory service to the department and efficient facilities, security and logistical services. Provides human resource management and development support services and promotes sound human management principles in line with the Public Service Act and other applicable labour legislations.

Financial Management Services: provides financial, asset and procurement support services to the department; it promotes financial practices for good governance and administration in line with the Public Finance Management Act (PFMA).

Internal Audit: provides an independent audit service to the department; it assists 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.

Office Accommodation: provides a secure and healthy working environment for employees and stakeholders.

2.1.2 Programme 1 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Executive and Project Support)										
1.	Agile operating model	Report on priority projects supported: Census 2022 and PES	Number of reports on priority projects supported in accordance with Stats SA's project management framework	Provided support to 6 projects	Provided project management support to Census Mini-test Supported 4 priority projects	Provided support in preparation for the Census pilot	<ul style="list-style-type: none"> 1 report on support provided to Census and PES compiled 	<ul style="list-style-type: none"> 1 report on support provided to Census 2022 and PES compiled 	<ul style="list-style-type: none"> 1 report on support provided to Stats SA's priority projects compiled 	<ul style="list-style-type: none"> 1 report on support provided to Stats SA's priority projects compiled
	Transformed capability	Management information repository functionalities	Percentage of prioritised required MIR functionalities developed	Compiled report on consolidation of management information repository	Compiled discussion document on additional management information repository functionality	Compiled discussion document on required functionalities and utilising other platforms	<ul style="list-style-type: none"> 1 feasibility study report based on the discussion document on required functionalities and utilising other platforms compiled 	<ul style="list-style-type: none"> 25% (Phase 1) of prioritised MIR functionalities developed 	<ul style="list-style-type: none"> 25% (Phase 2) of prioritised MIR functionalities developed 	<ul style="list-style-type: none"> 25% (Phase 3) of prioritised MIR functionalities developed

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Executive and Project Support)						
1.1	Number of reports on priority projects supported in accordance with Stats SA's project management framework	1 report on support provided to Census 2022 and PES compiled by March 2023				1
1.2	Percentage of prioritised required MIR functionalities developed	25% (Phase 1) of prioritised MIR functionalities developed by March 2023				25%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Strategy, Operations and Organisational Development)										
2.	Agile operating model	Business process management strategy	Number of business processes management elements institutionalised			Developed business processes management framework	<ul style="list-style-type: none"> 1 business processes management policy developed 	<ul style="list-style-type: none"> 1 business processes management strategy compiled 	<ul style="list-style-type: none"> 3 business processes mapped 	<ul style="list-style-type: none"> 4 business processes mapped
	Transformed capability	Transformation and change management plan	Number of transformation and change management plans developed	Compiled transformation programme	Implemented transformation and change agenda (Phase 1)	Aligned transformation and change agenda to the new strategy	<ul style="list-style-type: none"> 1 culture and values awareness programme rolled out 	<ul style="list-style-type: none"> 1 transformation and change management plan developed 	<ul style="list-style-type: none"> 1 transformation and change management plan expanded 	<ul style="list-style-type: none"> 1 transformation and change management agenda reviewed
		Digital business transformation strategy	Number of digital business transformation strategies compiled				<ul style="list-style-type: none"> 1 digital business transformation strategy developed 	<ul style="list-style-type: none"> 1 digital business transformation strategy compiled 	<ul style="list-style-type: none"> 1 digital business transformation plan implemented (Phase 1) 	<ul style="list-style-type: none"> 1 digital business transformation plan implemented (Phase 2)

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Strategy, Operations and Organisational Development)						
2.1	Number of business processes management elements institutionalised	1 business processes management strategy compiled by June 2022	1			
2.2	Number of transformation and change management plans developed	1 transformation and change management plan developed by March 2023				1
2.3	Number of digital business transformation strategies compiled	1 digital business transformation strategy compiled by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Risk, Anti-corruption and Integrity Management)										
3.	Transformed capability	COVID-19 measures and controls	Number of reports on COVID-19 measures and controls implemented			Compiled quarterly reports on COVID-19 measures and controls implemented	<ul style="list-style-type: none"> 1 report on COVID-19 measures and controls implemented 	<ul style="list-style-type: none"> 1 report on COVID-19 measures and controls implemented 	<ul style="list-style-type: none"> 1 report on COVID-19 measures and controls implemented 	
		Integrated risk management information system	Number of integrated risk management information systems developed	<p>Evaluated the fraud prevention strategy</p> <p>A governance accountability framework was not institutionalised</p>	The evaluation was not conducted		<ul style="list-style-type: none"> 1 proposal on integration of risk management information system compiled 	<ul style="list-style-type: none"> 1 integrated risk management information system developed 	<ul style="list-style-type: none"> 1 integrated risk management information system rolled out 	<ul style="list-style-type: none"> 1 integrated risk management information system reviewed
		Report on risk, anti-corruption and integrity management for Census 2022	Number of reports on risk, anti-corruption and integrity management support provided to Census 2022 and PES compiled			The report on risk, anti-corruption and integrity management for Census pilot was not compiled	<ul style="list-style-type: none"> 1 report on risk, anti-corruption and integrity management support provided to Census compiled 	<ul style="list-style-type: none"> 1 report on risk, anti-corruption and integrity management support provided to Census 2022 and PES compiled 		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Risk, Anti-corruption and Integrity Management)						
3.1	Number of reports on COVID-19 measures and controls implemented	1 report on COVID-19 measures and controls implemented by March 2023				1
3.2	Number of integrated risk management information systems developed	1 integrated risk management information system developed by March 2023				1
3.3	Number of reports on risk, anti-corruption and integrity management support provided to Census 2022 and PES compiled	1 report on risk, anti-corruption and integrity management support provided to Census 2022 and PES compiled by September 2022		1		

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Human Resource Management and Development)										
4.	Transformed capability	Documents on skills development	Number of talent management elements institutionalised	Phase 1 of succession planning was not implemented	The institutionalisation of talent management (rotation planning) was not completed as scheduled	The skills development plan aligned to the new strategy was not compiled	<ul style="list-style-type: none"> 1 skills development plan aligned to the new strategy implemented (Phase 1) 	<ul style="list-style-type: none"> 1 skills development strategy developed 1 skills development plan implemented (Phase 2) 1 report on talent management compiled 	<ul style="list-style-type: none"> 1 skills development plan monitored 	<ul style="list-style-type: none"> 1 skills development plan reviewed
		Report on talent management		Phase 2 of succession planning for critical skills was not developed						
		Report on human resource management support to CENSUS and PES	Percentage of human resource management support provided to PES		Developed HRM plan for Census Minitest as scheduled	HR support was not provided to Census pilot	<ul style="list-style-type: none"> 100% human resource support provided to Census 	<ul style="list-style-type: none"> 100% human resource support provided to PES 		
		Report on employment equity	Percentage increase in employment equity			The 2% increase in women on SMS level was not achieved	<ul style="list-style-type: none"> 2% of women on SMS level increased 	<ul style="list-style-type: none"> 2% points increase in women on SMS level 	<ul style="list-style-type: none"> 2% points increase in women on SMS level 	<ul style="list-style-type: none"> 2% points increase in women on SMS level
		Report on employment equity	Percentage increase in employment equity			The 0,2% increase in people with disabilities was not achieved	<ul style="list-style-type: none"> 0,2% of people with disabilities increased 	<ul style="list-style-type: none"> 0,2% points increase in staff with disabilities 	<ul style="list-style-type: none"> 0,2% points increase in staff with disabilities 	<ul style="list-style-type: none"> 0,2% points increase in staff with disabilities
		Report on employment equity	Percentage increase in employment equity					<ul style="list-style-type: none"> 1% points increase in youth 	<ul style="list-style-type: none"> 2% points increase in youth 	<ul style="list-style-type: none"> 2% points increase in youth

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Human Resource Management and Development)										
4.	Transformed capability	Electronic performance management system developed	Number of HRM systems automated					• 1 electronic performance management system developed	• 1 electronic performance management system implemented	• 1 electronic performance management system monitored
		Electronic exit interviews system developed	Number of HRM systems automated					• 1 electronic system for exit interviews developed	• 1 electronic system for exit interviews implemented	• 1 exit interviews electronic system monitored
		Gender-based violence programme	Number of gender-based violence programmes implemented		Conducted gender-based violence programme as scheduled		• 1 gender-based violence programme implemented	• 1 gender-based violence programme implemented	• 1 gender-based violence programme implemented	• 1 gender-based violence programme implemented

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Human Resource Management and Development)						
4.1	Number of talent management elements institutionalised	1 skills development strategy developed by September 2022		1		
		1 skills development plan implemented (Phase 2) by March 2023				1
		1 report on talent management compiled by March 2023				1
4.2	Percentage of human resource management support provided to PES	100% human resource support provided to PES by September 2022		100%		
4.3	Percentage increase in employment equity	2% points increase in women on SMS level by March 2023 (Baseline: 41,5%)				2%
		0,2% points increase in staff with disabilities by March 2023 (Baseline: 1,3%)				0,2%
		1% points increase in youth by March 2023 (baseline:8,3%)				1%
4.4	Number of HRM systems automated	1 electronic performance management system developed by March 2023				1
		1 electronic exit interviews system developed by March 2023				1
4.5	Number of gender-based violence programmes implemented	1 gender-based violence programme implemented by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Facilities, Transport and Security Management)										
5.	Transformed capability	Fleet management strategy	Number of reports on monitoring the fleet management strategy	Reviewed fleet management policy		Reviewed fleet management strategy	• 1 fleet management strategy implemented	• 1 report on the fleet management strategy monitored	• 1 fleet management strategy reviewed	
		Report on logistics and fleet management support provided to Census 2022	Percentage of logistics and fleet management support provided to Census 2022 and PES		Developed FMLS plan for Census Mini-test	Logistics and fleet management support was not provided to the Census pilot	• 100% logistics and fleet management support provided to Census	• 100% logistics and fleet management support provided to Census 2022 and PES		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Facilities, Transport and Security Management)						
5.1	Number of reports on monitoring the fleet management strategy	1 report on the monitoring of the fleet management strategy compiled by March 2023				1
5.2	Percentage of logistics and fleet management support provided to Census 2022 and PES	100% logistics and fleet management support provided to Census 2022 and PES by June 2022	100%			

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Financial Management Services)										
6.	Transformed capability	System for financial management funding model	System for financial management funding model developed	Implemented digital filing system Developed standard costing procedures Compiled concept document for Commitments and Accruals Tool	Implemented E-payroll system certification	Compiled draft concept note on a financial management funding model	• 1 research report on financial management funding model	• 1 system for a financial management funding model developed (Phase 1)	• 1 system for a financial management funding model developed (Phase 2)	• 1 financial management funding model implemented
		Report on financial management support provided to Census 2022	Percentage of financial management support provided to Census 2022 and PES	Developed Census fieldworker payment and SCM strategies	Developed Census financial administration support plan	50% financial management support was provided to the Census pilot	• 100% financial management support provided to Census	• 100% financial management support provided to Census 2022 and PES		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Financial Management Services)						
6.1	Number of systems for financial management funding model developed	1 system for a financial management funding model developed by March 2023				1
6.2	Percentage of financial management support provided to Census 2022 and PES	100% financial management support provided to Census 2022 and PES by March 2023				100%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: Administration (Subprogramme: Internal Audit)										
7.	Agile operating model	Internal audit process reviewed	Number of reports on internal audit processes reviewed	Compiled reports on implementation of combined assurance and implementation of quality assurance review results	Compiled report on the coordination of combined assurance	A research report on developments in internal audit processes was not compiled	• 1 research report on developments in internal audit processes compiled	• 1 report on internal audit processes reviewed	• 1 report on the quality assurance review according to IIA standards compiled	
	Transformed capability	Combined assurance report generated by the system	¹ Automated combined assurance reporting system					• 1 automated integrated combined assurance reporting system developed		
		Internal audit report on Census 2022	Number of internal audit reports on assurance to Census 2022		Audited Census plan	Conducted 5 audits for the Census pilot	• 1 audit report on Census compiled	• 1 audit report on Census 2022 compiled		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 1: Administration (Subprogramme: Internal Audit)						
7.1	Number of reports on internal audit processes reviewed	1 report on internal audit processes reviewed by March 2023				1
7.2	Number of internal audit reports on assurance to Census 2022	1 audit report on Census 2022 compiled by December 2022			1	

¹ Target applicable in 2023/24. Currently busy with the research on the target related.

2.1.3 Programme 1: Explanation on planned performance

The strategic intent of the programme is about leading the strategic direction of the organisation and enabling the organisation to transform its capability as we move into the future. The implementation of the transformation and change agenda is the key driver of strategic change and will be monitored and reviewed annually. Part of the key deliverables over the medium term is the institutionalisation of business process management in Stats SA to enable an agile operating model. The programme will be leading the development of a digital transformation strategy and a skills development strategy as key enablers for the future.

The provision of support to projects, including the Census 2022 project, will be utilising all facets of automated processes. A cost-effective strategy to reduce the major cost driver in surveys which, apart from compensation of employees is the utilisation of vehicles, will be explored. Alternative funding models will be researched.

Talent management, albeit within a restricted fiscal environment, will form the basis of career path development including succession planning, reskilling of employees and multipronged programmes to ensure that critical skills are retained.

2.1.4 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to fleet management services, travel and subsistence, and communications. Office accommodation is funded from Programme 1. Cabinet has approved a total of R44.091 million in relation to the department's Compensation of Employees for the 2022/23 financial year. In addition, there has been an allocation of R132.3 million over the medium term, on filling the critical positions within the organisation, which have been outstanding for several years.

Expenditure trends and estimates

Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
Departmental Management	58.9	60.3	54.1	51.1	-4.6%	8.0%	61.5	60.3	62.9	7.1%	8.0%
Corporate Services	129.0	129.3	123.1	130.3	0.3%	18.1%	142.7	130.2	132.7	0.6%	18.2%
Financial Administration	82.6	80.4	76.4	85.1	1.0%	11.5%	86.3	64.3	67.1	-7.6%	10.3%
Internal Audit	14.4	15.2	15.0	11.4	-7.6%	2.0%	11.9	11.6	12.1	2.2%	1.6%
Office Accommodation	430.5	407.6	439.8	426.7	-0.3%	60.4%	450.6	464.2	485.0	4.4%	62.0%
Total	715.3	692.7	708.5	704.6	-0.5%	100.0%	753.0	730.6	759.8	2.5%	100.0%
Change to 2021 Budget estimate				44.8			46.1	6.8	6.9		
Economic classification											
Current payments	469.6	440.2	444.8	419.1	-3.7%	62.9%	457.7	422.3	437.7	1.5%	58.9%
Compensation of employees	231.1	229.3	221.3	200.6	-4.6%	31.3%	210.2	173.9	181.5	-3.3%	26.0%
Goods and services	238.5	210.4	223.5	218.5	-2.9%	31.6%	247.5	248.5	256.3	5.5%	32.9%
<i>of which:</i>											
<i>Audit costs: External</i>	6.2	7.2	6.1	8.2	9.9%	1.0%	9.2	9.2	9.5	5.2%	1.2%
<i>Operating leases</i>	151.5	113.0	140.0	99.1	-13.2%	17.8%	112.1	115.3	119.0	6.3%	15.1%
<i>Property payments</i>	41.0	44.7	43.2	48.1	5.5%	6.3%	52.2	50.0	52.6	3.0%	6.9%
<i>Travel and subsistence</i>	9.3	10.4	1.6	7.0	-8.8%	1.0%	11.7	11.9	12.3	20.5%	1.5%
<i>Training and development</i>	1.1	3.5	0.3	6.7	82.7%	0.4%	11.1	11.4	11.8	20.9%	1.4%
<i>Operating payments</i>	5.4	5.4	6.0	8.0	13.8%	0.9%	8.8	8.9	9.3	5.1%	1.2%
Interest and rent on land	-	0.4	0.0	-	-	-	-	-	-	-	-
Transfers and subsidies	1.2	0.7	1.0	0.3	-36.5%	0.1%	-	-	-	-100.0%	-
Non-profit institutions	-	-	-	0.1	-	-	-	-	-	-100.0%	-
Households	1.2	0.7	1.0	0.2	-46.5%	0.1%	-	-	-	-100.0%	-
Payments for capital assets	244.5	251.9	262.7	285.3	5.3%	37.0%	295.3	308.3	322.1	4.1%	41.1%
Buildings and other fixed structures	243.8	251.2	262.4	284.3	5.3%	36.9%	294.7	307.7	321.5	4.2%	41.0%
Machinery and equipment	0.7	0.7	0.3	0.9	8.2%	0.1%	0.5	0.5	0.5	-16.8%	0.1%
Software and other intangible assets	-	-	-	-	-	-	0.0	0.0	0.0	-	-
Total	715.3	692.7	708.5	704.6	-0.5%	100.0%	753.0	730.6	759.8	2.5%	100.0%
Proportion of total programme expenditure to vote expenditure	31.0%	27.1%	26.3%	14.3%	-	-	27.3%	27.6%	27.4%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	1.1	0.7	1.0	-	-100.0%	0.1%	-	-	-	-	-
Employee social benefits	1.1	0.7	1.0	-	-100.0%	0.1%	-	-	-	-	-
Households											
Other transfers to households											
Current	0.1	0.0	-	0.2	8.7%	-	-	-	-	-100.0%	-
Bursaries for non-employees	0.1	0.0	-	0.2	8.7%	-	-	-	-	-100.0%	-
Non-profit institutions											
Current	-	-	-	0.1	-	-	-	-	-	-100.0%	-
South African Statistical Association	-	-	-	0.1	-	-	-	-	-	-100.0%	-

Personnel information

Administration personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2022		Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2020/21			2021/22			2022/23			2023/24			2024/25			2021/22 - 2024/25		
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Administration																			
Salary level	510	–	375	221.3	0.6	339	200.6	0.6	351	210.2	0.6	296	173.9	0.6	294	181.5	0.6	-4.6%	100.0%
1 – 6	164	–	93	25.2	0.3	86	23.6	0.3	91	25.8	0.3	74	20.5	0.3	72	21.0	0.3	-5.8%	25.2%
7 – 10	235	–	201	106.0	0.5	181	96.2	0.5	187	101.2	0.5	170	92.7	0.5	170	97.1	0.6	-2.1%	55.3%
11 – 12	67	–	47	45.7	1.0	44	43.3	1.0	45	45.1	1.0	32	33.1	1.0	32	34.6	1.1	-10.1%	12.0%
13 – 16	44	–	34	44.4	1.3	28	37.4	1.3	28	38.1	1.4	20	27.4	1.4	20	28.7	1.4	-10.6%	7.5%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.1.5 Strategic risks and mitigation

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

Strategic risks	Mitigation strategy
Lack of resources to fund the new strategic direction	Reprioritise and realign resources to the strategy annually
Implementation of the transformation and change agenda	Resource and invest in transformation and change initiatives Invest in leadership capabilities to lead digital transformation and change Invest in a culture and values programme to embrace transformation and change
Financial constraints, both human and operational	Funding model alternatives to be considered
Employment equity targets not achieved	Prioritise the appointment of women in SMS, youth and people living with disabilities
Loss of critical skills due to resignations, retirement that cannot be replaced due to funding constraints	Design and implement a talent management strategy

2.2 Programme: Economic Statistics

2.2.1 Programme purpose

Produce economic statistics to inform evidence-based economic development.

