

work programme

2006/07 – 2008/09



**Statistics
South Africa**

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For further information contact:

Celia de Klerk

Tel: (012) 310 8454

Strategic planning

Statistics South Africa

Private Bag X44

Pretoria 0001

South Africa

170 Andries Street

Pretoria

0002

User information service: (012) 310 8600

Fax: (012) 310 8500

Main switchboard: (012) 310 8911

Fax: (012) 321 7381

Website: www.statssa.gov.za

Email: info@statssa.gov.za

work programme

2006/07 – 2008/09

Statistics South Africa
2006

Pali Lehohla
Statistician-General

Published by Statistics South Africa
Private Bag X44
Pretoria
0001

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The Botsoleni address project



"The numbers have made our community beautiful. Our houses look fine now. We hope for more improvement."



"You don't need to ask anybody, the numbers will direct you."



"Botsoleni Primary School. Even public institutions, the schools, the clinics and the churches."



"The service providers, like the Department of Health, will reach the people with ease."



"When a person talks about number 240 in Botsoleni, be it Telkom, Eskom, or any other government department, it refers to my house. This will improve service delivery to me, Botsoleni and the country."

foreword

the Honourable TA Manuel
Minister of Finance



The universe of measurement and statistics is pathologically cautious. I speak as a non-statistician, but as one who depends on timely and accurate statistics for evidence-based decision-making. Let me share with you some of my observations about challenges that confront this world of statisticians and their users.

The first challenge confronting this industry of statisticians in South Africa is the restoration of trust in official statistics. Without the vital element of trust, no official statistics will be reliable. As a consequence of our divided past, there exists amongst ordinary people today an unhealthy disregard for official statistics. Perhaps people remain of the view that the numbers will be invented anyway as in the past.

The second challenge is that there are too few South Africans who love statistics or have a passion for the subject. As with the first challenge, this too is embedded in South Africa's apartheid history. On 17 September 1953, the Minister of Native Affairs, HF Verwoerd, said in an address to Parliament: 'What is the use of teaching the Bantu child mathematics when it cannot use it in practice?' Thus Bantu Education was introduced in 1954, consciously de-emphasising the teaching of Mathematics and Science. A generation of maths students was destroyed and thereafter, successive generations of maths teachers. Twelve years into democracy, this residue of apartheid decision lives on. It must be reversed – not merely at universities or in the work place, but at primary and pre-schools. We must make a conscious effort to interrupt the cycle of the poverty of numeracy.

The third challenge is the absence of sufficient discourse on methodology and outcomes. At a distance I observe how easily positions are polarised and entrenched. I have seen this with data sets like causes of death, road accidents, crime, and HIV and AIDS. Statisticians become the analysts. Results trump method. The value of statistics is lost. The illusion of certainty is paraded as professional confidence.

The fourth challenge is to try and pace ourselves relative to our capacity. I have observed at close quarters the struggles of my counterparts on the African continent as they prepare Poverty Reduction Strategy Papers (PRSPs). The PRSPs must be consulted upon and have a strong statistical foundation. In the absence of the latter, these countries cannot easily access facilities such as debt relief for Highly Indebted Poor Countries

(HIPC). South Africa, or parts of it, are highly sophisticated. We aren't deemed either highly indebted or poor. We are thus required to play in a different league. We have to comply with the Special Data Dissemination Standards (SDDS). The requirements are onerous. Yet, we must recognise that the South Africa of the majority is indeed deeply poor. Similarly, we lack a sufficient skills endowment to meet all of the requirements.

The fifth challenge I wish to draw attention to is what gets measured – and who determines that.

Our programme of action is immense and central to it is speeding up delivery in a targeted fashion through Apgisa. Apgisa has set out clear quantitative targets to be achieved over different time periods. For example, achieving a 6% level of GDP growth between 2010 and 2014, reducing unemployment to below 15% and halving the poverty rate. Data produced by Stats SA are fundamental to tell us how the country is doing towards achieving its key targets. Stats SA publishes GDP figures on a quarterly basis, and is currently re-engineering its key labour market survey to provide results quarterly instead of six monthly.

The Statistics Act provides for a detailed work plan to be approved by myself each year. The work plan presents a compelling picture of Stats SA as a professional and responsive institution with challenging delivery targets. The Statistician-General has a tough job to ensure that the organisation meets the targets. The country is relying on him to do so.

Last year I appointed a new Statistics Council to provide support and advice to myself and the Statistician-General. I would like to thank the chair of the Council, Mr Howard Gabriels, for his enthusiastic participation in leading the Council and helping to guide Stats SA on a range of strategic issues.

Finally, I am reminded that Ian Hacking has said: 'Quiet statisticians have changed our world, not by discovering new facts or technical developments, but by changing the ways that we reason, experiment and form our opinions.'

**foreword to the
2006/07 work programme**

Howard Gabriels
Chairperson of the Statistics Council



The Statistician-General presented the work programme to the Statistics Council for advice in terms of section 5 (1) of the Statistics Act of 1999 on 27 February 2006.

The Statistics Act provides that 'the Minister must, on recommendation of the Statistician-General, prioritise the work programme of Statistics South Africa (Stats SA) in accordance with the purpose of official statistics and the statistical principles contemplated in section 3 and both having been advised in this regard by the Council.'

The work programme for 2006/07 presents all the activities of Statistics South Africa that have been debated extensively within the Council and its committees. A number of recommendations of the Council have been incorporated within this work programme.

The architecture of measurement for official statistics is about who we are, and what we do. During this financial year Stats SA will look at the architecture of registers as a potential source of statistical information and specifically the agency will put more focus on the business register, the physical address register (which will be geo-referenced) and the population register.

During the course of this financial year Statistics South Africa will conduct the Community Survey in February 2007. The aim of the Community Survey is to provide a demographic profile on households and information useful to evaluate the impact of public policy at a municipal level. The Community Survey will collect data from 280 000 households – the second biggest endeavour undertaken by Statistics South Africa after the census, which is planned for 2011. During this year planning for Census 2011 will continue, in line with the recommendations of the Africa Symposium on Statistical Development held in Cape Town in January 2006.

The work programme also includes several initiatives to improve the Economic Statistics produced by Statistics South Africa. Council's recommendation has been that the focus of the Economic Statistics

strategy should be to produce accurate and reliable data in the following three areas:

- Economic growth – the measurement of the Gross Domestic Product;
- Improving the measurement of price changes;
- Employment and job creation – re-engineering of the Labour Force Survey.

Over the past year very significant changes were successfully introduced in collection of data on the consumer price index (CPI.) This is a major improvement and over the next financial year further improvements will be introduced. The new collection method will make a substantial contribution to ensure that the CPI and CPIX (CPI excluding mortgages) are produced with confidence.