2.2.2 Objectives

- Produce economic indicators to inform evidence-based planning, monitoring, evaluation and decision-making for use by the public and private sectors by:
 - publishing monthly, quarterly, annual and periodic statistical releases on various industries in the private and public sectors
 - publishing monthly statistical releases on a range of price indexes
 - publishing quarterly and annual estimates of gross domestic product (GDP)
 - improving the measurement of economic indicators through the application of internationally recognised standards and practices on an ongoing basis.

2.2.3 Subprogrammes

- *Programme Management* for Economic Statistics provides strategic direction and leadership to the programme.
- *Business Cycle Indicators* provides statistical information on turnover and volumes in various industries through the publication of monthly, quarterly and annual releases.
- *Structural Industry Statistics* publishes periodic statistical information on the income and expenditure structure of industries, and on non-financial variables.
- *Price Statistics* provides information on inflation by compiling the consumer price index and various producer price indexes.
- *Private Sector Finance Statistics* tracks the financial performance of private sector organisations.
- *Government Finance Statistics* tracks public sector spending.
- *National Accounts* produces GDP data and other integrated statistical products.

2.2.4 Programme 2 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)										
8.	Insightful data	<p>Statistical information on business cycle indicators</p> <p>Reports on improving business cycle indicator statistics</p>	<p>Number of releases on business cycle indicators published</p> <p>Number of reports on improving business cycle indicator statistics compiled</p>	<p>Published monthly, quarterly and annual industry and trade statistics</p> <p>Compiled weights for manufacturing production capacity, mining and manufacturing</p>	<p>Published monthly, quarterly and annual industry and trade statistics</p> <p>Compiled weights for indices: manufacturing (2017), manufacturing production capacity, mining (2017), retail (2015) as scheduled</p>	<p>Published monthly, quarterly and annual industry and trade statistics</p> <p>Published updated weights for indices manufacturing</p> <p>Compiled research report on deflators for motor trade sales</p> <p>Compiled research report on seasonal adjusted data at a lower level for retail trade sales</p>	<ul style="list-style-type: none"> • 150 monthly, quarterly and annual industry and trade statistics published • 3 reports on weights for: Mining (2019); Manufacturing (2019) and Manufacturing production capacity (2019) updated • 1 research report on deflator for Motor trade sales piloted • 1 research report on seasonal adjusted data at a lower level for Retail trade sales published 	<ul style="list-style-type: none"> • 150 monthly, quarterly and annual industry and trade statistics published • 3 reports on weights for: Mining (2020); Manufacturing (2020); Manufacturing production capacity (2020); and Retail (SIS-2018) updated • 1 report on base year from 2015 to 2020 for affected surveys updated • 1 report on deflator for Motor trade sales implemented • 1 report on seasonal adjusted data at a lower level for Motor trade sales piloted 	<ul style="list-style-type: none"> • 150 monthly, quarterly and annual industry and trade statistics published • 3 reports on weights for: Mining (2021); Manufacturing (2021) and Manufacturing production capacity (2021) updated • 1 research report on deflation for the Tourist accommodation survey • 1 seasonally adjusted data at a lower level for the Motor trade sales survey published 	<ul style="list-style-type: none"> • 150 monthly, quarterly and annual industry and trade statistics published • 3 reports on weights for: Mining (2022); Manufacturing (2022) and Manufacturing production capacity (2022) • 1 research report on deflation for the Tourist accommodation survey piloted

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)						
8.1	Number of releases on mining: production and sales published within two months after the reference month	12 monthly releases on mining: production and sales published as scheduled	3	3	3	3
8.2	Number of releases on manufacturing: production and sales published within two months after the reference month	12 monthly releases on manufacturing: production and sales published as scheduled	3	3	3	3
8.3	Number of releases on manufacturing: utilisation of production capacity by large enterprises published within one quarter after the reference month	4 quarterly releases on manufacturing: utilisation of production capacity by large enterprises published as scheduled	1	1	1	1
8.4	Number of releases on electricity generated and available for distribution published within two months after the reference month	12 monthly releases on electricity generated and available for distribution published as scheduled	3	3	3	3
8.5	Number of releases on selected building statistics of the private sector as reported by local government institutions published within two months after the reference month	12 monthly releases on selected building statistics of the private sector as reported by local government institutions published as scheduled	3	3	3	3
8.6	Number of releases on selected building statistics published 6 months after year-end report	1 annual release for 2020 on selected building plans passed and completed published by June 2022	1			
8.7	Number of reports on building statistics published within two years after year-end report	1 annual report for 2019 on building statistics published by August 2022		1		
8.8	Number of releases on retail trade sales published within two months after the reference month	12 monthly releases on retail trade sales published as scheduled	3	3	3	3
8.9	Number of releases on motor trade sales published within two months after the reference month	12 monthly releases on motor trade sales published as scheduled	3	3	3	3
8.10	Number of releases on wholesale trade sales published within two months after the reference month	12 monthly releases on wholesale trade sales published as scheduled	3	3	3	3
8.11	Number of releases on land transport published within two months after the reference month	12 monthly releases on land transport published as scheduled	3	3	3	3

Table 2: Indicators, annual and quarterly targets (concluded)

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Business Cycle Indicators)						
8.12	Number of releases on liquidations and insolvencies published within two months after the reference month	12 monthly releases on liquidations and insolvencies published as scheduled	3	3	3	3
8.13	Number of releases on civil cases for debt published within two months after the reference month	12 monthly releases on civil cases for debt published as scheduled	3	3	3	3
8.14	Number of releases on food and beverages published within two months after the reference month	12 monthly releases on food and beverages published as scheduled	3	3	3	3
8.15	Number of releases on tourist accommodation published within two months after the reference month	12 monthly releases on tourist accommodation published as scheduled	3	3	3	3
8.16	Number of reports on improving business cycle indicator statistics compiled	1 report on weights for mining indices updated by October 2022			1	
		1 report on weights for manufacturing indices updated by October 2022			1	
		1 report on weights for manufacturing production capacity indices updated by November 2022			1	
		1 report on base year from 2015 to 2020 for affected surveys updated by March 2023				1
		1 report on deflators for motor trade sales implemented by March 2023				1
		1 report on seasonal adjusted data at a lower level for motor trade sales piloted by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: Structural Industry Statistics)										
9.	Insightful data	Statistical information on the structure of industries	Number of periodic reports on trade industry statistics published	Published periodic industry reports on 2016 electricity, gas and water supply survey; 2016 transport and storage survey; 2016 post and telecommunication survey; and 2016 business services survey	Published report on 2017 manufacturing industry (financial), 2017 manufacturing industry (production), 2017 construction industry as scheduled	Published 5 reports on 2018 trade industry as scheduled	<ul style="list-style-type: none"> 4 reports on 2019 surveys (mining, electricity, gas & water, post & telecommunications, transport & storage) published 	<ul style="list-style-type: none"> 2 reports on 2020 surveys (real estate and business services, and construction) published 	<ul style="list-style-type: none"> 3 reports on 2021 surveys (manufacturing and electricity, gas & water) published 	<ul style="list-style-type: none"> 7 reports on 2022 surveys (mining, wholesale trade, retail trade, motor trade, accommodation, food & beverages, post & telecommunications)
		Statistical information on commercial agriculture, forestry and fisheries industry	Number of annual releases on agriculture, forestry and fisheries industry statistics published	Published report on 2017 agriculture survey	Published report on 2017 Census of Commercial Agriculture (CoCA) Published reports on fisheries and forestry statistics as scheduled		<ul style="list-style-type: none"> 1 annual release on 2019 agriculture, forestry and fisheries statistics published 	<ul style="list-style-type: none"> 3 annual releases on 2020 agriculture, forestry and fisheries statistics published 	<ul style="list-style-type: none"> 1 annual release on 2021 agriculture statistics published 	<ul style="list-style-type: none"> 1 annual release on 2021 agriculture statistics published

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Structural Industry Statistics)						
9.1	Number of periodic reports on trade industry statistics published	2 reports on 2020 surveys (real estate and business services, and construction) published by September 2022		2		
9.2	Number of annual releases on agriculture, forestry and fisheries industry published	3 annual releases on agriculture, forestry and fisheries industry published by June 2022	3			

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: Price Statistics)										
10.	Insightful data	Statistical information on CPI	Number of CPI releases published within one month of the reference period	Published monthly CPI	Published monthly CPI	Published monthly CPI	• 12 monthly CPI releases published	• 12 monthly CPI releases published	• 12 monthly CPI releases published	• 12 monthly CPI releases published
		Statistical information on PPI	Number of PPI releases published within one month of the reference period	Published monthly PPI	Published monthly PPI releases	Published monthly PPI release	• 12 monthly PPI releases published	• 12 monthly PPI releases published	• 12 monthly PPI releases published	• 12 monthly PPI releases published
		Statistical information on CMPI	Number of CMPI releases published within one month of the reference period	Published monthly CMPI	Published monthly CMPI	Published monthly CMPI	• 12 monthly CMPI releases published	• 12 monthly CMPI releases published	• 12 monthly CMPI releases published	• 12 monthly CMPI releases published
		Statistical information on XMUVI	Number of XMUVI releases published within two months of the reference period	Published monthly XMUVI	Published monthly XMUVI	Published monthly XMUVI	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published	• 12 monthly XMUVI releases published
		Residential Property Price Index (RPPI) report	Number of reports with experimental Residential Property Price Indices compiled	Compiled research report on transport, storage and communication services	Conducted research on transport, storage and communication services	Published PPI with updated weights	• 1 CPI with updated weights published	• 1 report with experimental Residential Property Price Indices compiled		

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Price Statistics)						
10.1	Number of CPI releases published within one month of the reference period	12 monthly CPI releases published as scheduled	3	3	3	3
10.2	Number of PPI releases published within one month of the reference period	12 monthly PPI releases published as scheduled	3	3	3	3
10.3	Number of CMPI releases published within one month of the reference period	12 monthly CMPI releases published as scheduled	3	3	3	3
10.4	Number of XMUVI releases published within two months of the reference period	12 monthly XMUVI releases published as scheduled	3	3	3	3
10.5	Number of reports with experimental Residential Property Price Indices compiled	1 report with experimental Residential Property Price Indices compiled by December 2022			1	

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: Private Financial Statistics)										
11.	Insightful data	Statistical information on financial statistics of private sector enterprises	Number and timeliness of quarterly releases on financial statistics of private sector enterprises published with a quarterly lag	Published quarterly private sector financial statistics	Published quarterly private sector financial statistics	Published 3 quarterly releases on private sector financial statistics	• 5 quarterly releases on private sector financial statistics published	• 4 quarterly releases on private sector financial statistics published	• 4 quarterly releases on private sector financial statistics published	• 4 quarterly releases on private sector financial statistics published
		Statistical information on financial statistics of private sector enterprises	Number of annual releases on financial statistics of the private sector published	Published annual private sector financial statistics	Published annual private sector financial statistics	Published 1 annual release on private sector financial statistics	• 1 annual release on private sector financial statistics published	• 1 annual release on private sector financial statistics published	• 1 annual release on private sector financial statistics published	• 1 annual release on private sector financial statistics published
		Discussion documents on capital expenditure	Number of discussion documents on capital expenditure published	Compiled report on integrating data on capital expenditure Compiled report on stakeholder engagement	Compiled discussion document on quarterly estimates of capital expenditure in the private sector and a report on stakeholder engagement	Compiled discussion document on the quarterly capital expenditure	• 1 capital expenditure survey discussion document published	• 2 capital expenditure survey discussion documents published	• 4 capital expenditure survey statistical releases published	• 4 capital expenditure survey statistical releases published

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Private Financial Statistics)						
11.1	Number and timeliness of quarterly releases on financial statistics of private sector enterprises published with a quarterly lag	4 quarterly releases on financial statistics of private sector enterprises published as scheduled	1	1	1	1
11.2	Number of annual releases on financial statistics of the private sector published	1 annual release on financial statistics 2021 published by December 2022			1	
11.3	Number of discussion documents on capital expenditure published	2 discussion documents on the quarterly capital expenditure published		1		1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: Government Financial Statistics)										
12.	Insightful data	Statistical information on general government expenditure	² Number of releases on government financial statistics published	Published quarterly and annual government financial statistics	Published quarterly and annual government financial statistics	Published 7 annual releases on government financial statistics	• 7 annual releases on government financial statistics published	• 7 annual releases on government financial statistics published	• 7 annual releases on government financial statistics published	• 7 annual releases on government financial statistics published
		Statistical information on financial statistics of municipalities	Number of releases on the financial statistics of municipalities published with a four month lag	Published quarterly releases on financial statistics of municipalities	Published quarterly releases on financial statistics of municipalities	Published 3 quarterly releases on financial statistics of municipalities	• 5 releases on financial statistics of municipalities published	• 4 releases on financial statistics of municipalities published	• 4 releases on financial statistics of municipalities published	• 4 releases on financial statistics of municipalities published
		Statistical information on non-financial statistics of municipalities	Number of releases on the non-financial census of municipalities published	Published annual release on the non-financial census of municipalities	Published annual release on the non-financial census of municipalities	Published annual release on the non-financial census of municipalities		• 1 release on the non-financial census of municipalities published		• 1 release on the non-financial census of municipalities published
		Research report on feasibility study for QFSSM administrative data	Number of research reports on the feasibility study for QFSSM administrative data compiled		Compiled research report on time series data for LGI surveys			• 1 research report on the feasibility study for QFSSM administrative data compiled	• 1 research report on the feasibility study for CAPI mode of collection for the NFCM compiled	
		Research report on inclusion on TVET	Number of research reports on the inclusion of TVET in HEI release compiled					• 1 research report on the feasibility study for the inclusion of TVET in the HEI release compiled		

² This output indicator includes all seven annual publications.

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: Government Financial Statistics)						
12.1	Number of releases on the financial statistics of national government with audited data published	1 annual release on the financial statistics of national government with audited data published by June 2022	1			
12.2	Number of releases on the financial census of municipalities published	1 annual release on the financial census of municipalities published by July 2022		1		
12.3	Number of releases on the capital expenditure of the public sector published	1 annual release on the capital expenditure of the public sector published by October 2022			1	
12.4	Number of releases on the financial statistics of extra-budgetary accounts and funds with audited data published	1 annual release on the financial statistics of extra-budgetary accounts and funds with audited data published by August 2022		1		
12.5	Number of releases on the financial statistics of provincial government with audited data published	1 annual release on the financial statistics of provincial government with audited data published by September 2022		1		
12.6	Number of releases on the financial statistics of higher education institutions with audited data published	1 annual release on the financial statistics of higher education institutions with audited data published by October 2022			1	
12.7	Number of releases on the financial statistics of consolidated general government with audited data published	1 annual release on the financial statistics of consolidated general government with audited data published by November 2022			1	
12.8	Number of releases on financial statistics of municipalities published with a four month lag	4 quarterly releases on financial statistics of municipalities published	1	1	1	1
12.9	Number of releases on the non-financial census of municipalities published	1 annual release on the non-financial census of municipalities published by March 2023				1
12.10	Number of research reports on the feasibility study for QFSSM administrative data compiled	1 research report on feasibility study for QFSSM administrative data compiled by March 2023				1
12.11	Number of research reports on the inclusion of the TVET in HEI release compiled	1 research report on the inclusion of the TVET in the HEI release compiled by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: National Accounts)										
13.	Insightful data	Statistical information on GDP	Number of GDP releases published	Published GDP releases	Published GDP releases	Published GDP releases	• 4 quarterly releases on GDP published	• 4 quarterly releases on GDP published	• 4 quarterly releases on GDP published	• 4 quarterly releases on GDP published
		Supply use table 2020 (excel)	³ Number of supply and use tables 2020 (Excel) compiled	Compiled supply and use tables	Supply and use tables were not published				• 1 supply and use tables 2020 (Excel) compiled	• 1 supply and use tables 2021 (Excel) compiled
		Research report on national accounts	Number of research reports to improve existing statistics compiled	Conducted research on reviewing and improving data sources	Conducted research on reviewing and improving data sources	Compiled research report on reviewing and improving data sources	• 1 research report on reviewing and improving data sources compiled	• 1 research report on reviewing and improving data sources compiled	• 1 research report on reviewing and improving data sources compiled	• 1 research report on reviewing and improving data sources compiled
		Statistical information on tourism satellite accounts	Number of reports on tourism satellite accounts published	Published tourism satellite accounts	Published tourism satellite accounts	A report on tourism satellite accounts was not compiled	• 1 report on tourism satellite accounts published	• 1 report on tourism satellite accounts published	• 1 report on tourism satellite accounts published	• 1 report on tourism satellite accounts published
		Statistical information on economic environmental accounts (EEA)	Number of reports on EEA as part of the Natural Capital Accounting series published	Compiled report on coordination of the Natural Capital Accounting and Valuation of Ecosystem Services project in SA	Compiled project document on coordinating the European Union-funded project on Natural Capital Accounting and Valuation of Ecosystem Services	Published report on EEA statistics A report on Natural Capital Accounting and Valuation of Ecosystem Services project results was not compiled	• 1 report on EEA statistics published	• 1 report on EEA as part of the Natural Capital Accounting series published	• 1 report on EEA as part of the Natural Capital Accounting series published	• 1 report on EEA as part of the Natural Capital Accounting series published

³ Target for 2023/24. Currently finalising some research on it, in preparation for the next financial year.

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 2: Economic Statistics (Subprogramme: National Accounts)										
13.	Insightful data	Research report on Natural Capital Accounting (NCA)	Number of research reports on Natural Capital Accounting compiled					• 1 research report to expand the coverage of NCA series compiled	• 1 research report to expand the coverage of NCA series compiled	• 1 research report to expand the coverage of NCA series compiled

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 2: Economic Statistics (Subprogramme: National Accounts)						
13.1	Number of GDP releases published	4 quarterly releases on GDP published as scheduled	1	1	1	1
13.2	Number of research reports to improve existing statistics compiled	1 research report on reviewing and improving data sources compiled by March 2023				1
13.3	Number of reports on tourism satellite accounts published	1 report on tourism satellite accounts published by March 2023				1
13.4	Number of reports on EEA as part of the Natural Capital Accounting series published	1 report on EEA as part of the NCA series published by March 2023				1
13.5	Number of research reports on Natural Capital Accounting compiled	1 research report to expand the coverage of NCA series compiled by March 2023				1

2.2.5 Programme 2: Explanation on planned performance

The programme focuses on the strategic intention of providing insightful data. To this extent, a range of statistics describing the dynamics of the economy and its links to job creation, economic growth, the environment, and society are produced. These statistics adhere to the requirements of official statistics in respect of relevant international frameworks, classifications, standards and good practice.

The existing surveys vary in terms of their scope, coverage and frequency. It includes various monthly, quarterly, annual and periodic sample surveys, based on a statistical business register. Where relevant, administrative data is used to compile the statistics. Each of these statistical series has various local and international users ranging from government departments, the private sector, academia, and non-governmental institutions. In addition, these series serve to inform the development of estimates of the gross domestic product. The intention is for the outputs of the branch to respond to the economic indicators as outlined in the integrated indicator framework, through which it will contribute to the monitoring of the country's National Development Plan, the Medium-term Strategic Framework, the Sustainable Development Goals as well as Agenda 2063 at a continental level.

A critical strategic intent is to increase the supply of economic statistics through the development of new and the enhancement of existing surveys, funded through efficiency gains within the current resource constraints. These will primarily be focused on developing a better understanding of the services sector of the economy.

The branch is considering different approaches to ensure that the business operating model becomes more agile. This is possible through an increase in the use of technology during the data collection phase of the statistical value chain, aimed at improving efficiency. Further research and alignment to international best practice is needed to assess the use of administrative data to supplement existing surveys and to serve as a data-source for new indicators.

The outputs of the branch do not take place in isolation but depend on other actors within the data ecosystem. The interconnected statistical systems objective of Stats SA is relevant for the programme as it is dependent on data from partners in the data ecosystem for many of its outputs. These partnerships will be deepened, and new partners will be engaged. The intention is to reduce the costs of the current operating model as well as to broaden the scope of available data.

The branch aims to ensure that the capabilities of its members of staff are transformed. The continuous development of staff is vital to ensure that the workforce is prepared to adjust to the expected changes in the business model. The teams must be equipped to function on an increasingly professional level as the branch moves towards modernising its current data collection model.

2.2.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to fleet, communication, and travel and subsistence.

Expenditure trends and estimates

Economic Statistics 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million											
Programme Management for Economic Statistics	4.0	4.2	4.5	5.6	12.3%	1.7%	6.4	6.3	6.5	5.2%	2.3%
Business Cycle Indicators	35.1	42.2	39.6	37.9	2.7%	14.8%	37.9	37.6	39.3	1.2%	13.9%
Structural Industry Statistics	42.7	44.9	45.3	46.9	3.2%	17.2%	48.6	48.3	50.5	2.5%	17.7%
Price Statistics	81.3	87.8	88.9	86.2	1.9%	32.8%	86.1	83.8	87.6	0.5%	31.3%
Private Sector Finance Statistics	36.8	39.1	38.5	37.6	0.7%	14.5%	40.5	40.9	42.7	4.3%	14.7%
Government Finance Statistics	20.4	20.1	19.6	20.8	0.7%	7.7%	20.7	20.9	21.8	1.6%	7.7%
National Accounts	28.3	31.9	27.3	30.8	2.8%	11.3%	35.4	34.8	36.4	5.8%	12.5%
Total	248.5	270.1	263.6	265.7	2.3%	100.0%	275.6	272.6	284.8	2.3%	100.0%
Change to 2021				(0.7)			5.6	2.4	2.6		
Budget estimate											

Economic Statistics expenditure trends and estimates by subprogramme and economic classification

Economic classification	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%)		Medium-term expenditure Estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21		2018/19 - 2021/22	2022/23	2023/24	2024/25			
R million											
Economic classification											
Current payments	247.7	269.6	262.5	265.3	2.3%	99.7%	275.6	272.6	284.7	2.4%	99.9%
Compensation of employees	230.3	239.5	246.9	245.3	2.1%	91.8%	248.1	245.0	256.0	1.4%	90.5%
Goods and services	17.4	30.2	15.5	20.0	4.7%	7.9%	27.4	27.5	28.8	12.9%	9.4%
<i>of which:</i>											
Communication	1.9	2.2	2.4	5.5	43.6%	1.1%	4.8	4.8	5.0	-3.2%	1.8%
Consultants: Business and advisory services	2.4	4.4	3.6	2.4	0.5%	1.2%	5.7	5.7	5.9	34.6%	1.8%
Consumables: Stationery, printing and office supplies	0.7	0.7	0.3	0.5	-11.6%	0.2%	1.3	1.4	1.6	50.2%	0.4%
Travel and subsistence	6.9	8.2	4.0	5.5	-7.6%	2.4%	9.2	9.1	9.4	19.7%	3.0%
Training and development	0.4	0.5	0.3	1.7	63.5%	0.3%	1.7	1.8	1.9	3.7%	0.6%
Operating payments	4.3	4.5	4.6	3.6	-6.2%	1.6%	2.9	3.0	3.2	-4.0%	1.2%
Transfers and subsidies	0.7	0.5	0.3	0.4	-18.8%	0.2%	-	-	-	-100.0%	-
Households	0.7	0.5	0.3	0.4	-18.8%	0.2%	-	-	-	-100.0%	-
Payments for capital assets	0.1	0.0	0.9	0.1	-0.3%	0.1%	0.0	0.0	0.0	-29.7%	-
Machinery and equipment	0.1	0.0	0.9	0.1	-0.3%	0.1%	0.0	0.0	0.0	-29.7%	-
Total	248.5	270.1	263.6	265.7	2.3%	100.0%	275.6	272.6	284.8	2.3%	100.0%
Proportion of total programme expenditure to vote expenditure	10.8%	10.6%	9.8%	5.4%	-	-	10.0%	10.3%	10.3%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.6	0.5	0.3	0.4	-18.1%	0.2%	-	-	-	-100.0%	-
Employee social benefits	0.6	0.5	0.3	0.4	-18.1%	0.2%	-	-	-	-100.0%	-

Personnel information

Economic Statistics personnel numbers and cost by salary level¹

Economic Statistics	Number of posts estimated for 31 March 2022		Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21	2021/22	2022/23	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25									
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	563	-	482	246.9	0.5	458	245.3	0.5	455	248.1	0.5	444	245.0	0.6	441	256.0	0.6	-1.3%	100.0%
1 – 6	230	-	203	72.8	0.4	139	51.0	0.4	137	51.4	0.4	134	51.4	0.4	131	52.6	0.4	-2.0%	30.1%
7 – 10	245	-	203	97.2	0.5	244	115.5	0.5	243	116.7	0.5	239	116.9	0.5	239	122.4	0.5	-0.7%	53.7%
11 – 12	56	-	49	42.0	0.9	47	42.1	0.9	47	42.8	0.9	45	41.4	0.9	43	41.3	1.0	-2.9%	10.1%
13 – 16	32	-	27	34.9	1.3	28	36.7	1.3	28	37.3	1.3	26	35.4	1.4	28	39.6	1.4	-	6.1%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.2.7 Strategic risks and mitigation

The branch has identified the following strategic risks:

Risk	Mitigation
Failure to maintain the quality of existing outputs and the inability to respond to emerging user needs and quality improvements, due to financial constraints	<p>Engage external stakeholders on the granularity, accuracy and timeliness of economic statistics</p> <p>Explore new partnerships in the data-ecosystem to co-fund activities</p> <p>Monitor and identify critical gaps for intervention</p>
Failure of organs of state and businesses to submit suitable data to Stats SA for the compilation of various economic, environment and price statistics	<p>Amendment and enforcement of the Statistics Act</p> <p>Partnerships with actors in the data-ecosystem</p> <p>Implementation of the Integrated Communication, Marketing and Stakeholder Management Strategy regarding response rates</p>
Failure of ICT systems during the different stages of the statistical value chain will impact on the reputation of the organisation	<p>Continuous engagement with stakeholders to ensure that reliable ICT systems are in place</p> <p>Ensure disaster recovery plans are in place</p>

2.3 Programme 3: Population and Social Statistics

2.3.1 Programme purpose

Produce population and social statistics to inform evidence-based socioeconomic development.

2.3.2 Objectives

Sustain national population and social indicators to inform evidence-based planning, monitoring and decision-making for use by 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, service delivery, population dynamics and demographic trends
- improving the measurement of social indicators through the application of internationally recognised standards and practices on an ongoing basis

2.3.3 Subprogrammes

- *Programme Management* for Population and Social Statistics provides strategic direction and leadership to the programme.
- *Demographic and Population Statistics* publishes population statistics, demographic trends and mid-year population estimates collected through population censuses and surveys, and from other administrative sources.
- *Health and Vital Statistics* publishes statistics on births, deaths, marriages, divorces, tourism and migration based on administrative records.
- *Social Statistics* provides information on living conditions, domestic tourism and crime collected through household surveys.
- *Labour Statistics* provides information on employment levels in the formal non-agricultural sector, and on labour market trends in South Africa.
- *Poverty and Inequality Statistics* provides information on poverty levels, and income and expenditure trends in South Africa.

2.3.4 Programme 3 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)										
14.	Insightful data	Statistical information on the changing dynamics of the population	Number of mid-year population estimates published	Published mid-year population estimates	Published mid-year population estimates	Published mid-year population estimates at national level	• 1 mid-year population estimate at national level published	• 1 mid-year population estimate at national and provincial levels published	• 1 discussion document and technical report on MYPE estimation compiled	• 1 mid-year population estimates at national and provincial levels published
		Statistical information on the changing dynamics of the population	Number of population estimates at district level compiled	Compiled population estimates at district level	Compiled population estimates at district level	Compiled population estimates at district level	• 1 mid-year population estimate at district level compiled	• 1 mid-year population estimate at district level compiled		• 1 mid-year population estimates at district level compiled
		Statistical information on the changing dynamics of the population	⁴ Number of population estimates compiled	Compiled local municipality and household estimates	Compiled local municipality, household estimates	Compiled local municipal population and household estimates	• 1 mid-year population estimate at local municipal population and household level compiled			
		Report on demographic and population statistics	Number of reports on natural demographic processes compiled	Compiled 4 thematic reports based on alternative data sources	Compiled 4 thematic reports based on alternative data sources	Published a technical report on demography and population science as scheduled and a report on the COVID-19 pandemic in SA	• 1 report on the demographic health status of women in South Africa published	• 1 report on natural demographic processes compiled	• 1 report on natural demographic processes of fertility and mortality from census data compiled	• 1 report on further analysis of national demographic processes from census data compiled

⁴ The mid-year estimates will not be available in the next two or three years due to Census 2022.

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)										
14.	Insightful data	Report on demographic and population statistics	Percentage of Census 2022 input and output content developed	Compiled report on Census new methodologies test	Developed Census Mini-test (tools, methodologies and data analysis)	Reviewed 100% Census instruments	• 100% Census input content developed	• 100% Census 2022 input and output content developed	• 100% Census 2022 demographic and population data assessed	• 1 thematic report on emerging demographic issues based on various sources produced (Census monograph series)
		Statistical information on the population of the country	Number of Census 2022 reports published		Compiled reports on Census Mini-test, administrative data of institutionalised population	A technical report was not compiled			• 1 National Census 2022 report published • 9 Census 2022 provincial reports developed	• 1 demographic monograph developed
		Report on migration statistics	Number of assessment reports on migration statistics published	Published Labour market outcomes of migrant populations in South Africa, 2012 and 2017	Published a thematic report on migration dynamics of women, children and the elderly in SA	Compiled a thematic report based on alternative data sources	• 1 concept note on the migration profile report compiled	• 1 report on the assessment of alternative data sources of migration statistics to support migration forum published	• 1 report on migration profile (multi-stakeholder report) published	• 1 thematic report on emerging issues on migration based on various data sources including Census 2022

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Demographic and Population Statistics)						
14.1	Number of mid-year population estimates published	1 mid-year population estimate at national level published by July 2022		1		
14.2	Number of population estimates at district level compiled	1 mid-year population estimate at district level compiled by October 2022			1	
14.3	Number of reports on natural demographic processes compiled	1 report on natural demographic processes compiled by March 2023				1
14.4	Percentage of Census 2022 input and output content developed	100% Census 2022 input and output content developed by December 2022			100%	
14.5	Number of assessment reports on migration statistics published	1 report on the assessment of alternative data sources for migration statistics published by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)										
15.	Insightful data	Statistical information on international tourism	Number of releases on international tourism published, one month after the reference period	Published monthly releases on international tourism	Published monthly releases on international tourism	Published monthly releases on international tourism	• 12 monthly releases on international tourism statistics published	• 12 monthly releases on international tourism statistics published	• 12 monthly releases on international tourism statistics published	• 12 monthly releases on international tourism statistics published
		Statistical information on international tourism	Number of reports on international tourism published	Published annual report on international tourism	Published annual report on international tourism	Published annual report on international tourism	• 1 annual report on international tourism statistics published	• 1 annual report on international tourism statistics published	• 1 annual report on international tourism statistics published • 1 report on documented immigrants compiled	• 1 annual report on international tourism statistics published
		Statistical information on vital statistics	Number of releases on vital statistics (births) published	Published annual release on recorded live births	Published annual release on recorded live births (2018)	Published annual release on recorded live births (2019)	• 1 annual release on recorded live births (2020) published	• 1 annual release on recorded live births (2021) published	• 1 annual release on recorded live births (2022) published • 1 discussion document on quarterly births and deaths statistics published	• 1 annual release on recorded live births (2023) published • 4 quarterly releases on births published
		Statistical information on vital statistics	Number of releases on vital statistics (deaths) published	The annual release on mortality and causes of death was not published	The annual release on mortality and causes of death (2018) was not published	The annual release on mortality and causes of death (2019) was not published	• 1 annual release on mortality and causes of death (2019) published	• 1 annual release on mortality and causes of death (2019/2020) published	• 1 annual release on mortality and causes of death (2021/22) published	• 1 annual release on mortality and causes of death (2023) published

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)										
15.	Insightful data	Statistical information on vital statistics	Number of releases on vital statistics (marriages and divorces) published	Published annual release on marriages and divorces	Published annual release on marriages and divorces (2018)	Published annual release on marriages and divorces (2019)	• 1 annual release on marriages and divorces (2020) published	• 1 annual release on marriages and divorces (2021) published	• 1 annual release on marriages and divorces (2022) published	• 1 annual release on marriages and divorces (2023) published
		Statistical information on health	Number of health thematic reports published	Compiled report on non-communicable diseases	An analytical report on various data sources was not compiled	Published annual report on health statistics	• 1 annual report on health statistics published	• 1 thematic report on health published	• 1 annual report on health statistics published	• 1 annual report on health statistics published
		Statistical information on vital statistics	Number of releases on vital statistics (live births) published							• 1 in-depth analysis of the National Population Register (NPR) conducted

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Health and Vital Statistics)						
15.1	Number of releases on international tourism published, one month after the reference period	12 monthly releases on international tourism published as scheduled	3	3	3	3
15.2	Number of reports on international tourism published	1 annual report on international tourism published by April 2022	1			
15.3	Number of releases on vital statistics (births) published	1 annual release on recorded live births (2021) published by October 2022			1	
15.4	Number of releases on vital statistics (deaths) published	1 annual release on mortality and causes of death (2019/2020) published by March 2023				1
15.5	Number of releases on vital statistics (marriages and divorces) published	1 annual release on marriages and divorces (2021) published by February 2023				1
15.6	Number of health thematic reports published	1 thematic report on health published by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Statistical information on domestic tourism	Number of releases on domestic tourism statistics published	Published annual report on the DTS	Published annual report on the DTS	Published annual release on the DTS	• 1 annual release on domestic tourism survey published	• 1 annual release on domestic tourism survey published	• 1 annual release on domestic tourism survey published	• 1 annual release on domestic tourism survey published
		Technical report on domestic tourism	Number of reports on domestic tourism statistics improved			Compiled technical report on the integration of the national Domestic Tourism Surveys	• 1 technical report on the integration of the Stats SA and SADT domestic tourism surveys compiled	• 1 technical report on the integration of the Stats SA and SAT domestic tourism surveys compiled	• 1 technical report on the integration of the Stats SA and SAT domestic tourism surveys compiled	• 1 technical report on the integration of the Stats SA and SAT domestic tourism surveys compiled
		Statistical information on transport	Number of thematic reports on transport statistics published	Compiled report on technical support provided		Published release on transport statistics	• 9 releases on provincial transport statistics published	• 1 thematic report on transport statistics published		• 1 thematic report on transport statistics published
		Statistical information on household service delivery	Number of releases on social and household service delivery statistics published	Published release on GHS 2017	Published release on GHS 2018	Published annual release on social and household service delivery statistics	• 1 annual release on social and household service delivery published	• 1 annual release on social and household service delivery published	• 1 annual release on social and household service delivery published	• 1 annual release on social and household service delivery published
		Development indicators publication	Number of releases on development indicators published	Compiled development indicators and metro development indicators	Compiled development indicators and metro development indicators	Published annual release on development and metro development indicators	• 2 annual releases on development indicators published	• 2 annual releases on development indicators published	• 2 annual releases on development indicators published	• 2 annual releases on development indicators published

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Statistical information on marginalised groups	Number of reports on marginalised groups published	Compiled report on vulnerable group indicators	Published statistical report on marginalised groups indicators	Published annual release on marginalised groups indicators	• 1 release on annual marginalised groups indicators published	• 1 report on annual marginalised groups indicators published	• 1 report on annual marginalised groups indicators published	• 1 report on annual marginalised groups indicators published
		Statistical information on marginalised groups	Number of thematic reports on marginalised groups published	Compiled report on technical support to stakeholders		Published annual release on series 4 on the elderly	• 1 annual thematic report on marginalised groups published: (Series 5)	• 1 annual thematic report on marginalised groups published: (Series 6)	• 1 annual thematic report on marginalised groups published: (Series 7)	• 1 annual thematic report on marginalised groups published: (Series 8)
		Statistical information on gender	Number of thematic reports on gender published	Published gender series 4 on economic empowerment Compiled report on technical support to stakeholders	Published gender series 6 on gender and education	Published annual release on gender (Series 7)	• 1 annual release on gender published: (Series 8)	• 1 annual thematic report on gender published: (Series 9)	• 1 annual thematic report on gender published: (Series 10)	• 1 annual thematic report on gender published: (Series 11)
		Statistical information on crime, safety and security	Number of releases on crime, safety and security statistics published	Published annual release on victims of crime survey	Published statistical release on crime statistics	Published annual release on victims of crime statistics	• 1 annual release on victims of crime statistics published	• 1 annual release on victims of crime statistics published	• 1 annual release on victims of crime statistics published	• 1 annual release on victims of crime statistics published
		Statistical information on governance	Number of releases on governance statistics published	Developed sector strategy and plan for measurement of governance and public sector management	Published governance statistics	Published annual release on governance statistics		• 1 annual release on governance statistics published	• 1 annual release on governance statistics published	

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Statistical information on education	⁵ Number of thematic reports on education statistics published	Published thematic report on post-secondary attainments	Published education statistics: (Series 6)	Compiled thematic report on education (Series 7)	• 1 annual report on education statistics published: (Series 8)		• 1 annual thematic report on education statistics published: (Series 9)	
		Research report on alternative data sources on education and child	Number of research reports on expanding education and child statistics compiled	Compiled report on technical support to stakeholders	Annual education statistics were published as part of GHS release	1 research report on alternative data sources on education data compiled	• 1 research report on alternative data sources on education compiled	• 1 research report on alternative data sources on education and child statistics compiled	• 1 research report on alternative data sources on education and child statistics compiled	• 1 research report on alternative data sources on education and child statistics compiled
		Statistical information on child statistics	Number of thematic reports on child statistics published					• 1 annual thematic report on child statistics published: (Series 1)		• 1 annual thematic report on child statistics published: (Series 2)
		Research report on alternative data sources on service delivery	⁶ Number of research reports on expanding service delivery statistics conducted						• 1 research report on alternative data sources on service delivery compiled	• 1 research report on alternative data sources on service delivery compiled

⁵ Target for 2023/24 as releases are rotated.