Building human capacity is a major challenge and the work programme represents very significant positive steps to be taken over the next financial year to address the development of an education and training programme to develop the capacity of Statistics South Africa. A comprehensive training and development strategy has been devised to address the challenges of skills development in statistics, both internally in Stats SA and more broadly in our country.

Marketing and communication is another challenge that is addressed in this work programme to improve the image of Statistics South Africa and to effectively market their statistical products to all users in the public sectors, business and the broader public. A coherent communication strategy has been developed to engage with respondents. The challenge still remains to build trust in official statistics.

Over the course of the past financial year a new management team has been put in place, with the appointment of the Deputy Directors-General by Cabinet. The task now is to build a cohesive team that will effectively implement this work programme.

The Statistics Council recommends the approval of the work programme for 2006/2007 to the Minister of Finance.

introduction

Pali Lehohla
Statistician-General



Members of the public see final numbers produced by Statistics South Africa (Stats SA) but frequently do not appreciate the complexity of what goes on to compile and publish these figures, especially given the challenges so eloquently set out by the Minister. The challenge to produce high quality data to meet the information needs of the state is massive. Not only do we face many technical challenges but also, as a scientific institution, we operate in a society that for many decades was deliberately and systematically denied proper development in the mathematical sciences.

The work programme details the firm plans of Stats SA in its efforts to meet user demands for increasingly comprehensive, detailed and better quality statistical information. The plan includes milestones and targets that inform the performance agreements of managers and staff. These constitute the tools of accountability.

Changes in this plan compared to last year's include a focus on the risks that are inherent to each of the activities undertaken. The new approach to risk identification, perception and management forms the bedrock of planning and enables Stats SA to work with greater confidence in pursuit of producing high quality statistics. High-level organisational risks have been described and action plans to mitigate them are integrated explicitly into the operational plans.

Regular user meetings, and other information channels such as my weekly newspaper column, inform users of our methodologies, thereby creating an opportunity for an environment amenable to receiving, accepting and using official statistics. In the long term, registers and administrative records should increasingly form the basis for collecting official statistics. Departments that maintain big registers such as Home Affairs, SARS and DTI are already in or are developing partnerships with Stats SA in an endeavour to improve the quality of official statistics. These partnerships are the basis for introducing common standards and classifications and more efficient processing systems. These should have benefits for citizens, companies and others sectors that are required to register for one or other reason.

Much effort has been made over the past few years to attract and retain adequate expertise for Stats SA, in particular an internship programme, now in its second year, contracting retired experts from other national statistics agencies as long-term consultants, and headhunting individuals for specific positions. Out of these initiatives we have seen sustained improvements in the production of statistics. We have now finally managed to construct a fully-fledged leadership team and this gives us the opportunity to consolidate hard-won victories as we go forward. A new initiative is to build on the teaching of statistics. This will give us the all-important opportunity to reverse the scourge bestowed on to us by apartheid, not merely at universities or in the work place, but at primary and pre-schools.

Stats SA has taken on international challenges. On this front we look forward to hosting the International Statistics Institute conference in 2009. We have welcomed participating as one of the five African countries at the United Nations Statistics Commission and initiating the series of African Symposia for Statistical Development this year.

chapter 1

national statistics



1.1 The strategic importance of statistics

Good decision-making is based on knowledge. To have knowledge one should have access to accurate data and information. There are different forms of knowledge and the one under consideration is derived from statistics (facts about the state). These facts and the methods deployed to organise and present them have to be transparent. In that way statistical information makes the measurement of the performance of the state transparent and promotes accountability, which is a critical element of any democratic nation.

In his 2006 State of the Nation Address, President Thabo Mbeki said:

- * we should move faster to address the challenges of poverty, underdevelopment and marginalisation confronting those caught within the Second Economy, to ensure that the poor in our country share in our growing prosperity;
- * we should make the necessary interventions with regard to the First Economy to accelerate progress towards the achievement of higher levels of economic growth and development of at least 6% a year; [and]
- * we must sustain and improve the effectiveness of our social development programmes targeted at providing a cushion of support to those most exposed to the threat of abject poverty.

Official statistics are collected to inform debate, decision-making and research, within both government and the wider population. They provide key performance measures and indicators of how South Africa is doing, both as a state and in respect of the goals of government. It is important that official statistics are not only comparable over time, but are also contemporary and responsive to emerging issues and needs.

Statistics South Africa (Stats SA) aims to contribute to the goals of the state by leading a national statistics system that:

- informs public policy, programme implementation and evaluation;
- provides authoritative official statistics that are independent of external influences; and

- provides information on the evolving nature of the economy and society.

It is possible to distinguish between two broad groups of statistics that are of interest to a developmental state.

a) State statistics: These are statistics that are necessary for any state that operates on market principles, regardless of its ideological orientation and socio-economic conditions. International frameworks such as the Special Data Dissemination Standards, the General Data Dissemination System and the System of National Accounts regulate these statistics.

b) Government statistics: These are statistics that inform government on its key priority areas and respond to specific contemporary government programmes aimed at addressing specific socio-economic problems. The South African government must ensure that an adequate range of state statistics exists to inform its macro-economic policies and international financing. Government statistics must be tailored to inform policies targeted at social problems.

In both sets of statistics, indicators of different sectors of the economy and society are central to monitoring performance. In particular, outcome and impact indicators will provide cross-functional measurement on a set of policy and programme initiatives, rather than the specific outputs of a particular project or department.

1.2 Priorities of the South African developmental state

Driven by harsh realities in a developmental state, government has embarked on an initiative to accelerate and share growth. This initiative focuses attention, resources and capacity on key areas such as infrastructure development, sector investment strategies and small business expansion, aiming to unblock structural barriers that inhibit rapid economic growth, job creation and shared development in South Africa. The implications of this initiative on measurement are immense. The statistics system of South Africa will experience increased demand for feedback on the programme similar to that experienced by the Irish system from the early 1990s when Ireland defined and implemented its economic growth and modernisation programme.

1.3 Implementing the Asgisa

The Accelerated and Shared Growth Initiative for South Africa (Asgisa) will be implemented through government's Programme of Action (POA) within the five cabinet clusters. In his 2005 State of the Nation Address, President Thabo Mbeki stated that the aim of the POA is to 'achieve higher rates of economic growth and development, improve the quality of life of all our people, and consolidate our social cohesion'. In this document we demonstrate how Statistics South Africa is aligning measurement to the Programme of Action.

1.4 Measuring national priorities

High quality statistical information enables the state and other users to make decisions based on facts. This is fundamentally important to an open and democratic society. The role of Stats SA is to provide the government, the economy and the public with information about the economic, demographic, social and environmental situation in the country, information that is impartial and independent of external influences. This is in line with the Statistics Act, Act No. 6 of 1999, and the fundamental principles of official statistics of the United Nations.

The Statistics Act is based on these fundamental principles and translates them into a practical application for the South African context.