⁶ Research on alternative data sources will commence in 2023/24.

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)										
16.	Insightful data	Research report on alternative data sources on governance, public safety and justice	⁷ Number of research reports on expanding governance, public safety and justice statistics conducted					<ul style="list-style-type: none"> • 1 research report on alternative data sources on governance, public safety and justice compiled 	<ul style="list-style-type: none"> • 1 research report on alternative data sources on governance, public safety and justice compiled 	

⁷ Research on governance and public safety will commence in 2023/24.

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Social Statistics)						
16.1	Number of releases on domestic tourism statistics published	1 annual release on domestic tourism statistics published by October 2022			1	
16.2	Number of reports on domestic tourism statistics improved	1 technical report on the integration of the national domestic tourism surveys compiled by March 2023				1
16.3	Number of thematic reports on transport statistics published	1 thematic report on transport statistics published by March 2023				1
16.4	Number of releases on social and household service delivery statistics published	1 annual release on social and household service delivery statistics published by May 2022	1			
16.5	Number of releases on development indicators published	1 annual release on development indicators published by May 2022	1			
		1 annual release on metro development indicators published by May 2022	1			
16.6	Number of reports on marginalised groups published	1 annual report on marginalised groups indicators published by February 2023				1
		1 annual thematic report on marginalised groups published: (Series 6) by March 2023				1
16.7	Number of thematic reports on gender published	1 annual thematic report on gender (Series 9) published by September 2022		1		
16.8	Number of releases on crime, safety and security statistics published	1 annual release on victims of crime statistics published by August 2022		1		
16.9	Number of releases on governance statistics published	1 annual release on governance statistics published by October 2022			1	
16.10	Number of research reports on expanding education and child statistics compiled	1 research report on expanding education and child statistics compiled by March 2023				1
16.11	Number of thematic reports on child statistics published	1 annual thematic report on child statistics (Series 1) published by February 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Labour Statistics)										
17.	Insightful data	Statistical information on employment and earnings releases	Number of releases on employment and earnings published, 12 weeks after the reference month	Published quarterly releases on employment and earnings	Published quarterly releases on employment and earnings and average monthly earnings	Published quarterly releases on employment and earnings	• 4 quarterly releases on employment and earnings published	• 4 quarterly releases on employment and earnings published	• 4 quarterly releases on employment and earnings published	• 4 quarterly releases on employment and earnings published
		Series to cover industry data and vacancy rates	Number of series to cover industry data and vacancy rate expanded	Compiled research report on vacancy rates in the formal economy	Conducted research on job vacancy rates	The discussion document was not compiled	• 1 series to cover industry data and vacancy rates expanded	• 1 series to cover industry data and vacancy rates expanded	• 1 series to cover industry data and vacancy rates expanded	• 1 series to cover industry data and vacancy rates expanded
		Statistical information on labour market releases	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)	Published quarterly releases on labour market information	Published quarterly releases on labour market information	Published quarterly releases on labour market information	• 4 quarterly releases on labour market information published	• 4 quarterly releases on labour market information published	• 4 quarterly releases on labour market information published	• 4 quarterly releases on labour market information published
		Statistical information on labour market releases	Number of reports on labour market statistics published	Published annual report on labour market dynamics in SA	Published annual report on labour market dynamics in South Africa	Published annual report on labour market dynamics in SA	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics in SA published	• 1 annual report on labour market dynamics in SA published

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets				
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 3: Population and Social Statistics (Subprogramme: Labour Statistics)							
17.1	Number of releases on employment and earnings published, 12 weeks after the reference month	4 quarterly releases on employment and earnings published as scheduled	1	1	1	1	
17.2	Number of series to cover industry data and vacancy rate expanded	1 series to cover industry data and vacancy rates expanded by March 2023					1
17.3	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 quarterly releases on labour market information published as scheduled	1	1	1	1	
17.4	Number of reports on labour market statistics published	1 annual report on labour market statistics published by November 2022			1		

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)										
18.	Insightful data	Statistical information on poverty and inequality	Number of reports on life circumstances, poverty and inequality published Number of reports on food security based on GHS data series published	Published report on food security in SA Compiled poverty mapping and 2018 poverty lines reports An inequality trends report was not compiled	Compiled national poverty lines Commenced with compilation of child poverty report Compiled inequality trends report	Published report on national poverty lines for 2020	• 1 report on national poverty lines for 2021 published	• 1 report on national poverty lines for 2022 published • 1 report on food security published	• 1 report on national poverty lines for 2023 published • 1 report on food security published • 1 report on subjective poverty published	• 1 report on national poverty lines for 2024 published • 1 report on food security published • 1 report on subjective poverty published
		Documents on Income and Expenditure Survey (IES)	Number of documents on the IES 2022/23 compiled	Compiled CPS pilot report and CPS methodology document		Compiled IES methodology document		• 5 documents on IES 2022/23 compiled	• 1 report on household income and expenditure published	• 1 report on money-metric poverty trends published
		Document on SAMPI based on GHS data	Number of documents on SAMPI using the GHS data series published		Compiled document on the South African multi-dimensional poverty index Assessed NIDS data	Compiled discussion document on the introduction of an annual SAMPI based on GHS 2019	• 1 document on subjective poverty based on GHS 2019 published	• 1 document on SAMPI based on GHS data series published	• 1 SAMPI based on Census 2022 published	• 1 report on the youth MPI based on Census 2022 published

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)										
18.	Insightful data								• 1 report on the SAMPI based on GHS data series published	
	Interconnected statistical systems	Discussion document on the introduction of selected external data sources for IIF reporting	Number of discussion documents on the introduction of selected external data sources for IIF reporting compiled				Compiled research report on external data sources for household income and expenditure, poverty and inequality	• 1 report on external data source identified for use towards the production of official poverty and inequality statistics in the country compiled	• 1 discussion document on the introduction of selected external data sources for IIF reporting compiled	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 3: Population and Social Statistics (Subprogramme: Poverty and Inequality Statistics)						
18.1	Number of reports on life circumstances, poverty and inequality published	1 report on national poverty lines for 2022 published by August 2022		1		
18.2	Number of reports on food security based on GHS data series published	1 report on food security using the GHS data series published by February 2023				1
18.3	Number of documents on the IES 2022/23 compiled	2 survey documents on the IES 2022/23 compiled by August 2022		2		
		3 IES survey instruments compiled by August 2022		3		
18.4	Number of documents on SAMPI using the GHS data series published	1 document on SAMPI using the GHS data series published by December 2022			1	
18.5	Number of discussion documents on the introduction of selected external data sources for IIF reporting compiled	1 discussion document on the introduction of selected external data sources for IIF reporting compiled by March 2023				1

2.3.5 Programme 3: Explanation on planned performance

Stats SA has to grow and transition from only data and information production to an information and knowledge-based organisation that oversees the statistical ecosystem in the country. There is an ever-increasing demand for data and information in South Africa in relation to understanding the evolution of social and economic phenomena. The organisation will have to increase its responsiveness to user needs through deeper analysis and explore the use of alternative data sources by harnessing and unlocking data in the broader ecosystem, while maintaining the quality of key national indicators. Population and Social Statistics as a branch subscribes to insightful data as its primary strategic outcome.

Insightful data: Population and Social Statistics will continue to sustain the quality of key national indicators and to increase responsiveness to users' basic statistical needs and demands by collecting and analysing data across a range of themes, including living conditions, domestic tourism, transport, education, gender and marginalised groups, governance, crime and safety, employment, poverty and inequality, the demographic profile of the country and substantive analysis of key analytical themes related to the demography of the country, e.g. fertility, migration, mortality and causes of death, recorded live births, health reports, marriages and divorces, tourism and migration monthly and other annual reports. Furthermore, in-depth thematic research reports will occur annually which may look to explore innovative methods, but also to cover analytical themes related to the demography of the country, as well as towards themes that focus on women, children and the disabled. The demography of the country will occur by means of the mid-year population estimates produced annually at various geographic levels, as well as projections which form part of the suite of products of the population estimates programme. In addition to this, Census 2022 data will contribute towards the provision of data at local government level for planning purposes. The main outputs from the Population and Social Statistics branch contribute towards the organisation achieving the strategic outcome: *Insightful data*.

The high levels of inequality and challenges in reducing poverty; the need to frequently update the CPI basket of goods and services; and the increasing concerns about food security globally as well as nationally require proper and specialised measurement of household income and expenditure, poverty and inequality, multidimensional poverty, and household food security.

These themes feed into the Integrated Indicator Framework (IFF) and contribute to evidence-based policymaking across government. Issues related to women, children and people with disabilities are integrated into the various Population and Social Statistics outputs. Outputs specifically include an annual indicator report on marginalised groups (women, the youth, older persons, and people with disabilities), as well as various thematic reports on issues relating to gender and marginalised groups. Statistics produced by the branch are disaggregated by sex and age to allow for a broader understanding of women's and children's living circumstances. Thematic reports on health, child poverty, and men, women and children reports, fertility, mortality and education give deeper analysis on marginalised and vulnerable groups focusing on socio-economic issues that involve children and women.

The outputs produced within the Population and Social Statistics branch will contribute towards monitoring of the MTSF 2021–2025, the National Development Plan goals and indicators, Agenda 2063, as well as the Sustainable Development Goals, which are outlined in the IIF.

Agile operating model: The strategic intent of this programme is to integrate survey content through the introduction of a Continuous Population Survey (CPS). 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 especially for data at sub-provincial level, as well as ensuring high-quality timely products, Stats SA is embarking on a process of reviewing the content of the questionnaires of these surveys as well as their 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 CPS 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 will integrate current survey instruments – the General Household Survey (GHS), Living Conditions Survey (LCS), Income and Expenditure Survey (IES) and elements of the Governance, Public Safety and Justice Survey (GPSJS) – 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; that is, towards the end of the five-year period, depending on the additional allocation of funding. This survey will create a more agile and cost-effective operating model for survey data collection, as it would provide a broad platform to cover a range of thematic areas (inter alia household income and expenditure data, living conditions, service delivery, health, demographic data, and education) on a regular basis.

This programme plays a pivotal role in the operational inputs that contribute towards achieving other strategic outcomes. In specific, the digitalisation of relevant phases in the statistical value chain (development of electronic questionnaires) contributes towards achieving an *Agile operating model*. During the 2022/23 financial year, this programme will be closely involved with mapping the To-Be process of CAPI.

Interconnected statistical system: A key strategic intent of this programme is to explore and increase the use of administrative data as alternative data sources to complement existing publications and produce new indicators. Although Population and Social Statistics will continue to use survey data into the foreseeable

future, it will also investigate the availability and use of various administrative data sources through harnessing and unlocking data in the ecosystem to complement and, perhaps, eventually replace existing survey data sources that are connected through statistical principles, standards and frameworks. Two areas are the Learner Unit Record and Information Tracking System (LURITS) of the Department of Basic Education, and the Higher Education Management Information System (HEMIS) of the Department of Higher Education and Training that are already being used in addition to GHS and other survey data to produce statistical information and reports.

Transformed capability: Extensive skilling and reskilling in data analytics, data mining, and other related digital capabilities is required in order to meet the requirements of the new data ecosystem. We will invest in building a diverse, skilled and versatile workforce that embraces change and is able to deliver innovative solutions. Specific training in data science, big data analysis, data mining, to mention a few areas, will be required. This will create a cadre of analytical capability to drive and increase value in the data ecosystem.

2.3.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to communication, data costs and training costs. Programme 3 has received an additional allocation of R132.3 million over the medium year to conduct an Income and Expenditure Survey to inform the poverty and inequality profile of the country. The IES will commence in the 2022/23 financial year.

Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average: Expenditure/ Total (%)	
	2018/19	2019/20	2020/21		2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25
R million											
Programme Management for Population and Social Statistics	0.6	0.2	1.7	2.5	64.7%	0.8%	2.0	2.0	2.1	-5.4%	0.9%
Demographic and Population Statistics	25.3	25.8	21.2	23.4	-2.5%	15.1%	25.7	27.2	28.4	6.7%	10.6%
Health and Vital Statistics	9.3	11.1	11.5	11.7	7.9%	6.9%	11.0	11.1	11.6	-0.3%	4.6%
Social Statistics	18.8	11.7	8.3	16.0	-5.3%	8.7%	26.2	29.2	30.2	23.7%	10.2%
Labour Statistics	89.1	145.7	50.9	36.0	-26.1%	50.9%	38.5	38.8	40.5	4.0%	15.5%
Poverty and Inequality Statistics	25.8	18.9	18.1	49.1	23.9%	17.7%	166.5	171.0	191.3	57.4%	58.2%
Total	168.9	213.4	111.6	138.8	-6.3%	100.0%	269.9	279.5	304.3	29.9%	100.0%
Change to 2021				(9.8)			69.9	76.1	91.7		
Budget estimate											
Economic classification											
Current payments	161.5	213.2	107.5	137.7	-5.2%	98.0%	269.6	279.4	304.2	30.3%	99.8%
Compensation of employees	134.8	142.9	94.3	95.0	-11.0%	73.8%	165.4	174.5	194.6	27.0%	63.4%
Goods and services	26.7	70.3	13.2	42.7	16.9%	24.2%	104.2	104.9	109.7	37.0%	36.4%
<i>of which:</i>											
Communication	2.4	7.0	4.9	3.9	17.9%	2.9%	7.6	9.3	8.0	26.8%	2.9%
Agency and support/outsourced services	0.0	25.5	-	23.8	1123.2%	7.8%	43.3	56.6	32.3	10.8%	15.7%
Fleet services (including government motor transport)	0.0	0.0	-	1.4	328.9%	0.2%	11.0	18.1	12.7	107.3%	4.3%
Travel and subsistence	17.0	30.4	2.9	6.3	-28.1%	8.9%	20.3	10.2	25.7	59.7%	6.3%
Operating payments	4.1	3.4	1.9	2.4	-16.8%	1.9%	3.0	3.0	3.1	9.6%	1.2%
Venues and facilities	0.2	-	0.2	0.0	-48.9%	0.1%	11.5	2.0	14.9	750.0%	2.9%
Transfers and subsidies	0.5	0.1	4.1	0.0	-72.8%	0.7%	0.0	0.0	0.0	3.2%	-
Non-profit institutions	-	-	-	0.0	-	-	0.0	0.0	0.0	3.2%	-

Expenditure trends and estimates

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

Subprogramme	Audited outcome				Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21	2021/22				2022/23	2023/24	2024/25		
R million												
Households	0.5	0.1	4.1	–	-100.0%	0.7%	–	–	–	–	–	–
Payments for capital assets	0.4	0.1	0.0	1.1	36.8%	0.3%	0.3	0.0	–	-100.0%	0.1%	0.1%
Machinery and equipment	0.4	0.1	0.0	1.0	34.2%	0.3%	0.0	0.0	–	-100.0%	0.1%	0.1%
Software and other intangible assets	–	–	–	0.1	–	–	0.3	–	–	-100.0%	–	–
Payments for financial assets	6.5	–	–	–	-100.0%	1.0%	–	–	–	–	–	–
Total	168.9	213.4	111.6	138.8	-6.3%	100.0%	269.9	279.5	304.3	29.9%	100.0%	100.0%
Proportion of total programme expenditure to vote expenditure	7.3%	8.4%	4.1%	2.8%	–	–	9.8%	10.6%	11.0%	–	–	–
Details of transfers and subsidies												
Households												
Social benefits												
Current	0.5	0.1	4.1	–	-100.0%	0.7%	–	–	–	–	–	–
Employee social benefits	0.5	0.1	4.1	–	-100.0%	0.7%	–	–	–	–	–	–

Personnel information

Population and Social Statistics personnel numbers and cost by salary level¹

Population and Social Statistics	Number of posts estimated for 31 March 2022		Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21	2021/22		2022/23			2023/24			2024/25			2021/22 - 2024/25				
Salary level	198	–	148	94.3	0.6	144	95.0	0.7	272	165.4	0.6	287	174.5	0.6	309	194.6	0.6	29.0%	100.0%
1 – 6	46	–	38	12.6	0.3	28	9.5	0.3	52	18.0	0.3	60	21.1	0.3	61	22.5	0.4	29.9%	20.0%
7 – 10	73	–	53	25.3	0.5	60	28.8	0.5	149	77.4	0.5	156	82.2	0.5	177	97.7	0.6	43.3%	53.5%
11 – 12	44	–	35	29.0	0.8	35	30.0	0.9	50	42.8	0.9	50	43.6	0.9	50	45.5	0.9	12.6%	18.3%
13 – 16	35	–	22	27.5	1.2	21	26.7	1.3	21	27.1	1.3	21	27.6	1.3	21	28.8	1.4	–	8.3%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.3.7 Strategic risks and mitigation

The branch has identified the following strategic risks:

Strategic risks	Mitigation strategy
Data quality is at risk due to a decline in resources and lower response rates stemming from the COVID-19 pandemic	Map data quality indicators on the statistical value chain and define roles and responsibilities Adopt CATI as an additional data collection mode to CAPI
Inadequate geographic alignment of data to the most recent geographic boundaries	Adopt the Global Statistical Geospatial Framework in the organisation to facilitate integration of statistics and geospatial information
Failure of the organisation to adopt big data principles	Develop a big data strategy and framework that outlines big data principles

2.4 Programme: Methodology and Statistical Infrastructure

2.4.1 Programme purpose

Develop standards, statistical frames and methodologies, and conduct statistical research.