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 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 consideration 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 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 system 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.*



chapter 2

strategic direction



2.1 Vision and mission

The national priorities of South Africa provide the framework and environment within which Stats SA produces statistical information. The strategic thrust of Stats SA can therefore be summarised in its *vision statement*: 'To be the preferred supplier of quality statistics'.

The mission of Stats SA is 'To provide a relevant and accurate body of statistics to inform users on the dynamics in the economy and society through the application of internationally acclaimed practices'.

2.2 Our core values

Our values are the key to achieving high performance levels and are based on Batho Pele principles. We are striving towards creating an organisation that will foster the following ethos:

- **Respect and integrity:** We will consistently treat each other with respect.
- **Accountability:** We will take full responsibility for our actions.
- **Transparency:** We will be open and accessible about the what, why and how of our actions.
- **Empowerment:** We will create opportunities for organisational and individual growth. We will harness diversity to advance organisational effectiveness.
- **Service excellence:** We will deliver our products and services right first time, every time.

2.3 The strategy and plan

Stats SA's strategy is the key business driver for all areas of the organisation, as it encompasses both the statistical programmes and associated support functions. The Estimates of National Expenditure (ENE) reflect how this strategy will be funded.

2.3.1 Providing relevant statistical information to meet user needs

The core of Stats SA's strategy is the provision of relevant, reliable and high quality statistical information on the economy and society that impacts on the planning and decision-making processes of users.

Stats SA's key priority is to improve measurements in the following areas:

- **Economic growth** – Improving the measurement of GDP;
- **Price stability** – Improving the measurement of price changes;
- **Employment and job creation** – Re-engineering the labour force survey;
- **Life circumstances and service delivery** – Conducting a community survey and measuring poverty; and
- **Demographic profile and population dynamics** – Conducting the Population census 2011 and producing mid-year population estimates.

These activities are executed through the Economic Statistics and Population and Social Statistics clusters. The corresponding medium-term output targets set out in the ENE are detailed in Chapter 3: The work programme.

Strategic risks

- Dependence on registers and frames to produce high quality statistics; such registers are not entirely under the control of Stats SA; and
- Shortage of human resources to execute the programmes; the production of skilled people falls outside the control of Stats SA.

2.3.2 Enhancing the quality of products and services

Comprehensive sampling frames, sound methodological practices and good administrative data are strategic enablers for the production of statistics and underpin the quality of statistics. The organisation will focus on the following initiatives to improve the quality of its statistics and mitigate the strategic risks confronting its ability to provide relevant and up-to-date statistical information:

- Improving the business register;
- Maintaining and updating the household sampling frame; and
- Providing methodological support.

In the long term, Stats SA aims at establishing a national business register, with implications for the legislation that governs companies, as well as a national dwelling frame that is maintained and updated through administrative sources. The realisation of these goals depends on the active participation and contribution of stakeholders in all spheres of government.

The corresponding medium-term output targets set out in the ENE are detailed in Chapter 3.

2.3.3 Developing and promoting statistical coordination and partnerships

The adoption of common concepts, definitions, classifications and standards is the cornerstone of statistical coordination in a national statistics system (NSS). The provision and availability of data and metadata enhance the accessibility and use of statistical information. Stats SA is also responsible for declaring statistical information as official, according to a set of quality criteria.

The strategic objectives of this area are:

- Implementing common standards, definitions and classifications; and
- Strengthening relations with organs of state.

These activities are undertaken by the Quality and Integration cluster and the Statistical Support and Informatics cluster. The corresponding medium-term output targets set out in the ENE are detailed in Chapter 3.

2.3.4 Building human capacity

The production of quality statistics depends on a skilled and highly motivated workforce. Building capacity requires a sustainable strategy to recruit, train and retain skilled staff. In the medium term Stats SA will focus on:

- recruiting and training staff through the internship programme;
- establishing a Statistical Training Institute;
- learning from international best practice and strengthening regional integration; and
- relocating Stats SA to a physical environment conducive to productivity and innovation.

Building human capacity, while not explicitly spelt out in the ENE, is nevertheless an important and critical enabler in the production of quality statistics. These capacity-building activities straddle the departmental support functions.

2.4 Implementing the plan

In order to implement the plan, the organisation:

- conducted strategic planning and prioritised and sequenced the initiatives in the plan;
- allocated resources to implement the plan;
- identified the risks facing the organisation;
- developed business and operational plans and budgets; and
- developed a process for monitoring and measuring progress towards meeting these strategic goals.

2.4.1 The role of the Statistician-General

The Statistician-General, as the head of the organisation, has the ultimate executive responsibility and authority in Stats SA. The primary responsibility of the Statistician-General is to lead the organisation and ensure that the programme of official statistics is implemented. The role of the Statistician-General is rooted in the mandate of the Statistics Act.

In order to ensure the effective and efficient administration and management of the department, the Minister of Finance has approved the delegation of powers and authority to the Statistician-General in terms of the Public Service Act and the Public Service Regulations. These delegations form part of the key performance areas of the Statistician-General.

In executing his responsibilities, the Statistician-General is assisted by an executive management team (Exco) consisting of five Deputy Directors-General, the Chief Financial Officer, the head of the Statistician-General's office, and senior staff representing strategy, communication and legal services.

The five key performance areas of the Statistician-General are:

- setting the overall strategic direction of the organisation;
- directing, guiding and driving the timely release and effective production of high quality economic, social and population statistics;
- ensuring that official statistics meet internationally acclaimed standards and practices by improving statistical processes and ensuring effective statistical infrastructure to achieve operational excellence;
- managing relations with key stakeholders and international role-players; and
- improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation.

The following table expands on the SG's responsibilities.

Key responsibilities of the Statistician-General

Key responsibility	Activities/Outputs	Supported by:
Setting the overall strategic direction of the organisation	<ul style="list-style-type: none"> • Establish vision, mission, organisational goals and targets • Define the work programme and priorities of the organisation • Determine the internal organisation of Stats SA and re-allocate resources according to the strategic plan • Oversee the overall operation, management and integration of the organisation • Monitor, report on and evaluate the performance of the organisation • Communicate regularly to all staff on strategic initiatives such as strategy, goals, priorities, and management decisions 	SG's office Exco