2.4.2 Objectives

- Improve the quality and methodological soundness of statistical information by researching, developing, applying and reviewing statistical methods, standards, classifications and procedures in the statistical value chain annually.
- Monitor and evaluate the methodological compliance of statistical operations by conducting independent evaluations on statistical practices annually.
- Ensure complete and accurate sampling frames to enhance the quality of economic and social statistics by maintaining and updating business and geographic information frames annually.

2.4.3 Subprogrammes

- *Programme Management* for Methodology and Statistical Infrastructure provides strategic direction and leadership to the programme.
- *Statistical Methods* provides technical expertise and advice on statistical methodologies and practices for producing official statistics.
- *Statistical Standards* develops standards, classifications and definitions for surveys undertaken by the department.
- *Business Register* maintains and improves the sampling frame for economic statistics.
- *Geography Frames and Services* maintains and improves the frame for geographic information in household surveys and censuses.
- Survey Monitoring and Evaluation monitors the quality of statistical operations for surveys and censuses, and conducts independent evaluations.
- Innovation and Research conducts statistical research, and innovates statistical methods, practices and processes for improved efficiency and agility.

2.4.4 Programme 4 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Methods)										
19.	Agile operating model	Post-enumeration Survey (PES) 2022	PES for Census 2022 conducted	Designed PES methodology for Census	Conducted PES tests for Census Mini-test as scheduled	The PES was not conducted as scheduled. Work commenced with the development of systems and process flows	• 1 PES for Census conducted	• 1 PES for Census 2022 conducted	• 1 PES results released	• Research on the design of the new master sample conducted

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Methods)						
19.1	PES for Census 2022 conducted	1 Post-enumeration Survey (PES) for Census 2022 conducted by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Standards)										
20.	Agile operating model	International standard to improve statistical practices	Number of international standards on institutional Sector Classification adopted	Reviewed standards on weighting methodology, tables and charts, document versioning, and seasonal adjustment	Reviewed the following standards: - Definitional metadata for 4 main topics; - Measurement and reporting levels of proxy response	Adopted national ecosystem classification for South Africa standard	• 1 international standard on Central Product Classification (CPC) adopted	• 1 international standard on Institutional Sector Classification adopted	• 1 international standard adopted	• 1 international standard adopted

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Statistical Standards)						
20.1	Number of international standards on institutional Sector Classification adopted	1 international standard on Institutional Sector Classification adopted by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets			
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Business Register)											
21.	Agile Operating Model	Report on engagement with data source owners to assess the identified source for maintenance of the Statistical Business Register	Number of reports on maintenance of the Statistical Business Register compiled				Compiled concept note on the sustainable supply of additional source/s to update the Statistical Business Register	• 1 report on additional source/s relevant for updating the Statistical Business Register compiled	• 1 report on maintenance of the Statistical Business Register compiled	• 1 report on the analysis and evaluation of the identified source for the maintenance of the Statistical Business Register	• 1 report on entering into discussions with CIPC regarding the global accounting application

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Business Register)						
21.1	Number of reports on maintenance of the Statistical Business Register compiled	1 report on maintenance of the Statistical Business Register compiled by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Geography)										
22.	Agile operating model	Statistical frame geo-enabled	Number of statistical frames geo-enabled	Published dwelling frame at metro, city and regional service centre levels	Published a dwelling frame at metro, city and regional service centre levels	Adopted GSGF as scheduled	• 1 research report on output areas for geo-enabled statistical products compiled	• 1 statistical frame geo-enabled	• 1 PSU for master sample created	• 1 expanded GIF for mixed-mode collection implemented
		Geo-portal for dissemination of statistical products	Geo-portal for dissemination of statistical products implemented	Demarcated 1 province	1 province was not demarcated	Prepared EA and PN layers for Census Mini-test	• 1 end-to-end geospatial workflow management platform established	• 1 geo-portal for dissemination of statistical products implemented	• 1 geo-portal for dissemination of statistical products monitored	• 1 integrated dwelling and business statistical frames geo-enabled
					Completed GIF update on selected EAs for Census Mini-test	Developed geospatial management platform for regular surveys and Census as scheduled				
					Prepared 10 sampling frames for household surveys					

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets				
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Geography)							
22.1	Number of statistical frames geo-enabled	1 statistical frame geo-enabled by March 2023					1
22.2	Geo-portal for dissemination of statistical products implemented	1 geo-portal for dissemination of statistical products implemented by March 2023					1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Survey Monitoring and Evaluation)										
23.	Agile operating model	Report on the application of the quality management system (QMS)	Number of assessment reports on the application of the QMS reviewed	Developed quality management system as scheduled	Developed quality management system (Phase 2)	The assessment report on QMS was not compiled as scheduled	• 1 report on the updated quality management system implemented	• 1 assessment report on the application of the reviewed QMS compiled	• 1 monitoring and evaluation practice incorporated into the QMS	• 1 report on QMS rolled out compiled

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 4: Methodology and Statistical Infrastructure (Subprogramme: Survey Monitoring and Evaluation)						
23.1	Number of assessment reports on the application of the QMS reviewed	1 assessment report on the application of the QMS reviewed by March 2023				1

2.4.5 Programme 4: Explanation on planned performance

The programme contributes towards achieving the organisational strategic outcomes of agile operating model and interconnected statistical systems. The key deliverables are an essential and critical element, which form the support system and foundations of core statistical products.

Statistical standards are the enablers of achieving uniformity, consistency, comparability, integration and ultimately data sharing and thus increased use of statistical products. Correct implementation of statistical standards promotes efficiency of operations and increases productivity. Standards are a precondition for production of good quality statistics. The branch has to ensure availability of and access to relevant statistical standards and classifications for Stats SA and SANSS partners.

Agile operating model: Geo-enabled statistical frames and geospatial support services to Stats SA and the external stakeholder community enable the creation and use of geospatial frames, the application of geospatial tools and support on geo-statistical analyses. The Geospatial Information Frame (GIF) is an input frame in the statistical value chain and consists of layers of geo-referenced structures such as dwellings, businesses, place names, enumeration areas and small areas. The GIF forms the base reference for the planning, operations and dissemination of censuses and surveys. Geospatial information and reliable evidence are fundamental to achieving South Africa's development agenda. Despite the constitutional imperatives, which state that the three spheres should assist and support one another, share information and coordinate their efforts, in practice this, has limited implementation. The lack of common and reliable information for planning is a major constraint in attaining policy targets and guiding decision-making concerning available resources, service backlogs, inputs required, etc. It is fundamental therefore, that this process be based on a foundation of reliable data, as the quality of decisions depends on the timeliness, applicability and accuracy of the information on which they are based. Further to this, the necessary skills and competencies to sufficiently understand, analyse and utilise geospatial information are vital.

Agile operating model: The Statistical Business Register serves as a basis for all economic sample surveys conducted by Statistics South Africa. It is a database containing selected information of all formal businesses in South Africa, irrespective of size and economic activity performed, that have registered their business with at least one of the following government authorities, i.e. the Department of Trade and Industry and/or the South African Revenue Service (SARS). In order to innovate the geo snapshot, frame creation will be enhanced through automation of operations. Initiatives to compile an inventory of administrative data sources in the state that are relevant for the maintenance of the Statistical Business Register and development of a strategy for sourcing data from private and public data source producers will be pursued.

Agile operating model: The branch also provides technical expertise on methodologies for producing official and other statistics, and reviews surveys as to their methodological compliance and alignment with international frameworks and practices to render quality statistics that are able to inform debate, research and decision-making. Application of sound statistical methods is the cornerstone of quality statistics. To this effect one of the key deliverables is conducting the Post Enumeration Survey which measures accuracy of the coverage and content of the Census.

Agile operating model: For the organisation to sustain the quality of key indicators and to curb the challenges of declining quality of data there is a need to reposition and strengthen monitoring and evaluation within the statistical system. This will only be achieved through development of a quality management system that will have to be tested, integrated, interfaced and institutionalised across the organisation. Monitoring compliance of the application of the statistical standards and quality dimensions across the statistical value chain is key to improvement of quality of statistics across the organisation.

Transformed capabilities: The transition of statistical production processes from manual systems to digital platforms requires the branch to upskill and re-skill its personnel to ensure that they provide the relevant and necessary support to production systems. The emergence of COVID-19 and its subsequent impact on the production of statistics places further importance on this aspect of the work as well as more emphasis and dependence on methodological support to production areas and members of the SANSS.

2.4.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to communication, data costs and training costs.

Expenditure trends and estimates

Methodology and Statistical Infrastructure 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million					2018/19 - 2021/22					2021/22 - 2024/25	
Programme Management for Methodology and Statistical Infrastructure	4.4	3.4	2.5	3.3	-8.8%	2.5%	3.6	3.5	3.7	3.1%	2.4%
Statistical Methods	20.3	23.0	23.9	18.7	-2.6%	15.8%	23.2	23.1	24.0	8.7%	15.3%
Statistical Standards	9.4	10.4	8.9	9.8	1.2%	7.1%	10.4	10.4	10.9	3.8%	7.2%
Business Register	34.0	34.7	33.9	39.7	5.3%	26.1%	37.6	41.0	42.9	2.6%	27.8%
Geography Frames and Services	44.3	52.2	43.7	49.0	3.4%	34.7%	45.8	45.6	47.7	-0.9%	32.4%
Survey Monitoring and Evaluation	18.2	18.6	17.3	18.8	1.1%	13.4%	19.9	19.8	20.7	3.3%	13.7%
Innovation and Research	-	-	0.4	1.9	-	0.4%	1.1	1.9	2.0	0.7%	1.2%
Total	130.5	142.3	130.6	141.2	2.7%	100.0%	141.5	145.4	151.9	2.5%	100.0%
Change to 2021 Budget estimate				(12.2)			(14.8)	(11.1)	4.3		
Economic classification											
Current payments	129.0	133.3	130.1	132.0	0.8%	96.3%	141.1	145.1	151.5	4.7%	98.2%
Compensation of employees	122.7	125.0	124.8	123.9	0.3%	91.1%	128.1	128.1	133.8	2.6%	88.6%
Goods and services	6.3	8.3	5.3	8.1	8.3%	5.1%	13.1	16.9	17.8	30.1%	9.6%
<i>of which:</i>											
Advertising	-	-	0.0	-	-	-	-	2.1	2.1	-	0.7%
Communication	1.0	1.0	1.7	2.1	26.6%	1.1%	2.1	2.1	2.5	5.1%	1.5%
Computer services	1.1	0.1	2.3	0.0	-71.8%	0.7%	1.3	1.3	1.3	272.8%	0.7%
Infrastructure and planning services	-	-	-	-	-	-	2.0	2.0	2.0	-	1.0%
Consumables: Stationery, printing and office supplies	0.2	0.1	0.0	0.3	6.1%	0.1%	1.0	1.3	1.3	64.1%	0.7%
Travel and subsistence	2.6	3.1	0.2	1.0	-26.2%	1.3%	3.5	4.7	4.8	66.0%	2.4%
Transfers and subsidies	0.4	0.1	0.2	0.6	13.0%	0.2%	-	-	-	-100.0%	0.1%
Households	0.4	0.1	0.2	0.6	13.0%	0.2%	-	-	-	-100.0%	0.1%
Payments for capital assets	1.1	0.3	0.2	8.7	99.6%	1.9%	0.4	0.4	0.4	-64.6%	1.7%
Machinery and equipment	1.1	0.3	0.2	0.5	-22.1%	0.4%	0.1	0.0	0.0	-66.1%	0.1%
Software and other intangible assets	-	-	-	8.2	-	1.5%	0.3	0.4	0.4	-64.5%	1.6%
Payments for financial assets	-	8.6	-	-	-	1.6%	-	-	-	-	-
Total	130.5	142.3	130.6	141.2	2.7%	100.0%	141.5	145.4	151.9	2.5%	100.0%
Proportion of total programme expenditure to vote expenditure	5.6%	5.6%	4.9%	2.9%	-	-	5.1%	5.5%	5.5%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.4	0.1	0.2	0.6	13.0%	0.2%	-	-	-	-100.0%	0.1%
Employee social benefits	0.4	0.1	0.2	0.6	13.0%	0.2%	-	-	-	-100.0%	0.1%

Personnel information

Methodology and Statistical Infrastructure personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2022			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21			2021/22			2022/23		2023/24		2024/25		2021/22 - 2024/25				
Methodology and Statistical Infrastructure			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	233	–	185	124.8	0.7	180	123.9	0.7	185	128.1	0.7	183	128.1	0.7	182	133.8	0.7	0.4%	100.0%
1 – 6	26	–	18	5.2	0.3	16	4.8	0.3	19	5.9	0.3	19	6.1	0.3	18	6.2	0.3	4.1%	9.9%
7 – 10	128	–	105	57.1	0.5	102	56.5	0.6	104	58.5	0.6	104	59.7	0.6	104	62.5	0.6	0.6%	56.7%
11 – 12	48	–	38	31.7	0.8	40	34.1	0.9	40	34.7	0.9	39	34.2	0.9	39	35.7	0.9	-0.8%	21.6%
13 – 16	31	–	24	30.7	1.3	22	28.5	1.3	22	28.9	1.3	21	28.1	1.3	21	29.4	1.4	-1.5%	11.8%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.4.7 Strategic risks and mitigation

The branch has identified the following strategic risks:

Strategic risks	Mitigation strategy
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	<p>Commitment by all parties to honour the signed MoU</p> <p>Strengthen collaboration between Stats SA and SARS (work streams)</p> <p>Conduct a snapshot analysis</p>
Slow uptake in implementing the Quality Management System (QMS) due to competing priorities	<p>Test the draft QMS within production areas</p> <p>Integrate QMS within the business processes and with other systems that support statistical production</p>
Inadequate resourcing of the research and innovation work area leading to a dysfunctional research and innovation hub for the organisation	Resource the unit with relevant skills

2.5 Programme: Statistical Support and Informatics

2.5.1 Programme purpose

Enable statistical production through technology and promote the use of statistics.

2.5.2 Objectives

- Modernise business processes by building enterprise architecture and applying emerging technologies for data collection and processing, and the dissemination of statistical information 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.
- Increase awareness about 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 access to statistical information and making it easier to use.
- Manage external and internal communications on statistical matters by issuing daily, weekly and monthly information updates through the media on an ongoing basis.

2.5.3 Subprogrammes

- *Programme Management* for Statistical Support and Informatics provides strategic direction and leadership to the programme.
- *Communication and Marketing* manages external and internal communication, and increases the use of statistical information through stakeholder engagement and the dissemination of official statistics on various platforms.
- *Business Modernisation* improves data and information management across the department by modernising the way business is conducted and supported by technology.
- *Publication Services* provides editing, publishing and distribution services to survey areas.
- *Information, Communication and Technology* provides technology infrastructure to the department, and supports data management across statistical series.
- *Analytical Studies* provides integrative statistical advice and support to policy planners and development practitioners, and participates in knowledge research and innovation on key development themes at a cost of R8,0 million.

2.5.4 Programme 5 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 5: Statistical Support and Informatics (Subprogramme: Advocacy and Dissemination)										
24.	Insightful data	Report on Stats SA's position in the data ecosystem	Number of evaluation reports on Stats SA within the data ecosystem compiled	Compiled user satisfaction report and joint statistical publication	Developed branding strategy	Compiled report on the implementation of Stats SA's brand management strategy	<ul style="list-style-type: none"> 1 report on positioning Stats SA in the data ecosystem compiled 	<ul style="list-style-type: none"> 1 evaluation report on Stats SA's position within the data ecosystem compiled 	<ul style="list-style-type: none"> 1 report on interactions within the data ecosystem compiled 	<ul style="list-style-type: none"> 1 report on interactions within the data ecosystem compiled
		Stats SA website reengineering	Percentage of Stats SA website reengineering				<ul style="list-style-type: none"> 40% of Stats SA website re-engineered (Phase 1) 	<ul style="list-style-type: none"> 40% of Stats SA website re-engineered (Phase 2) 	<ul style="list-style-type: none"> 20% of Stats SA website re-engineered (Phase 3) 	
		Report on communication and marketing support for Census 2022 and PES	Percentage of communication and marketing support to Census 2022 and PES		Census dissemination plan was not developed, Census dissemination platforms were not evaluated. A stakeholder management and marketing plan for Census was not developed	Provided support in preparation for the Census pilot	<ul style="list-style-type: none"> 100% communication and marketing support to Census and PES provided 	<ul style="list-style-type: none"> 100% communication and marketing support to Census 2022 and PES provided 	<ul style="list-style-type: none"> 100% communication and marketing support to dissemination of Census 2022 provided 	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Advocacy and Dissemination)						
24.1	Number of evaluation reports on Stats SA within the data ecosystem compiled	1 evaluation report on Stats SA's position within the data ecosystem compiled by March 2023				1
24.2	Percentage of Stats SA website re-engineered	40% of Stats SA website re-engineered (Phase 2) by March 2023				40%
24.3	Percentage of communication and marketing support to Census 2022 and PES	100% communication and marketing support to Census 2022 and PES by March 2023				100%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 5: Statistical Support and Informatics (Subprogramme: Business Modernisation)										
25.	Transformed capability	Enterprise architecture	Number of enterprise architecture domains established	Compiled document on enterprise architecture	Conducted research on enterprise architecture		• 1 enterprise architecture domain (1 of 4) established	• 1 enterprise architecture domain (2 of 4) established	• 1 enterprise architecture domain (3 of 4) established	• 1 enterprise architecture domain (4 of 4) established
		Applications and systems for Census 2022 and the Post-enumeration Survey	Percentage of applications and systems for Census 2022 and Post-enumeration Survey processes developed		Developed 11 out of 15 planned applications (73%)	Developed 100% applications and systems for Census processes	• 100% applications and systems for Census processes developed	• 100% applications and systems for Census 2022 and PES processes developed	• 100% applications and systems for Census 2022 and PES processes developed	
	Agile operating model	Modernise and/or bring innovation in one business process to support the statistical value chain	Number of business processes modernised					• 1 business process modernised	• 2 business processes modernised	• 2 business processes modernised