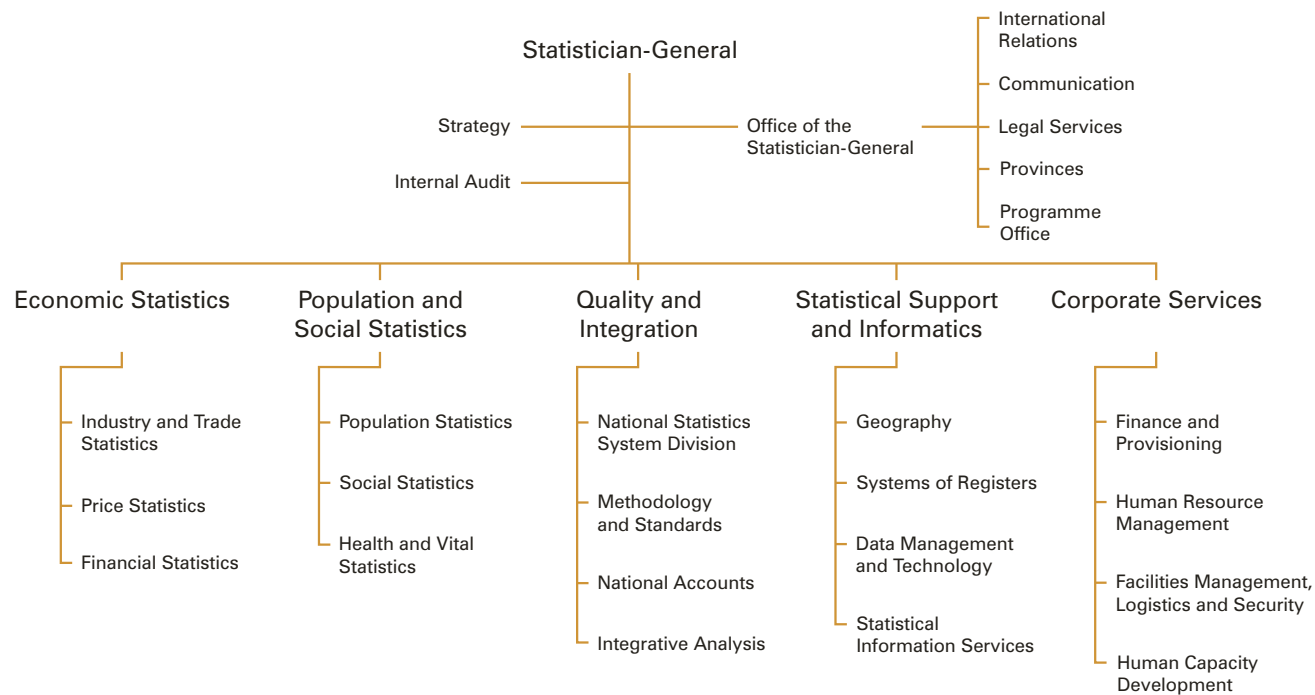
Key responsibility	Activities/Outputs	Supported by:
Directing, guiding and driving the effective and accurate production of economic, social and population statistics	<ul style="list-style-type: none"> • Ensure timely release of high quality economic statistics • Ensure timely release of high quality social statistics • Ensure timely release of high quality population statistics • Produce quality national accounts statistics • Ensure effective quality controls and measures are in place across the statistical production value chain to manage process quality • Drive the implementation of the improvement strategy 	DDGs for Economic Statistics, Population & Social Statistics, Quality & Integration, and Statistical Support & Informatics
Ensuring that official statistics meet internationally acclaimed standards and practices	<ul style="list-style-type: none"> • Ensure methodological soundness of all statistical series • Ensure adherence to recognised national and international standards • Ensure coherence of information through standards, classifications and published metadata • Promote usage of modern methods and technologies • Ensure availability of quality descriptors, technical notes and metadata • Provide quality frames for usage of survey areas • Accessibility of statistical outputs • A statistical data warehouse 	DDG: Quality & Integration DDG: Statistical Support & Informatics
Managing relations with key stakeholders and international role-players	<ul style="list-style-type: none"> • Public and media relations • Management of relations with: <ul style="list-style-type: none"> ○ Government departments ○ International statistics community ○ FOSAD Clusters ○ Statistics Council ○ Audit Committee ○ Minister of Finance 	SG's office National Statistics System division

Key responsibility	Activities/Outputs	Supported by:
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> • Determine the post establishment of the department, including the creation, grading and abolition of posts • Ensure the recruitment, appointment, promotion, transfer, discharge and other career incidents of staff • Manage and encourage people, optimise their outputs and manage relationships effectively in order to achieve organisational goals • Ensure transfer of skills to previously disadvantaged individuals • Create training and development opportunities for all staff • Create work opportunities for people to release their full potential 	DDG: Corporate Services All other DDGs
	<ul style="list-style-type: none"> • Ensure the operation of basic financial management systems, including internal controls • Ensure that Stats SA does not overspend/underspend • Report on a monthly and annual basis • Promote sound, efficient, effective, transparent and accountable administration • Use financial management to support policy and strategy • Review and improve financial strategies and practices and manage risks 	DDG: Corporate Services Chief Financial Officer

2.4.2 Aligning the organisational structure to the strategy

The organisational structure must be flexible for the future as well as fit for the present. Stats SA annually reviews and revises the organisational structure to ensure that the strategic goals and objectives are in line with shifting priorities. The structure is outlined below.

The organisational structure of Stats SA



2.4.3 Planning, monitoring and reporting

The planning and reporting requirement of 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).

Planning

Stats SA conducts three planning sessions annually, namely, strategic planning, business planning and integrative operational planning.

The outputs of these planning sessions are as follows:

- Strategic planning – A strategic plan and annual work programme are compiled aligned to the ENE and approved by the Minister of Finance.
- Business planning – Divisional business plans are compiled outlining quarterly outputs and targets to be achieved for the financial year.
- Integrative operational planning – Detailed project and operational plans are compiled outlining activities and tasks to be conducted monthly. These plans are captured on the management information system of Stats SA.

Monitoring and reporting

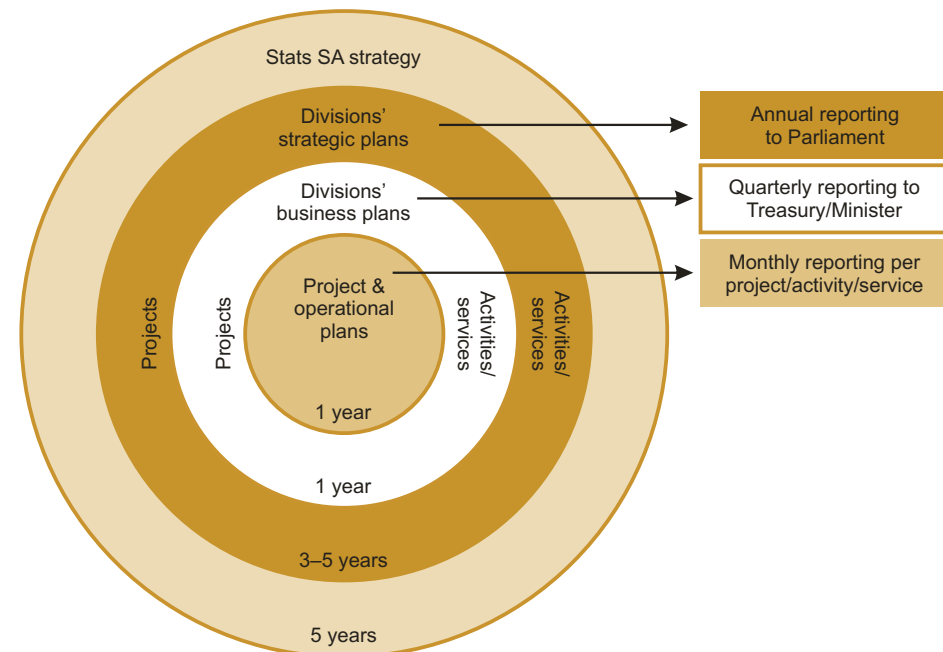
In order for Stats SA to achieve its vision of being the preferred supplier of quality statistics, and to ensure compliance with the relevant legislation, the organisation has put in place measures to monitor and report on its progress and overall performance.