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Business Modernisation)						
25.1	Number of enterprise architecture domains established	1 enterprise architecture domain established by March 2023				1
25.2	Percentage of applications and systems for Census 2022 and PES processes developed	100% applications and systems for Census 2022 and PES processes developed by March 2023				100%
25.3	Number of business processes modernised	1 business process modernised by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 5: Statistical Support and Informatics (Subprogramme: Publication Services)										
26.	Insightful data	Databases within generic data storage developed and linked to dissemination tools	Number of databases to interface between generic data storage and dissemination tools developed	Data warehouse procedures were not developed	Data warehouse procedures were not implemented as scheduled Conducted research on municipal publication for IDP	Developed 78 databases within generic data storage	• 50 databases within generic data storage developed	• 50 databases within generic data storage developed	• 50 databases within generic data storage developed	• 50 databases within generic data storage developed

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Publication Services)						
26.1	Number of databases to interface between generic data storage and dissemination tools developed	50 databases within generic data storage developed by March 2023	12	12	12	14

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 5: Statistical Support and Informatics (Subprogramme: Information and Communication Technology)										
27.	Transformed capability	ICT environment upgrade initiatives	Number of ICT environment upgrade initiatives	Implemented ICT infrastructure to support digital data collection	Reviewed ICT infrastructure for digital data collection	Upgraded ICT environment with implementation of the SIEM solution	• 1 ICT environment upgrade initiative implemented (Phase 1)	• 1 ICT environment upgrade initiative implemented (Phase 2)	• 1 ICT environment upgrade initiative implemented (Phase 1)	• 1 ICT environment upgrade initiative implemented (Phase 2)
				Developed provincial and district offices ICT services centralisation strategy	Implemented provincial and district offices ICT services centralisation strategy					
		ICT risk Cybersecurity report	Number of ICT risk environment implemented				• 4 ICT governance and security awareness sessions conducted	• 1 ICT cybersecurity risk initiative implemented	• 1 ICT cybersecurity risk initiative monitored	• 1 cybersecurity risk initiative improved
		Census 2022 ICT infrastructure platforms (built and tested)	Percentage of Census 2022 ICT infrastructure platforms maintained		Developed ICT plan for Census Mini-test An ICT Census strategy was not developed	The provision of Infrastructure platforms for Census is in progress	• 100% ICT infrastructure and platforms maintained for Census	• 100% Census 2022 ICT infrastructure platforms maintained	• 100% Census 2022 ICT infrastructure platforms maintained	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Information and Communication Technology)						
27.1	Number of ICT environment upgrade initiatives	1 ICT environment upgrade initiative (Phase 2) implemented by March 2023				1
27.2	Number of ICT risk environment implemented	1 ICT Cybersecurity risk initiative implemented by March 2023				1
27.3	Percentage of Census 2022 ICT infrastructure and platforms maintained	100% Census 2022 ICT infrastructure and platforms maintained by March 2023				100%

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 5: Statistical Support and Informatics (Subprogramme: Analytical Studies)										
28.	Insightful data	Spatial analysis research reports	Number of research reports on spatial analysis compiled	Compiled research reports on improving government's socio-economic planning and spatial analysis Refined estimation techniques of the GAF Compiled reports on the demographic dividend analysis	Compiled 3 research reports on government socio-economic planning Compiled 2 research reports on spatial analysis Compiled document on the piloting of the experimental growth accounting framework	Compiled 2 research reports	• 2 research reports on spatial analysis compiled	• 2 research reports on spatial analysis compiled	• 2 research reports on spatial analysis compiled	• 2 research reports on spatial analysis compiled

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 5: Statistical Support and Informatics (Subprogramme: Analytical Studies)						
28.1	Number of research reports on spatial analysis compiled	2 research reports on spatial analysis compiled by March 2023				2

2.5.5 Programme 5: Explanation on planned performance

Insightful data: The programme exists to utilise technology to optimise the data ecosystems to service current user needs and to meet unmet user needs as defined in the integrated indicator framework (IIF) from potential users. Key outputs to achieve insightful data include: the implementation of the branding strategy which aims to place stakeholders at the centre of our operations by delivering products and services that are in line with user requirements; to position Stats SA as a leader within the data ecosystem; to innovate interactive platforms by re-engineering the website to improve accessibility and use of our statistical products and services; to develop innovative communication products in order to create a better understanding and insight into data and statistics; and to compile specialised research reports and knowledge products for better insights into planning and policy development processes.

Transformed capability: The programme provides the technology backbone in the form of an enterprise architecture (EA) that is able to anticipate growing demand and will have the foresight to increase capacity when required and to scale down to save costs based on system requirements. A well-designed Enterprise Architecture (EA) provides an organisation with an environment that allows easy and faster adoption of newer technologies while supporting smooth organisational transformation. An EA offers dexterity, effectiveness and robustness in unifying and coordinating different foundational aspects of an organisation, from planning and prioritising to identifying and managing interdependencies, risks and enabling governance. It amalgamates and integrates the organisation's fundamental elements in order to streamline efforts, reduce costs and bring about the required value in the shortest timespan possible. An EA will be rolled out over the medium term and will make provision for an interconnected statistical system within the data ecosystem.

The exponential growth of the digital world has impacted on how organisations carry out their business and those who do not adapt are guaranteed to face difficulties and possible cessation of business altogether. In order for Stats SA to keep up with this digital growth and possibilities, the ICT infrastructure and staff need to keep abreast with capacity and skills required to enable the organisation to prosper in a multiple data ecosystem environment. Investments in digital capability will also focus on ensuring that staff members are equipped with the necessary capabilities to learn, live and work in the digital society.

2.5.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to IT infrastructure, communication, data costs and training costs.

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 (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25						
R million																
Programme Management for Statistical Support and Informatics	3.7	4.5	3.5	5.4	13.1%	1.6%	5.6	5.8	6.1	4.1%	1.8%					
Communication and Marketing	38.0	38.4	37.0	35.7	-2.1%	13.5%	34.4	34.3	35.8	0.1%	11.2%					
Business Modernisation	47.7	48.5	47.7	55.6	5.2%	18.1%	57.1	57.1	59.4	2.2%	18.2%					
Publication Services	23.6	25.7	22.9	34.5	13.5%	9.7%	34.1	34.8	36.5	1.9%	11.1%					
Information, Communication and Technology	128.9	134.2	169.0	170.9	9.9%	54.7%	172.7	169.1	179.9	1.7%	55.1%					
Analytical Studies	6.4	6.8	5.8	7.8	6.8%	2.4%	7.8	8.2	8.5	3.2%	2.6%					
Total	248.3	258.1	285.9	309.9	7.7%	100.0%	311.6	309.2	326.3	1.7%	100.0%					
Change to 2021 Budget estimate				37.0			25.1	21.5	6.3							

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

Economic classification				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2021/22				2022/23	2023/24	2024/25		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	
Current payments	223.6	238.4	247.7	294.4	9.6%	91.1%	295.8	293.8	310.1	1.7%	95.0%
Compensation of employees	137.2	141.3	135.0	135.9	-0.3%	49.8%	142.0	142.1	148.2	2.9%	45.2%
Goods and services	86.4	97.1	112.7	158.5	22.4%	41.3%	153.9	151.7	161.8	0.7%	49.8%
<i>of which:</i>											
Communication	2.3	2.2	4.3	19.1	102.3%	2.5%	3.1	3.2	3.3	-44.5%	2.3%
Computer services	73.8	84.5	96.6	123.3	18.6%	34.3%	137.2	134.7	144.1	5.3%	42.9%
Contractors	3.7	2.9	6.2	4.8	9.0%	1.6%	4.1	4.2	4.4	-3.2%	1.4%
Agency and support/outsourced services	0.9	0.4	1.1	1.0	1.5%	0.3%	1.5	1.6	1.7	19.6%	0.5%
Travel and subsistence	1.5	1.5	0.2	0.8	-19.8%	0.4%	2.6	2.7	2.6	48.1%	0.7%
Operating payments	2.7	3.0	1.8	4.4	18.6%	1.1%	2.4	2.4	2.7	-14.8%	1.0%
Transfers and subsidies	0.1	0.3	0.1	0.1	-0.7%	0.1%	0.0	0.0	0.0	-55.7%	-
Departmental agencies and accounts	0.0	0.0	0.0	-	-100.0%	-	0.0	0.0	0.0	-	-
Public corporations and private enterprises	-	0.0	-	-	-	-	-	-	-	-	-
Households	0.1	0.3	0.1	0.1	2.3%	0.1%	-	-	-	-100.0%	-
Payments for capital assets	20.4	19.4	37.5	15.4	-9.0%	8.4%	15.8	15.5	16.2	1.7%	5.0%
Machinery and equipment	16.3	16.1	34.2	13.7	-5.6%	7.3%	13.2	14.1	14.9	2.7%	4.4%
Software and other intangible assets	4.0	3.3	3.3	1.6	-26.0%	1.1%	2.6	1.4	1.3	-6.9%	0.6%
Payments for financial assets	4.2	-	0.6	-	-100.0%	0.4%	-	-	-	-	-
Total	248.3	258.1	285.9	309.9	7.7%	100.0%	311.6	309.2	326.3	1.7%	100.0%
Proportion of total programme expenditure to vote expenditure	10.7%	10.1%	10.6%	6.3%	-	-	11.3%	11.7%	11.8%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.1	0.3	0.1	0.1	2.3%	0.1%	-	-	-	-100.0%	-
Employee social benefits	0.1	0.3	0.1	0.1	2.3%	0.1%	-	-	-	-100.0%	-

Personnel information

Statistical Support and Informatics personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2022		Number and cost ² of personnel posts filled/planned for on funded establishment										Average growth rate (%)	Average: Salary level/ Total (%)							
Number of funded posts	Number of posts additional to the establishment	Actual		Revised estimate		Medium-term expenditure estimate														
		2020/21		2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25								
		Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost									
Statistical Support and Informatics		234	-	190	135.0	0.7	187	135.9	0.7	192	142.0	0.7	184	142.1	0.8	183	148.2	0.8	-0.7%	100.0%
Salary level																				
1 – 6	38	-	33	8.9	0.3	33	9.0	0.3	35	9.7	0.3	31	9.1	0.3	30	9.2	0.3	-3.3%	17.3%	
7 – 10	93	-	74	42.7	0.6	73	43.0	0.6	73	43.7	0.6	69	43.0	0.6	69	45.0	0.7	-1.9%	38.1%	
11 – 12	70	-	57	50.8	0.9	55	50.7	0.9	57	53.6	0.9	57	54.5	1.0	57	57.0	1.0	1.2%	30.3%	
13 – 16	33	-	26	32.6	1.3	26	33.2	1.3	27	34.9	1.3	27	35.5	1.3	27	37.1	1.4	1.3%	14.3%	

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.5.7 Strategic risks and mitigation

Programme 5 has identified the following strategic risks:

Strategic risks	Mitigation strategy
Unreliable SITA services	Continue with the engagements in an attempt to remedy the situation Consider excluding other services from the current SITA contract with the organisation and obtain them from other independent service providers
Incomplete enterprise architecture	Employ the necessary skills to fast-track the development of a holistic and integrated architecture
The risk that the low public trust in government whose corporate identity Stats SA shares negatively affects our trusted and independence position	Elevate Stats SA's media profile and public image as a scientific and professionally independent organisation
The risk that a lack of resources to advertise the Stats SA corporate brand results in poor corporate brand awareness and identification	Maximise free publicity opportunities in the media and community engagements and innovate our marketing and communication channels
The risk that inconsistent brand application across our extensive national footprint of offices and fieldwork staff leads to confusion amongst stakeholders and impacts negatively on the Stats SA brand	Implement the standardised Stats SA corporate brand across all office buildings, including fieldwork gear

2.6 Programme: Statistical Operations and Provincial Coordination

2.6.1 Programme purpose

Collect and process data, and interact with stakeholders and users at the provincial and local levels.

2.6.2 Objectives

- Provide integrated data collection services, and disseminate quality statistics to provincial and local stakeholders and the public by ensuring an average annual response rate of 85 per cent.
- Expand the statistical information base for use by government, the private sector and the public by conducting a population census every 10 years, and large-scale population surveys between censuses.
- Ensure the efficiency and effectiveness of survey operations conducted by the department by coordinating household survey operations to ensure an average annual response rate of 85 per cent.
- Improve the quality and timeliness of the editing and processing of statistical data by administering a common data processing platform for censuses, household surveys, administrative records and ad hoc survey data over the medium term.

2.6.3 Subprogrammes

- *Programme Management* for Statistical Operations and Provincial Coordination provides strategic direction and leadership to the programme.
- *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.
- *Data Operations* manages the editing and processing of census, survey and administrative data.
- *Household Survey and Censuses* conducts periodic population censuses and large-scale population surveys, and coordinates and integrates collection activities across household surveys.

2.6.4 Programme 6 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Provinces)										
29.	Agile operating model	Report on integrated fieldwork operations pilot	Number of reports on integrated fieldwork operations model compiled	Conducted QLFS with an average response rate of 92%	Integrated fieldwork strategy not compiled	Compiled proposal for integrated fieldwork to streamline statistical operations	<ul style="list-style-type: none"> 1 proposal for integrated fieldwork to streamline statistical operations approved 	<ul style="list-style-type: none"> 1 report on integrated fieldwork operations model pilot compiled 	<ul style="list-style-type: none"> 1 integrated fieldwork operations model reviewed 1 integrated fieldwork operations model adopted 1 integrated fieldwork operations model implemented (Phase 1) 	<ul style="list-style-type: none"> 1 integrated fieldwork operations model implemented (Phase 2)
		Population Census 2022	Number of reports on Census 2022 data collection compiled	Provincial plans for Census were not compiled	Compiled provincial plans for Census in 8 provinces	Reports on Census pilot data collection were not compiled	<ul style="list-style-type: none"> 9 reports on data collection for Population Census pilot compiled 9 provincial field reports on Census data collection compiled 	<ul style="list-style-type: none"> 9 provincial reports on Census 2022 data collection compiled 	<ul style="list-style-type: none"> 9 provincial reports on Census 2022 dissemination compiled (Phase 1) 	<ul style="list-style-type: none"> 9 provincial reports on Census 2022 dissemination compiled (Phase 2)
		Census 2022 dissemination plan	Number of reports on Census 2022 dissemination plans developed		Conducted Census 2021 Mini-test			<ul style="list-style-type: none"> 1 Census 2022 dissemination plan developed 		

Table 2: Indicators, annual and quarterly targets (Provincial Offices)

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Provinces)						
29.1	Number of reports on integrated fieldwork operations model compiled	1 report on integrated fieldwork operations model pilot compiled by March 2023				1
29.2	Number of reports on Census 2022 data collection compiled	9 provincial reports on Census 2022 data collection compiled by June 2022	9			
29.3	Number of reports on Census 2022 dissemination plans developed	1 Census 2022 dissemination plan developed by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Data Operations)										
30.	Agile operating model	Report on business processes implemented	Number of reports on business processes implemented	Compiled report on implementation of digital data collection	Compiled 7 datasets	Compiled concept note on multimode data operation approaches	• 1 business process tested	• 1 report on business processes implemented (Phase 1)	• 1 multimode data operations fully implemented (Phase 2)	• 1 report on innovations for the Community Survey compiled
		Data processing report	Number of reports on Census 2022 and PES data processed		Conducted Census Mini-test processing	A report on the processing of Census pilot data was not compiled	• 1 report on Census pilot data processed	• 1 report on Census 2022 and PES data processed	• 1 report on Census 2022 main data processed	
		Report on processing of Causes of Death data	Percentage death notification forms processed					• 100% death notification forms (2019) processed • 100% death notification forms (2020) processed	• 100% death notification forms (2021) processed • 100% death notification forms (2022) processed	• 100% death notification forms processed (2023)

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Data Operations)						
30.1	Number of reports on business processes implemented	1 report on the implementation of business processes (phase 1) compiled by March 2023				1
30.2	Number of reports on Census 2022 and PES data processed	1 report on Census 2022 and PES data processed by March 2023				1
30.3	Percentage death notification forms processed	100% death notification forms (2019) processed by September 2022		100%		
		100% death notification forms (2020) processed by October 2022			100%	

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Household Surveys and Censuses)										
31.	Insightful data	Census 2022 evaluation report	Number of evaluation reports on Census 2022 field operations compiled	Compiled reports on new methodologies on data collection, training, logistics, and publicity and advocacy	Conducted Census Mini-test	A debriefing report was not compiled	• 1 national debriefing report on Census pilot compiled	• 1 evaluation report on Census 2022 field operations compiled	• 1 research report on upcoming census and community survey compiled	• 1 report on testing innovations for the upcoming Community Survey compiled
		National report on digital data collection for household surveys	Number of national reports on digital data collection for household surveys compiled		Compiled report on implementation of data collection	Compiled national report on digital data collection for household surveys	• 1 national report on digital data collection for household surveys compiled	• 1 national report on digital data collection for household surveys compiled	• 1 national report on digital data collection compiled	• 1 national report on digital data collection compiled
		National report on quality assurance tools	Number of national reports on quality assurance tools developed		Compiled national report on digital data collection for household surveys		• 1 national report on quality assurance tools developed	• 1 report on quality assurance tools reviewed	• 1 report on quality assurance tools implemented	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 6: Statistical Operations and Provincial Coordination (Subprogramme: Household Surveys and Censuses)						
31.1	Number of evaluation reports on Census 2022 field operations compiled	1 evaluation report on Census 2022 field operations compiled by September 2022		1		
31.2	Number of national reports on digital data collection for household surveys compiled	1 national report on digital data collection for household surveys compiled by March 2023				1
31.3	Number of national reports on quality assurance tools developed	1 national report on quality assurance tools developed by March 2023				1

2.6.5 Programme 6: Explanation on planned performance

The strategic intent of the Statistical Operations and Provincial Coordination branch within the data ecosystem is to ensure well-coordinated, quality-assured data collection and dissemination of statistical information. The primary target is to have household surveys and population census collections online and technology-driven with all fieldwork staff appropriately skilled in the use of new technology by 2025.

Agile operating model: The organisation is implementing the fourth South African population census in a democratic era. The original planned date of the census was revised from October 2021 to February 2022 due to COVID-19. The pandemic has compelled the organisation to assess and test the use of a multi-modal approach (i.e. use of Computer Assisted Web Interviews (CAWI), Computer Assisted Telephone Interviews (CATI) and Computer Assisted Personal Interviews (CAPI)) for data collection to minimize contact between fieldworkers and respondents. The use of a multi-modal approach provides respondents with an option to be enumerated without any physical contact with a Stats SA official should they wish so. Census 2022 will be the first multi-modal Census in South Africa and will form the proof of concept for all other surveys in Stats SA. In the coming year, the multi-modal processes will be tested on other Stats SA surveys.