- Annual reporting – An annual report is compiled and tabled in Parliament, on the overall performance of the organisation in terms of the annual targets outlined in the strategic plan and work programme.

- Quarterly reporting – Quarterly reports are compiled and submitted to the Minister of Finance and Treasury, outlining progress made against quarterly targets as stated in the business plans.
- Monthly reporting – Monthly reports are compiled and submitted to the internal executive committee of the organisation (Exco).

The picture below displays the planning and reporting process in Stats SA.

The planning and reporting process



chapter 3

work programme



3.1 Introduction

The preceding chapters have focused mainly on the importance of national statistics in South Africa, and the long-term strategic objectives and priorities of the organisation.

This chapter describes what Stats SA plans to do over the medium term in each priority area in relation to:

- Strategic goals and initiatives – what we want to achieve and how we are going to achieve it; and
- Delivery – what specific outputs we will deliver and by when.

Stats SA produces and disseminates statistics under two broad statistical programmes: Economic Statistics and Population and Social Statistics. Both these programmes involve data collection through censuses, surveys and administrative data sources.

The statistical programmes are supported by three clusters, which deliver (i) a support service and advice on the quality and integration of official statistics, (ii) statistical support and informatics, and (iii) corporate services.

Whilst the economic, population and social surveys are run separately, they are characterised by common statistical principles and practices. The statistical process involves a range of statistical operations, which are enabled by various support functions. In executing its work programme, Stats SA has developed a statistical value chain that illustrates the functioning of the organisation.

The work programme will be used to monitor the high level strategic and operational outputs that the organisation is committed to deliver. The outputs and resources are aligned with the three-year spending plans detailed in the Estimates of National Expenditure published by the National Treasury.

3.2 Purpose and measurable objective of each programme

Programme 1: Administration

Purpose: Provide sound infrastructure and support that enable Stats SA to achieve its mandate.

Measurable objective: Provide strategic leadership, management and corporate support services to all activities to ensure optimal performance of the organisation.

Programme 2: Economic Statistics

Purpose: Produce economic statistics to meet user requirements.

Measurable objective: Inform economic decision-making by providing accurate, relevant and timely economic statistical information through the application of internationally acclaimed practices.

Programme 3: Population and Social Statistics

Purpose: Produce population and social statistics to meet user requirements.

Measurable objective: Inform policy and planning processes by providing relevant and accurate population and social statistics using ethical and internationally acclaimed methodologies.

Programme 4: Quality and Integration

Purpose: Provide expertise on quality and methodology for official statistics, build the National Statistics System, compile national accounts and analyse statistical data.

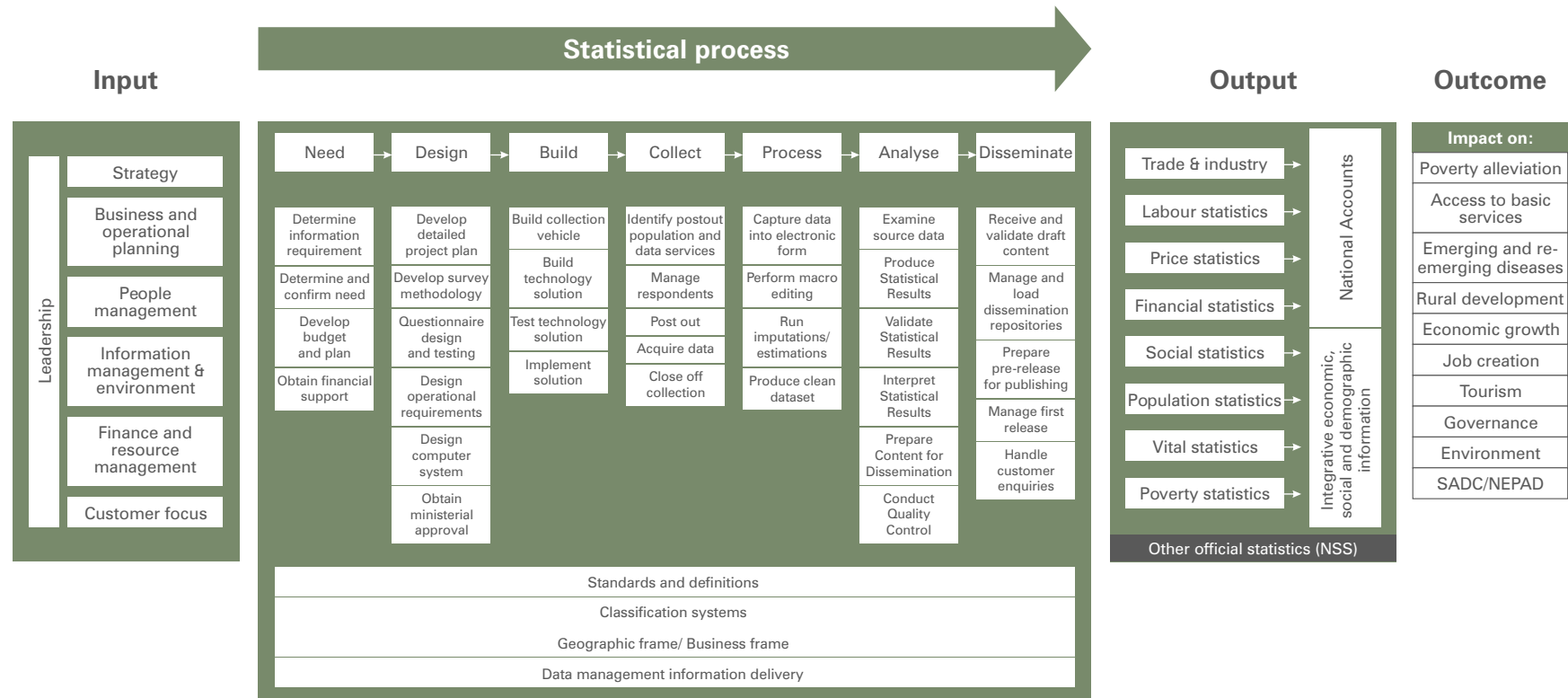
Measurable objective: Provide integrated social, economic and demographic information according to acclaimed best practice, to improve the quality and usage of national statistics.