Insightful data: The statistical outputs of the census form the baseline of the statistical information system in the country and provides the most comprehensive statistics at the lowest geographic level to provide insights on various socio-economic phenomena including the District Development Model. This programme will play a key role over the medium term to disseminate and promote the use of statistical information for informed decision-making at provincial and local levels.

Transformed capability: A key strategic focus of the branch will be on reskilling our staff to meet the new requirements of work methods in a digital environment. The focus will not only be on digital capabilities, but ensuring that our staff have the necessary capabilities as we are implementing an Integrated Operations Model for data collection.

Key challenges facing the branch relate to the filling of critical vacancies and investment in the statistical infrastructure at a provincial and local level.

2.6.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. The provincial and district offices are placed within this programme. Within the remaining goods and services budget, the primary cost drivers relate to fleet, communication, and travel and subsistence. An additional allocation of R206 million was received for the 2022/23 financial year to conduct the Post Enumeration Survey and for disseminating the Census 2022 results.

Expenditure trends and estimates

Statistical Operations and Provincial Coordination expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%)
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
Programme Management for Statistical Operations and Provincial Coordination	3.1	3.3	3.9	5.5	21.7%	0.3%	5.9	5.8	6.0	3.0%	0.4%
Provincial and District Offices	614.2	649.7	578.1	652.0	2.0%	40.1%	688.6	695.9	727.4	3.7%	45.6%
Data Operations	83.0	88.4	86.2	92.5	3.7%	5.6%	95.1	92.5	96.6	1.5%	6.2%
Household Survey and Censuses	72.5	206.4	495.5	2 583.5	229.1%	54.0%	173.1	68.4	71.5	-69.8%	47.8%
Total	772.7	948.0	1 163.7	3 333.5	62.8%	100.0%	962.7	862.5	901.5	-35.3%	100.0%
Change to 2021 Budget estimate				401.1			116.0	13.2	14.1		
Economic classification											
Current payments	766.7	902.4	1 152.8	3 101.3	59.3%	95.3%	958.1	858.3	897.2	-33.9%	96.0%
Compensation of employees	617.3	652.5	642.8	943.1	15.2%	45.9%	700.7	704.8	736.7	-7.9%	50.9%
Goods and services	149.4	249.9	509.9	2 158.2	143.6%	49.3%	257.4	153.6	160.5	-57.9%	45.0%
<i>of which:</i>											
<i>Communication</i>	22.6	19.4	25.8	38.0	18.9%	1.7%	22.3	20.8	23.0	-15.4%	1.7%
<i>Consultants: Business and advisory services</i>	0.0	0.2	0.1	14.4	811.8%	0.2%	15.3	-	-	-100.0%	0.5%
<i>Fleet services (including government motor transport)</i>	20.0	18.3	4.4	41.3	27.3%	1.3%	53.1	33.7	35.4	-4.9%	2.7%
<i>Consumables: Stationery, printing and office supplies</i>	1.2	1.7	1.9	5.5	66.5%	0.2%	8.2	6.5	6.6	6.2%	0.4%
<i>Operating leases</i>	67.9	62.4	33.8	59.8	-4.1%	3.6%	48.8	49.7	50.7	-5.4%	3.5%
<i>Travel and subsistence</i>	26.7	57.3	17.1	103.3	56.9%	3.3%	66.5	27.3	28.4	-34.9%	3.7%
Transfers and subsidies	1.9	1.6	3.8	27.0	141.5%	0.6%	0.1	0.1	0.0	-90.7%	0.4%
Departmental agencies and accounts	0.0	0.0	0.0	0.0	-	-	0.0	0.0	0.0	-	-
Public corporations and private enterprises	-	0.0	0.1	-	-	-	-	-	-	-	-
Households	1.9	1.5	3.7	27.0	141.6%	0.5%	0.1	0.1	0.0	-90.8%	0.4%
Payments for capital assets	4.1	44.0	7.1	205.2	267.3%	4.2%	4.4	4.1	4.3	-72.5%	3.6%
Machinery and equipment	4.1	44.0	7.1	203.2	266.1%	4.2%	4.4	4.1	4.3	-72.4%	3.6%
Software and other intangible assets	-	-	-	2.0	-	-	-	-	-	-100.0%	-
Total	772.7	948.0	1 163.7	3 333.5	62.8%	100.0%	962.7	862.5	901.5	-35.3%	100.0%
Proportion of total programme expenditure to vote expenditure	33.4%	37.1%	43.2%	67.6%	-	-	34.9%	32.6%	32.5%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	1.9	1.5	3.7	26.7	142.3%	0.5%	0.1	0.1	0.0	-90.8%	0.4%
Employee social benefits	1.9	1.5	3.7	26.7	142.3%	0.5%	0.1	0.1	0.0	-90.8%	0.4%
Public corporations and private enterprises											
Private enterprises											
Other transfers to private enterprises											
Current	-	0.0	0.1	-	-	-	-	-	-	-	-
Claims against the state	-	0.0	0.1	-	-	-	-	-	-	-	-

Personnel information

Statistical Operations and Provincial Coordination personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2022			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21			2021/22			2022/23		2023/24		2024/25		2021/22 - 2024/25				
Statistical Operations and Provincial Coordination			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit Cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	1 529	–	1 314	642.8	0.5	1 597	943.1	0.6	1 287	700.7	0.5	1 277	704.8	0.6	1 275	736.7	0.6	-7.2%	100.0%
1 – 6	870	–	783	243.3	0.3	867	313.4	0.4	665	211.9	0.3	664	216.6	0.3	663	226.7	0.3	-8.6%	52.6%
7 – 10	441	–	362	205.3	0.6	464	319.9	0.7	415	240.5	0.6	415	245.3	0.6	414	256.1	0.6	-3.7%	31.4%
11 – 12	168	–	129	122.2	0.9	199	187.3	0.9	153	147.1	1.0	144	140.0	1.0	144	146.3	1.0	-10.2%	11.8%
13 – 16	50	–	40	72.0	1.8	67	122.4	1.8	54	101.2	1.9	54	102.9	1.9	54	107.5	2.0	-6.9%	4.2%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.6.7 Strategic risks and mitigation

Programme 6 has identified the following strategic risks:

Strategic risks	Mitigation strategy
Business operations: Outdated structure and high number of vacancies	Ad hoc projects to provide adequate resources to support contract positions to fill critical vacancies
Geographic information: Geographic frame not updated to support operations	Develop a frame update and maintenance plan with Geography
Integrated digital fieldwork: Change management of mixed-mode transition and integrating operations	Staff consultation and facilitation of change process Fieldwork planning integrated across projects (training) Map mixed-mode To-Be processes
Statistical information: Lack of relevant, accurate data that meets provincial and municipal stakeholder needs	Facilitate the dissemination and use of statistical information at provincial and local levels Align SSI plans to prioritise municipal, OTP and legislature partnerships

2.7 Programme: South African National Statistics System

2.7.1 Programme purpose

Develop and coordinate the national statistics system in South Africa.

2.7.2 Objectives

- Ensure that the production of national statistics is based on common statistical standards and principles by providing statistical support and advice, and certifying statistics as official on an ongoing basis.
- Ensure the sharing of statistical information by establishing and providing mechanisms, platforms and criteria for the sharing of data on an ongoing basis.
- Drive statistical reporting by coordinating the compilation of statistical reports, in line with the integrated indicator framework, on an ongoing basis.

2.7.3 Subprogrammes

- *Programme Management* for the South African National Statistics System provides strategic direction and leadership to the programme.
- *Economic Subsystem* coordinates and facilitates the production of economic and environmental statistics in the national statistics system, and provides statistical support and advice to producers of official statistics.
- *Social Subsystem* coordinates and facilitates the production of population and social statistics in the national statistics system, and provides statistical support and advice to producers of official statistics.
- *Independent Quality Assessment* conducts independent statistical reviews to assess the quality of statistical information, in line with the South African quality assessment framework, to certify statistics as official.
- *Statistical Reporting* coordinates the reporting of statistics to fulfil South Africa's statistical reporting obligations.
- *Data and Information Management* coordinates and manages the transfer and sharing of data among entities in the national statistics system.

2.7.4 Programme 7 performance information

The following tables outline the outcomes, outputs, performance indicators and targets:

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output Indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 7: South African National Statistics System (Subprogramme: Economic Subsystem)										
32.	Insightful data	Clearance report for economic statistics subsystem	Number of clearance reports for economic statistics subsystem compiled	Applied clearance protocol to the research and development survey from the DST	Applied clearance protocol to SAPS crime statistics and the DTS research and development survey	Compiled clearance report for the Department of Science and Innovation's 2018/19 Research and Development Survey as scheduled	• 1 clearance report for economic statistics subsystem compiled	• 1 clearance report for economic statistics subsystem compiled	• 1 clearance report for economic statistics subsystem compiled	• 1 clearance report for economic statistics subsystem compiled
		Integrated indicator framework (IIF)	Number of reports on integrated indicator framework (IIF) for economic statistics subsystem reviewed			Reviewed the Integrated Indicator Framework based on the Regional Indicative Strategic Development Plan (RISDP) indicators for the environmental sector	• 1 report on integrated indicator framework (IIF) for economic statistics subsystem reviewed	• 1 report on integrated indicator framework (IIF) for economic statistics subsystem reviewed	• 1 report on integrated indicator framework (IIF) for economic statistics subsystem reviewed	• 1 integrated indicator framework (IIF) for economic statistics subsystem reviewed
		Memorandum of Understanding (MoU)/ Service Level Agreement (SLA) for economic statistics subsystem	Number of MoU/SLA for economic statistics subsystem signed	Compiled consolidated reports on economic subsystem activities	Formalised partnerships with the Wits Health Consortium and the Department of Transport	Signed MoU with the South African Reserve Bank to formalise collaboration between Stats SA and the SARB	• 1 MoU/SLA for economic statistics subsystem signed	• 1 MoU/SLA for economic statistics subsystem signed	• 1 MoU/SLA for economic statistics subsystem signed	• 1 MoU/SLA for economic statistics subsystem signed

Table 1: Outcomes, outputs, performance indicators and targets (concluded)

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 7: South African National Statistics System (Subprogramme: Economic Subsystem)										
	Inter-connected statistical system	Research report on NSDS	Number of research reports on NSDS for economic statistics subsystem compiled				<ul style="list-style-type: none"> 1 sector plan on economic statistics subsystem developed 	<ul style="list-style-type: none"> 1 research report on NSDS compiled 	<ul style="list-style-type: none"> 1 sector plan on economic statistics subsystem developed 1 NSDS compiled 	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Economic Subsystem)						
32.1	Number of clearance reports for economic statistics subsystem compiled	1 clearance report for economic statistics subsystem compiled by March 2023				1
32.2	Number of reports on integrated indicator framework (IIF) for economic statistics subsystem reviewed	1 report on integrated indicator framework (IIF) for economic statistics subsystem reviewed by March 2023				1
32.3	Number of MoU/SLA for economic statistics subsystem signed	1 MoU/SLA for economic statistics subsystem signed by March 2023				1
32.4	Number of research reports on NSDS for economic statistics subsystem compiled	1 research report on NSDS for economic statistics subsystem compiled by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output Indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 7: South African National Statistics System (Subprogramme: Social Subsystem)										
33.	Insightful data	Clearance report for social statistics subsystem	Number of clearance reports for social statistics subsystem compiled	Applied clearance protocol to the research and development survey from the DST	<ul style="list-style-type: none"> Applied clearance protocol to SAPS and DTS statistics Applied SASQAF Lite to the RTMC state of road safety report 	Compiled clearance report for the SAPS 2019/20 Crime statistics	<ul style="list-style-type: none"> 1 clearance report for social statistics subsystem compiled 	<ul style="list-style-type: none"> 1 clearance report for social statistics subsystem compiled 	<ul style="list-style-type: none"> 1 clearance report for social statistics subsystem compiled 	<ul style="list-style-type: none"> 1 clearance report for social statistics subsystem compiled
		Integrated indicator framework (IIF) for social statistics subsystem	Number of reports on integrated indicator framework (IIF) for social statistics subsystem reviewed			Reviewed the Integrated Indicator Framework based on RISDP indicators for social and justice sectors	<ul style="list-style-type: none"> 1 integrated indicator framework (IIF) for social statistics subsystem reviewed 	<ul style="list-style-type: none"> 1 report on integrated indicator framework (IIF) for social statistics subsystem reviewed 	<ul style="list-style-type: none"> 1 report on integrated indicator framework (IIF) for social statistics subsystem reviewed 	<ul style="list-style-type: none"> 1 report on integrated indicator framework (IIF) for social statistics subsystem reviewed
		MoU/SLA for social statistics subsystem	Number of MoU/SLA for social statistics subsystem signed		Formalised partnerships with the Wits Health Consortium and the Department of Transport	Signed MoU with the South African Medical Research Council	<ul style="list-style-type: none"> 1 MoU/SLA for social statistics subsystem signed 	<ul style="list-style-type: none"> 1 MoU/SLA for social statistics subsystem signed 	<ul style="list-style-type: none"> 1 MoU/SLA for social statistics subsystem signed 	<ul style="list-style-type: none"> 1 MoU/SLA for social statistics subsystem signed
	Inter-connected statistical system	Research report on National Strategy for the Development of Statistics (NSDS)	Number of research reports on NSDS for social statistics subsystem compiled				<ul style="list-style-type: none"> 1 sector plan on social statistics subsystem developed 	<ul style="list-style-type: none"> 1 research report on NSDS for social statistics subsystem compiled 	<ul style="list-style-type: none"> NSDS compiled 1 sector plan on social statistics subsystem developed 	

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Social Subsystem)						
33.1	Number of clearance reports for social statistics subsystem compiled	1 clearance report for social statistics subsystem compiled by March 2023				1
33.2	Number of reports on integrated indicator framework (IIF) for social statistics subsystem reviewed	1 report on integrated indicator framework (IIF) for social statistics subsystem reviewed by March 2023				1
33.3	Number of MoU/SLA for social statistics subsystem signed	1 MoU/SLA for social statistics subsystem signed by March 2023				1
33.4	Number of research reports on NSDS for social statistics subsystem compiled	1 research report on NSDS for social statistics subsystem compiled by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 7: South African National Statistics System (Subprogramme: Independent Quality Assessment)										
34.	Insightful data	Quality assessment reports	Number of quality assessment reports compiled	Compiled SASQAF quality statements for the IES and crime statistics	Produced quality statements for the living conditions survey and the mortality and causes of death survey	Compiled quality assessment report for the Electricity generated and available for distribution survey	• 1 SASQAF quality assessment conducted	• 2 SASQAF quality assessments (applying SASQAF edition 3) reports compiled	• 3 SASQAF quality assessments conducted	• 3 SASQAF quality assessments conducted
		Report on piloting of SASQAF for administrative data sources	Number of reports on piloting of SASQAF for administrative data sources	Developed proposal for modernising the assessment process	Reviewed SASQAF	Completed review of SASQAF (edition 3 version 2) reviewed	• 1 SASQAF (edition 3 version 2) piloted	• 1 report on piloting of SASQAF for administrative data sources	• 1 report on updating of SASQAF for administrative data sources	• 1 assessment of SASQAF on administrative data conducted

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Independent Quality Assessment)						
34.1	Number of quality assessment reports compiled	2 SASQAF quality assessment (applying SASQAF edition 3) reports compiled by March 2023				2
34.2	Number of reports on piloting of SASQAF for administrative data sources	1 SASQAF administrative data sources piloted by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 7: South African National Statistics System (Subprogramme: Statistical Reporting)										
35.	Insightful data	Integrated indicator framework	Number of reports on Integrated indicator frameworks updated	Updated integrated indicator framework	Updated integrated indicator framework		• 1 integrated indicator framework data values updated	• 1 report on integrated indicator framework data values updated	• 1 report on integrated indicator framework data values updated	• 1 report on integrated indicator framework data values updated
		Reports on SDG indicators	Number of reports on SDG indicators compiled	Compiled report on SDG indicators	Compiled SDG country report			• 17 goal reports on SDG indicators compiled	• 1 country report on SDG indicators compiled	
	Inter-connected statistical systems	Progress report on legislative reform	Number of progress reports on legislative reform compiled	A draft Bill on legislative changes was not submitted to Parliament	Compiled progress report on parliamentary process for Statistics Act amendments	Compiled report on legislative reform	• 1 progress report on legislative reform compiled	• 1 progress report on legislative reform compiled	• Progress report on legislative reform compiled	• Progress report on legislative reform compiled

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Statistical Reporting)						
35.1	Number of reports on Integrated indicator frameworks updated	1 report on integrated indicator framework data values updated by March 2023				1
35.2	Number of reports on SDG indicators compiled	17 goal reports on SDG indicators compiled by March 2023				17
35.3	Number of progress reports on legislative reform compiled	1 progress report on legislative reform compiled by March 2023				1

Table 1: Outcomes, outputs, performance indicators and targets

No.	Outcome	Output	Output indicators	Audited/actual performance			Estimated performance	Medium-term targets		
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 7: South African National Statistics System (Subprogramme: Data and Information Management)										
36.	Insightful data	Integrated indicator framework (IIF) dissemination portal	Number of reports on of IIF dissemination portal indicators updated	Developed strategy and protocol on data sharing Expanded e-data transfer and dissemination tools amongst SANSS partners	Piloted protocol on data sharing Launched dissemination platform on SDGs for NSS data	Implemented dissemination portal for the Integrated Indicator Framework	• 1 IIF dissemination portal updated	• 1 report on IIF dissemination portal updated	• 1 report on IIF dissemination portal updated	• 1 report on IIF dissemination portal updated
		Online system for SASQAF self-assessment	Number of reports on additional features to online system for SASQAF self-assessment updated		Developed specifications for a SASQAF online assessment tool	Developed, launched and implemented online SASQAF Self-Assessment system	• 1 online system for SASQAF self-assessment developed	• 1 report on online system for SASQAF self-assessment updated	• 1 report on online system for SASQAF independent assessment updated	• 1 report on online system for SASQAF independent assessment updated
	Interconnected statistical systems	Specification for online metadata repository	Number of documents on specifications for online metadata repository developed					• 1 document on specifications for online metadata repository for indicators developed	• 1 online metadata repository for indicators implemented	• 1 online metadata repository for indicators reviewed

Table 2: Indicators, annual and quarterly targets

No.	Output indicator	Annual target	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Programme 7: South African National Statistics System (Subprogramme: Data and Information Management)						
36.1	Number of reports on of IIF dissemination portal indicators updated	1 report on IIF dissemination portal updated by March 2023				1
36.2	Number of reports on additional features to online system for SASQAF self-assessment updated	1 report on additional features to online system for SASQAF self-assessment developed by March 2023				1
36.3	Number of documents on specifications for online metadata repository developed	1 document on specifications for online metadata repository for indicators developed by March 2023				1

2.7.5 Programme 7: SANSS – Explanation on planned performance

Interconnected statistical systems: Partnerships with all role players in the data ecosystem are essential to realise the full benefits of the data revolution and modernised national statistics systems. The statistics system is composed of entities in the NSS which must subscribe to governance and ethical principles for all producers of statistics. Additionally, insofar as production activities are concerned, all entities of the NSS subscribe to standards and frameworks as directed by the Statistician-General (SG) under the mandate of the Statistics Act. The integrated indicator framework (IIF) is a tool to promote coordination among producers of official and other statistics in order to advance quality, comparability and optimum use of official statistics. It is also a key contributor to the achievement of the interconnected statistics system. Increasing the number of frameworks within the IIF will expand the indicators of national importance that comply with statistical principles as directed by the SG. Once fully developed, the IIF will be able to ascertain what the information gap is in the statistics system.

The development and implementation of the National Strategy for Development of Statistics (NSDS) will build capacity and strengthen coordination amongst entities of the NSS. Through the NSDS, NSS entities will be able to set up statistical units and compile annual statistical plans informed by the IIF. All data that will be used to report on the IIF will be taken through a quality assessment process using the South African Statistical Quality Assessment Framework (SASQAF). The latter is used as a framework for designating statistics as official by the Statistician-General as per his mandate in the Statistics Act. A key strategic intent of Stats SA is to institutionalise the SASQAF self-assessment portal that was launched during 2021/22 which will enable all partners to conduct their own quality assessment before an independent assessment is conducted by Stats SA to facilitate the certification of statistics as official.

Through the NSDS, the technical support and advice that will be given to entities of the NSS, the implementation of the IIF, and the coordination part of the Statistics Act will be fully realised. The online platforms that will be used for assessments and reporting on development frameworks will ensure there is access to quality data towards the achievement of the country's priorities.

Insightful data: Stats SA is also responsible for the development and coordination of the national SDG goal reports. During 2022/23, the SANSS branch will produce 17 SDG goal reports reporting on the development and progress South Africa has made since the adoption of the global agenda.

2.7.6 Resource allocation

The primary cost driver is expenditure on compensation of employees. Within the remaining goods and services budget, the primary cost drivers relate to communication, data costs and training costs.

Expenditure trends and estimates

South African National Statistics System 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million											
Programme Management for South African National Statistics System	5.4	6.0	3.2	8.6	16.7%	19.1%	11.5	11.5	12.0	11.6%	25.3%
Economic Subsystem	3.0	3.3	3.0	5.2	20.3%	11.9%	5.4	5.4	5.6	2.8%	12.5%
Social Subsystem	6.6	6.1	9.8	6.2	-1.9%	23.7%	8.2	8.2	8.5	11.4%	18.0%
Independent Quality Assessment	3.0	3.5	3.4	5.3	20.4%	12.6%	5.7	5.7	5.9	3.8%	13.1%
Statistical Reporting	6.3	7.4	2.8	6.4	0.3%	19.0%	7.2	7.3	7.6	5.9%	16.5%
Data and Information Management	2.5	2.6	5.2	6.3	36.1%	13.7%	6.2	6.3	6.5	1.4%	14.6%
Total	26.8	28.8	27.4	37.9	12.3%	100.0%	44.2	44.3	46.2	6.8%	100.0%
Change to 2021 Budget estimate				(3.3)			1.5	1.5	1.6		
Economic classification											
Current payments	26.7	28.8	22.8	37.2	11.7%	95.5%	44.0	44.1	45.9	7.3%	99.1%
Compensation of employees	19.8	21.1	20.8	31.0	16.1%	76.8%	32.6	32.6	34.0	3.1%	75.4%
Goods and services	6.8	7.7	2.0	6.2	-3.5%	18.7%	11.4	11.5	11.9	24.7%	23.7%
<i>of which:</i>											
<i>Bursaries: Employees</i>	0.1	0.1	0.0	0.5	59.0%	0.6%	0.6	0.6	0.7	7.7%	1.4%
<i>Communication</i>	0.3	0.3	0.4	0.5	15.7%	1.2%	0.9	0.9	0.9	24.9%	1.8%
<i>Consultants: Business and advisory services</i>	2.7	4.1	0.0	0.0	-76.5%	5.7%	2.4	2.4	2.5	311.3%	4.2%
<i>Consumables: Stationery, printing and office supplies</i>	0.1	0.1	0.0	0.5	68.7%	0.6%	1.4	1.4	1.4	38.8%	2.7%
<i>Travel and subsistence</i>	2.0	2.0	0.0	2.4	6.8%	5.3%	4.1	4.1	4.4	22.4%	8.8%
<i>Training and development</i>	0.1	0.5	0.0	0.9	146.8%	1.3%	0.9	0.9	0.9	-2.3%	2.1%
Transfers and subsidies	-	0.0	-	0.6	-	0.5%	-	-	-	-100.0%	0.3%
Households	-	0.0	-	0.6	-	0.5%	-	-	-	-100.0%	0.3%
Payments for capital assets	0.1	-	-	0.2	11.1%	0.3%	0.2	0.2	0.3	17.1%	0.5%
Machinery and equipment	0.1	-	-	0.2	11.1%	0.3%	0.2	0.2	0.3	17.1%	0.5%
Payments for financial assets	-	-	4.6	-	-	3.8%	-	-	-	-	-
Total	26.8	28.8	27.4	37.9	12.3%	100.0%	44.2	44.3	46.2	6.8%	100.0%
Proportion of total programme expenditure to vote expenditure	1.2%	1.1%	1.0%	0.8%	-	-	1.6%	1.7%	1.7%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	-	0.0	-	0.6	-	0.5%	-	-	-	-100.0%	0.3%
Employee social benefits	-	0.0	-	0.6	-	0.5%	-	-	-	-100.0%	0.3%

Personnel information

South African National Statistics System personnel numbers and cost by salary level¹

Salary level	Number of posts estimated for 31 March 2022		Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average Salary level/ Total (%)			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21	2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25							
South African National Statistics System			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	46	-	21	20.8	1.0	31	31.0	1.0	34	32.6	1.0	32	32.6	1.0	32	34.0	1.1	0.5%	100.0%
1-6	2	-	-	-	-	-	-	-	1	0.4	0.4	1	0.4	0.4	1	0.4	0.4	-	2.3%
7-10	17	-	8	4.6	0.6	13	9.0	0.7	14	8.9	0.6	12	8.1	0.7	12	8.4	0.7	-4.0%	39.1%
11-12	5	-	3	3.0	1.0	9	9.4	1.0	9	9.2	1.0	9	9.8	1.1	9	10.3	1.1	-	28.1%
13-16	22	-	10	13.2	1.3	9	12.6	1.4	10	14.1	1.4	10	14.3	1.4	10	14.9	1.5	3.6%	30.5%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

2.7.7 Strategic risks and mitigation

Programme 7 has identified the following strategic risks:

Strategic risks	Mitigation strategy
Inability to coordinate and synergise SANSS activities	Review of legislation (legislative reform) to address and strengthen coordination Design a National Strategy for the Development of Statistics (NSDS)
Inability to close the data gap within the IIF	Implement the amended Statistics Act Statistical plans approved by the SG Increased assessment of external data sources
Inability to provide statistical support and advice	Support and advice to be given based on the integrated indicator framework

PART THREE



Stakeholders and the environment

3. Stakeholders and the environment

The preceding chapters focused on the strategic direction of the organisation and the annual performance plan to implement the strategic outcomes. 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

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.

To date, four household surveys have transited from PAPI to CAPI, namely GPSJS, GHS, DTS and QLFS. Transforming the operating model of Stats SA in terms of data collection and processing will continue in 2022/23. These efforts are in line with government's intent to accelerate and improve service delivery. Stats SA, like any other sector, from 2020, was adversely affected by COVID-19 and other emanating disruptions in the statistical system. A number of review sessions were held afterwards to assess the impact and the following key challenges impacting Stats SA service delivery were outlined:

- Increasing statistical information demand following pressures from COVID-19
- Minimal adherence to Batho Pele principles
- Dated stakeholder interactive platforms (e.g. website, User Information Service platform (CRM), call center approach, publicity processes/platforms, etc.
- Resource capability constraints delaying innovation within the organisation
- Data confidentiality demands following the implementation of the POPI act

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 2022/23, Stats SA aims to implement the OMF through:

- Developing a business process management strategy;
- Mapping business processes for mixed-mode household surveys (To-Be);
- Conducting branch sessions on business process management framework;

- Implementation of the business process management strategy;
- Facilitate business process mapping for one business area in the Economic Statistics branch;
- Facilitate development of Standard Operating Procedures (SOPs) for mapped processes;
- Developing standard operating procedures for mixed-mode survey operations; and
- Publishing a new 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;
- 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 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. 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 ISibalo 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 to ensure 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 improve lives through **data ecosystems**

Mission

To transform the production, coordination and use of statistics

Strategic goal

To increase the supply and use of statistical information for better informed decisions by leading the statistical production and coordination in the data ecosystem through **optimisation, innovation, partnerships and diversification**

Organisational culture

 Our culture embraces diversity in thought and practice in order to guide our behaviour on the change and transformation

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 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 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)
- Continental: African Statistics Charter
- Internationally: Fundamental Principles of Official Statistics

'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

About our products, please contact:
User Information Services:
012 310 8600
Fax: 012 310 8500
Email: info@statssa.gov.za

Main switchboard:
012 310 8911
Fax: 012 321 7381
Website: www.statssa.gov.za

Physical address:
ISibalo House, 75 Koch Street, Salvokop,
Pretoria, 0002
Postal address:
Private Bag X44, Pretoria, 0001

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 and Communication Technology Strategy

We have entered a new and exciting technological era that provides alternative ways of conducting business, which offers future opportunities for innovation and growth. The Fourth Industrial Revolution (4IR) is characterised by several technologies which have brought disruptions in the data ecosystem, presenting new global risks shared by all sectors, big and small as well as profit and non-profit. The only way to mitigate the risks is to adapt, evolve and embrace the elements of the 4IR in our statistical systems. Stats SA is taking on digitalisation by modernising its value chains in order to avail its products and services faster and closer to stakeholders, and to secure its place in the data ecosystem. ICT has therefore positioned itself as a strategic partner in delivering innovative and trusted solutions, which will be achieved through integrated ICT solutions that will enable and transform the statistical systems. The new strategy outlines the following outcomes and objectives:

Trusted partners

ICT is a trusted partner with the business, committing to be proactive in its service offerings, to communicate better, keep stakeholders informed of progress and important decision or events as well as upcoming innovations that will improve or disrupt business as usual ahead of external disruptors. The following strategic objectives will guide the achievement of the strategic outcome:

- Establish strategic partnership with all the organisation's branches.
- Establish business analysis functionality at an organisational level.
- Partner with industries on disruptive/emerging technologies.

Integrated end-to-end systems

Integrated end-to-end systems are in place to provide the organisation with a seamless user experience, reduction of multitudes of system applications, improved data integrity, and overall simplicity in streamlining business processes. The following strategic objectives will guide the achievement of the strategic outcome:

- Establish and institutionalise enterprise architecture.
- Integrate and standardise ICT solutions and services aligned to enterprise architecture.

Enabling ICT environment

Stats SA's ICT environment is well governed, secured, and responsive to stakeholder needs and facilitates business innovation. The following strategic objectives will guide the achievement of the strategic outcome:

- Strengthen ICT security and governance.
- Institutionalise an agile ICT service delivery model.
- Invest in a knowledge-sharing platform.

Capable people

The staff members and other stakeholders are capacitated to take advantage of new digital technologies in the data ecosystem. Stats SA will prioritise ICT talent and skills management, retention strategies and proper succession planning within ICT areas. The following strategic objectives will guide the achievement of the strategic outcome:

- Strengthen ICT capabilities.
- Invest in digital capabilities at an organisational level.
- Invest in ICT leadership and management capabilities.

- Build an ICT culture based on organisational values.
- Invest in ICT research and development.

The strategy provides synergy amongst all ICT units, optimising ICT resource utilisation to better support the Stats SA's mandate.

3.4.2 Human Resource Management Strategy

Delivering high-quality statistical information is dependent on a highly qualified, motivated workforce and skilled staff complement. The new strategic direction calls for a new skills set for the future and an agile workforce that can adapt to the fast pace of change. Changing processes, systems and technology will continue to change and will have an impact on work design, structure, roles and responsibilities and skills requirements. Stats SA will be embarking on a process to realign its human resource management and development strategy to respond to the new environment. The aim of the current strategy is to maintain a highly qualified and motivated workforce and to provide an environment to support them.

HRM goals for 2022/23

- Goal 1 Harness the retention of scarce skills
- Goal 2 Place staff in line with strategic priority areas
- Goal 3 Provide human resource management support to other ad hoc projects
- Goal 4 Build labour relations management capacity
- Goal 5 Realign the human resource management and development strategy to the current strategic direction
- 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 6 years of the contract have been exhausted (2 years for construction and 4 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 several 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:

- Implementation evaluation:
 - Independent evaluation of the census: Conduct an independent post-enumeration survey (PES) to test the veracity of the main census.
 - Independent evaluation on household surveys: Target for 2022/23 is to conduct an evaluation on the Quarterly Labour Force Survey using CATI.

ANNEXURES



Annexure 1: 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 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 predetermined 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: 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.

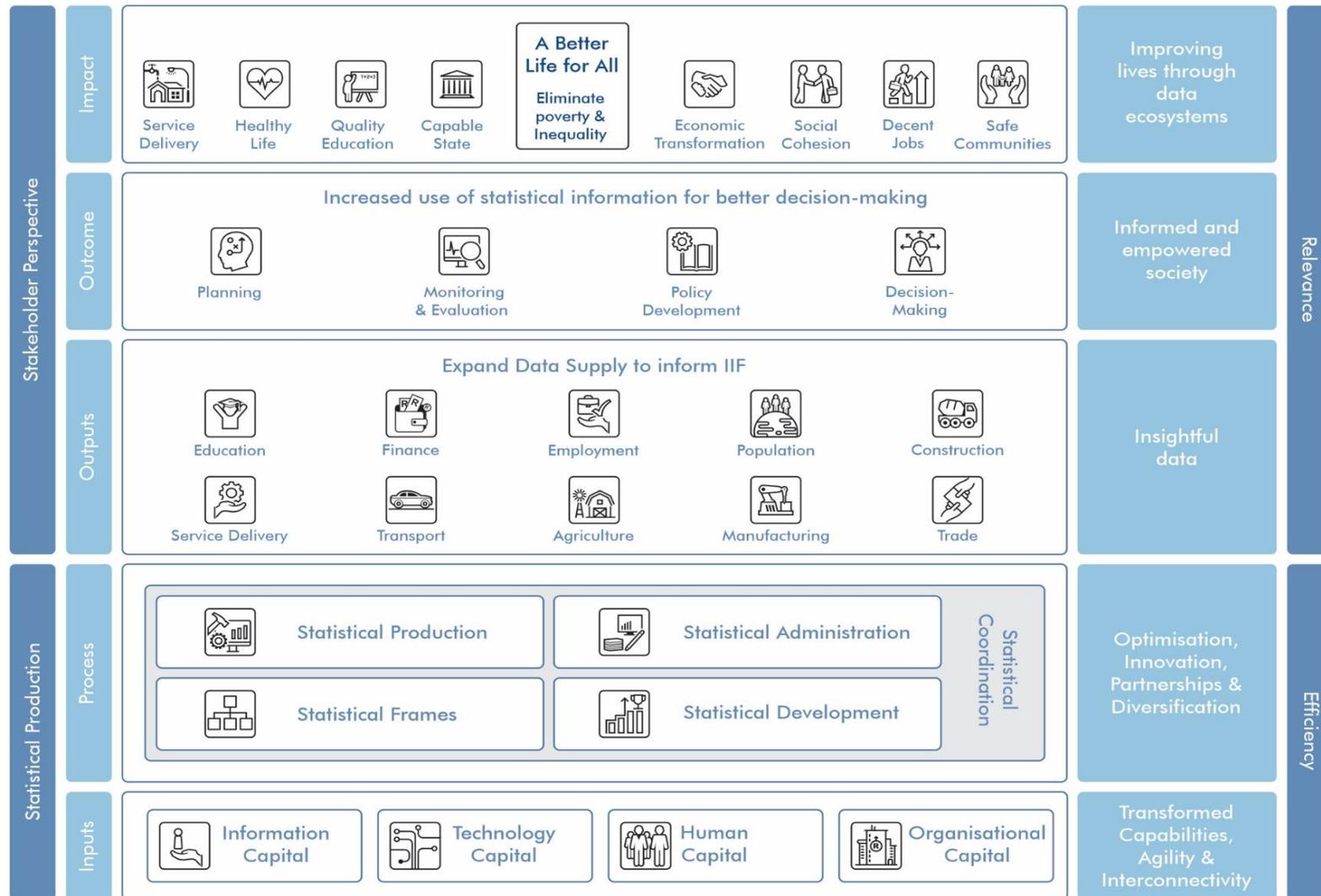
Monitoring and reporting

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 4: Strategy map

The following strategy map outlines the theory of change in picture format of how Stats SA aims to achieve its vision “*Improving lives through data ecosystems*”.



Annexure 5: 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
Mbalu 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 6: 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
BRT	Bus Rapid Transit
BSF	Business Sampling Frame
CAPI	Computer Assisted Personal Interview
CATI	Computer Assisted Telephonic Interview
CAWI	Computer Assisted Web 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
DMR	Department of Mineral Resources
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
GSGF	Global Statistical Geospatial Framework
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
IPPs	Independent power producers
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
NCA	Natural Capital Accounting
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
OMF	Operations Management Framework
PAPI	Paper Assisted Personal Interview
PES	Post-enumeration Survey
PFMA	Public Finance Management Act
POPI	Protection of Personal Information 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
RAIM	Risk, Anti-corruption and Integrity Management
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
SADT	South African Domestic Tourism
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
SDDS	Special Data Dissemination Standard
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
UNSC	United Nations Statistical Commission
USS	User Satisfaction Survey
VAS	Volunteer Activities Survey
VOCS	Victims of Crime Survey
WC	Western Cape
WHO	World Health Organization

WORK PROGRAMME 2022/2023