Programme 5: Statistical Support and Informatics

Purpose: Promote and provide better access to official statistics by optimising the management of information in the production and use of official statistics.

Measurable objective: Improve service delivery and increase accessibility through supporting the entire statistical production cycle with best practice information management infrastructure.

Stats SA's statistical production process



3.3 Implementing the work programme

3.3.1 Providing relevant statistical information to meet user needs

As noted in Chapter 2, the core of Stats SA's strategy is the provision of relevant, reliable and high quality statistical information on the economy and society that impacts on the planning and decision-making processes of users.

Stats SA's key priority is to improve measurement in the following areas:

- **Economic growth** – Improving the measurement of GDP;
- **Price stability** – Improving the measurement of price changes;
- **Employment and job creation** – Re-engineering the labour force survey;
- **Life circumstances and service delivery** – Conducting a community survey and measuring poverty; and
- **Demographic profile and population dynamics** – Conducting the Population census 2011 and producing mid-year population estimates.

These activities are executed through the Economic Statistics and Population and Social Statistics programmes.

a) Economic growth

Stats SA has taken careful note of the growth and development challenges facing South Africa. How to accelerate growth and improve economic performance is one of the key questions facing the nation.

Increased emphasis has been placed on capital formation by both the public and private sectors and this will be boosted by several major construction projects and industrial investments over the period ahead. Government investment spending on key transport networks – road, rail and ports infrastructure – will increase markedly in 2006 and beyond. Investment in the residential and local built environment – housing, community services, water and electricity – will also be stepped up. These priorities of government have informed the measurement of economic growth.

Key initiatives and developments to improve the measurement of economic growth

The Gross Domestic Product (GDP) is the key economic indicator that measures economic growth. The quarterly release on GDP provides estimates on 10 sectors of the economy. In order to ensure that the GDP accurately reflects South Africa's economic growth, Stats SA has identified that increased emphasis should be placed on understanding and measuring the agriculture, construction, transport, communication and business services sectors. Over the medium term, Stats SA plans to improve accurate measurement of these sectors and industries. The key initiatives and developments to improve the quality of source data that feed into the GDP are described below.

Agriculture: A large sample survey on commercial agricultural activity will be conducted in 2006/07 as a joint venture between Stats SA and the Department of Agriculture. The survey will replace a full census. It will be a postal survey, with the sample drawn from the business register. The survey will include financial as well as product information.

Construction: The construction industry is one of the growing sectors in the economy and this might continue to grow, especially in the light of the 2010 World Cup preparations. Currently, the Quarterly Financial Statistics (QFS) survey and the Economic Activity Survey (EAS) measure the construction activity on a quarterly and annual basis respectively. The results of the QFS are currently published a quarter after the reference period, and as a result are not available in time for estimation of the relevant quarterly GDP.

A new monthly construction survey to measure and monitor short-term movements in this industry will be investigated. A full research project will be launched during the 2006/07 financial year and a report will be available by the third quarter of 2006. This document will provide a position on whether the monthly survey on construction will be commissioned or if there is a possibility of minimising the publication timelines for the QFS, thus enabling the availability of timely information for the estimation of the quarterly GDP.

Transport: The new transport survey will replace the previous land freight transport survey that was suspended two years ago as inadequate in coverage. The new survey will provide monthly indicators for input into the GDP. A sample of approximately 800 enterprises will be drawn from

the Business Sampling Frame. Data will be collected and published monthly on turnover and an appropriate volume indicator is still being investigated. Research has been conducted on what is available, how transport surveys are done internationally, what is commonly collected and published, etc., and a report on the viability of the survey was compiled in 2005. Survey planning will commence during 2006/07 and monthly data collection will start during 2006/07.

Communication: The contribution of the communication industry is estimated to have grown from 3% of GDP in 1997 to 4% of GDP in 2004. In order to measure this contribution accurately, a census (only 350 units were then available on the Stats SA frame) was conducted in 2002. However, the rapid changes and growth in this industry have brought about the need for a short-term indicator to allow changes to be identified early. Data are currently collected from the few largest role-players in the industry to monitor trends, thus enabling the process of GDP estimation. The proposed survey on the communication industry would enable Stats SA to produce more up-to-date and accurate data. Research commenced in 2005 and a report on the viability of the survey will be compiled in 2006. Questionnaire development, sample drawing and field collection are planned for 2007, assuming the conclusion of the research paper is to recommend proceeding with the survey.

Business services: The proposed new business services survey will cover the real estate and business services sector of the economy, which currently accounts for almost 12% of GDP. The only information available to the National Accounts division to date has been through censuses, and

lately through the large sample survey published in 2003 and the annual economic activity survey. The information available has proved to be inadequate on a short-term basis. There is currently very little information on the indicators for the business services. Research on business services commenced during 2005/06 and a report on the viability of the survey will be compiled in 2006. Questionnaire development, sample drawing and field collection are planned for 2007.

Financial information: Stats SA is in the process of implementing the 2001 Government Financial Statistics (GFS) framework in line with International Monetary Fund guidelines, but will report financial information on a cash basis of accounting. This will be rolled out over the next three years. The accounts of extra-budgetary accounts and funds, universities and universities of technology, and local government transactions, which are compiled on an accrual basis, will be adjusted to a cash basis of accounting in order to be incorporated into the Statement of Sources and Uses of Cash. During 2006/07 and 2007/08 Stats SA will publish the Statement of Sources and Uses of Cash for provincial and national departments, local governments and total general government. Close cooperation is required with the National Accounts division and the South African Reserve Bank to ensure that these changes are successfully implemented. These new developments will improve and promote the financial accountability and financial transparency of government.

The following table outlines the medium-term outputs and targets for measuring economic growth.

Medium-term outputs and milestones: Measuring economic growth

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Information about the level of economic activity	Frequency and number of sectors reported on	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> Quarterly release on GDP estimates on 10 sectors of the economy. <p><i>These sectors are:</i></p> <ol style="list-style-type: none"> Agriculture, hunting, forestry and fishing Mining and quarrying Manufacturing Electricity, gas and water supply Construction Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants Transport, storage and communication Financial intermediation, insurance, real estate and business services Community, social and personal services Government services <p>Initiatives to improve data sources of 8 of these sectors are described in the next sections of this table.</p> <ul style="list-style-type: none"> Annual release on GDP estimates on 34 sectors of the economy by November 2006 Annual release on GDPR estimates on 10 sectors of the economy by November 2006 	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> Quarterly release on GDP estimates on 10 sectors of the economy Annual release on GDP estimates on 34 sectors of the economy by November 2007 Annual release on GDPR estimates on 10 sectors of the economy by November 2007 	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> Quarterly release on GDP estimates on 10 sectors of the economy Annual release on GDP estimates on 34 sectors of the economy by November 2008 Annual release on GDPR estimates on 10 sectors of the economy by November 2008 Benchmarked and rebased estimates of GDP (November 2008)

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Agriculture, hunting, forestry and fishing</i></p> <ul style="list-style-type: none"> Conduct large sample survey (LSS) on Agriculture (June 2006) 	<p><i>Agriculture, hunting, forestry and fishing</i></p> <ul style="list-style-type: none"> 1 Report on LSS Conduct Agriculture Census 	<p><i>Agriculture, hunting, forestry and fishing</i></p> <ul style="list-style-type: none"> Conduct LSS on Agriculture
		<p><i>Mining and quarrying</i></p> <ul style="list-style-type: none"> Monthly release on mining production and sales with a response rate of at least 80%, 6 weeks after reference month Conduct research on collecting information directly from mines (March 2007) 	<p><i>Mining and quarrying</i></p> <ul style="list-style-type: none"> Monthly release on mining production and sales with a response rate of at least 80%, 6 weeks after reference month Conduct LSS on mining (July 2007) 	<p><i>Mining and quarrying</i></p> <ul style="list-style-type: none"> Monthly release on mining production and sales with a response rate of at least 80%, 6 weeks after reference month LSS report published (September 2008)
		<p><i>Manufacturing</i></p> <ul style="list-style-type: none"> Monthly release on Manufacturing: Production and sales release with a response rate of at least 80% 6 weeks after reference month Quarterly release on Manufacturing: Utilisation of production capacity by large enterprises with a response rate of at least 80% 12 weeks after reference month 1 Report on large sample survey published on Manufacturing (September 2006) 2 Reports on large sample survey on Manufacturing: Products (March 2007) Investigate the feasibility of introducing the major groups 	<p><i>Manufacturing</i></p> <ul style="list-style-type: none"> Monthly release on Manufacturing: Production and sales release with a response rate of at least 80% 6 weeks after reference month Quarterly release on Manufacturing: Utilisation of production capacity by large enterprises with a response rate of at least 80% 12 weeks after reference month 	<p><i>Manufacturing</i></p> <ul style="list-style-type: none"> Monthly release on Manufacturing: Production and sales release with a response rate of at least 80% 6 weeks after reference month Quarterly release on Manufacturing: Utilisation of production capacity by large enterprises with a response rate of at least 80% 12 weeks after reference month Conduct LSS on Manufacturing

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
		<p><i>Electricity, gas and water supply</i></p> <ul style="list-style-type: none"> • Monthly release on generation and consumption of electricity with a response rate of at least 80% 5 weeks after reference month • Conduct LSS on electricity, gas and water supply (July 2006) 	<p><i>Electricity, gas and water supply</i></p> <ul style="list-style-type: none"> • Monthly release on generation and consumption of electricity with a response rate of at least 80% 5 weeks after reference month • 1 Report on LSS on electricity, gas and water supply (September 2007) 	<p><i>Electricity, gas and water supply</i></p> <ul style="list-style-type: none"> • Monthly release on generation and consumption of electricity with a response rate of at least 80% 5 weeks after reference month
		<p><i>Construction</i></p> <ul style="list-style-type: none"> • Monthly release on building plans passed and completed with a response rate of at least 80% 7 weeks after reference month • Annual release on selected buildings plans passed and completed, including municipal information, with a response rate of at least 80% • Annual report on buildings completed (full enumeration) • Training of provincial coordinators to improve quality • Research, design and develop new survey on construction February 2007 	<p><i>Construction</i></p> <ul style="list-style-type: none"> • Monthly release on building plans passed and completed with a response rate of at least 80% 7 weeks after reference month • Annual release on selected buildings plans passed and completed, including municipal information, with a response rate of at least 80% • Annual report on buildings completed per annum (full enumeration) • Conduct LSS on construction • Implement recommendation of research conducted 	<p><i>Construction</i></p> <ul style="list-style-type: none"> • Monthly release on building plans passed and completed with a response rate of at least 80% 7 weeks after reference month • Annual release on selected buildings plans passed and completed, including municipal information, with a response rate of at least 80% • Annual report on buildings completed per annum (full enumeration) • 1 Report on LSS on construction

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i></p> <ul style="list-style-type: none"> • Monthly release on retail trade sales with a response rate of at least 80% 10 weeks after reference month • Monthly release on motor trade sales release with a response rate of at least 80% 10 weeks after reference month • Monthly release on wholesale trade sales release with a response rate of at least 80% 10 weeks after reference month • Quarterly release on restaurants, bars and canteens with a response rate of at least 80% 12 weeks after reference month • Monthly release on short stay accommodation with a response rate of at least 80% 8 weeks after reference month • 2 Reports on large sample survey on wholesale and retail trade sales (September 2006) • Conduct research on the feasibility of introducing merchandise items in retail trade survey 	<p><i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i></p> <ul style="list-style-type: none"> • Monthly release on retail trade sales with a response rate of at least 80% 10 weeks after reference month • Monthly release on motor trade sales release with a response rate of at least 80% 10 weeks after reference month • Monthly release on wholesale trade sales release with a response rate of at least 80% 10 weeks after reference month • Quarterly release on restaurants, bars and canteens with a response rate of at least 80% 12 weeks after reference month • Monthly release on short stay accommodation with a response rate of at least 80% 8 weeks after reference month • Conduct LSS on accommodation (July 2007) 	<p><i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i></p> <ul style="list-style-type: none"> • Monthly release on retail trade sales with a response rate of at least 80% 10 weeks after reference month • Monthly release on motor trade sales release with a response rate of at least 80% 10 weeks after reference month • Monthly release on wholesale trade sales release with a response rate of at least 80% 10 weeks after reference month • Quarterly release on restaurants, bars and canteens with a response rate of at least 80% 12 weeks after reference month • Monthly release on short stay accommodation with a response rate of at least 80% 8 weeks after reference month • 1 Report on LSS on accommodation (September 2008)

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Transport, storage and communication</i></p> <ul style="list-style-type: none"> • Monthly release and annual report on tourism and migration • Research report on relevance, accuracy and quality of tourism and migration release (December 2006) • Conduct LSS on transport (July 2006) • Conduct LSS on post and telecommunication (July 2006) • Develop, design and implement new monthly survey on transport sector • Research, design and develop new monthly survey on post and telecommunication 	<p><i>Transport, storage and communication</i></p> <ul style="list-style-type: none"> • Monthly release and annual report on tourism and migration • Recommendation on tourism and migration series implemented • 1 Report on LSS on transport (September 2007) • 1 Report on post and telecommunication (September 2007) • Monthly release on transport sector • Implement new survey on post and telecommunication and produce monthly releases 	<p><i>Transport, storage and communication</i></p> <ul style="list-style-type: none"> • Monthly release and annual report on tourism and migration • Monthly release on transport sector • Monthly release on post and telecommunication
		<p><i>Financial intermediation, insurance, real estate and business services</i></p> <ul style="list-style-type: none"> • Monthly release on liquidations and insolvencies with a response rate of at least 80% 8 weeks after reference month • Monthly release on civil cases of debt with a response rate of at least 80% 7 weeks after reference month • Conduct LSS on business services (July 2006) • Research, design and develop new survey on business services (March 2007) 	<p><i>Financial intermediation, insurance, real estate and business services</i></p> <ul style="list-style-type: none"> • Monthly release on liquidations and insolvencies with a response rate of at least 80% 8 weeks after reference month • Monthly release on civil cases of debt with a response rate of at least 80% 7 weeks after reference month • 1 Report on LSS on business services (September 2007) • Implement recommendations of research on business services survey 	<p><i>Financial intermediation, insurance, real estate and business services</i></p> <ul style="list-style-type: none"> • Monthly release on liquidations and insolvencies with a response rate of at least 80% 8 weeks after reference month • Monthly release on civil cases of debt with a response rate of at least 80% 7 weeks after reference month

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Financial information on mining, manufacturing, trade, electricity, construction, transport, services and government	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Mining, manufacturing, trade, electricity, construction, transport and services</i></p> <ul style="list-style-type: none"> • Annual release on economic activity survey (EAS) with a response rate of 85% for stratum 1; published by September 2006 • Quarterly financial statistics release published with response rate of 80% with a quarterly lag • Implement increased sample size of EAS to improve coverage 	<p><i>Mining, manufacturing, trade, electricity, construction, transport and services</i></p> <ul style="list-style-type: none"> • Annual release on economic activity survey (EAS) with a response rate of 85% for stratum 1; published by September 2006 • Quarterly financial statistics release published with response rate of 80% with a quarterly lag 	<p><i>Mining, manufacturing, trade, electricity, construction, transport and services</i></p> <ul style="list-style-type: none"> • Annual release on economic activity survey (EAS) with a response rate of 85% for stratum 1; published by September 2006 • Quarterly financial statistics release published with response rate of 80% with a quarterly lag

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Financial information on mining, manufacturing, trade, electricity, construction, transport, services and government	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Government</i></p> <ul style="list-style-type: none"> • Quarterly releases on regional council levies – metro & district municipalities with 100% response, with a quarterly time-lag • Quarterly financial statistics release on municipalities with response rate of 80% with a quarterly time-lag • Annual release on the financial census of municipalities for 2005 with a response rate of 95%; by July 2006 • Annual release of the capital expenditure of the public sector for 2005 with response rate of 95%; by July 2006 • Annual release on the financial statistics of extra-budgetary accounts and funds for 2004/2005 with audited data; by August 2006 • Annual release on the financial statistics of provincial governments for 2004/2005 with audited data; by Sep 2006 • Annual release on the financial statistics of national government for 2004/2005 with audited data; by June 2006 • Annual release on the financial statistics of Universities and universities of technology for 2005 with audited data; by Sep 2006 • Annual release on the financial statistics of consolidated government sector for 2005 with audited data; by November 2006 	<p><i>Government</i></p> <p>(Discontinued)</p> <ul style="list-style-type: none"> • Quarterly financial statistics release on municipalities with response rate of 80% with a quarterly time-lag • Annual release on the financial census of municipalities for 2006 with a response rate of 95%; by July 2007 • Annual release of the capital expenditure of the public sector for 2005 with response rate of 95%; by July 2007 • Annual release on the financial statistics of extra-budgetary accounts and funds for 2005/2006 with audited data; by August 2007 • Annual release on the financial statistics of provincial governments for 2005/2006 with audited data; by Sep 2007 • Annual release on the financial statistics of national government for 2005/2006 with audited data; by June 2007 • Annual release on the financial statistics of universities and universities of technology for 2006 with audited data; by Sep 2007 • Annual release on the financial statistics of consolidated government sector for 2006 with audited data; by November 2007 	<p><i>Government</i></p> <p>(Discontinued)</p> <ul style="list-style-type: none"> • Quarterly financial statistics release on municipalities with response rate of 80% with a quarterly time-lag • Annual release on the financial census of municipalities for 2007 with a response rate of 95%; by July 2008 • Annual release of the capital expenditure of the public sector for 2005 with response rate of 95%; by July 2008 • Annual release on the financial statistics of extra-budgetary accounts and funds for 2006/2007 with audited data; by August 2008 • Annual release on the financial statistics of provincial governments for 2006/2007 with audited data; by Sep 2008 • Annual release on the financial statistics of national government for 2006/2007 with audited data; by June 2008 • Annual release on the financial statistics of Universities and universities of technology for 2007 with audited data; by Sep 2008 • Annual release on the financial statistics of consolidated government sector for 2007 with audited data; published by November 2008

Medium-term outputs and milestones: Measuring economic growth (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Information on National Accounts	Number of reports produced	<p><i>Social Accounting Matrices</i></p> <ul style="list-style-type: none"> Report published: SAM for 2002 (September 06) Discussion document – Labour accounts (February 2007) Position paper – Linking 1968 with 1993 (October 2006) 	<p><i>Social Accounting Matrices</i></p> <ul style="list-style-type: none"> Report published: SAM for 2005 including labour accounts (March 2008) Position paper – Linking SAM and government strategies (March 2008) 	<p><i>Social Accounting Matrices</i></p> <ul style="list-style-type: none"> Discussion document – Overview of 2005 (March 2009) Discussion document – Linking SAM and existing government strategies (March 2009)
		<p><i>Tourism Satellite Accounts (TSA)</i></p> <ul style="list-style-type: none"> Discussion document – Status of the TSA in SA (March 2007) Position paper – Linking government strategies and the TSA (October 2006) Discussion document – Country examples in the compilation of TSAs (February 2007) Research, design and develop tourism household survey Conduct pilot tourism household survey (October 2006) 	<p><i>Tourism Satellite Accounts (TSA)</i></p> <ul style="list-style-type: none"> Discussion document – Draft set of TSAs for SA (March 2008) Discussion document – Linking government strategies and the TSAs (March 08) Conduct tourism household survey (October 2007) 	<p><i>Tourism Satellite Accounts (TSA)</i></p> <ul style="list-style-type: none"> Report published – First set of TSA for SA (March 2009) Report on tourism household survey published
		<p><i>Natural Resource Accounts (NRA)</i></p> <ul style="list-style-type: none"> Position paper – application and policy uses for NRA (November 06) Discussion document – Water accounts (November 2006) Updated discussion document – Energy accounts (February 2007) Discussion document – Biodiversity accounts (March 2007) 	<p><i>Natural Resource Accounts (NRA)</i></p> <ul style="list-style-type: none"> Discussion document – application and policy uses for NRA (March 2008) Updated discussion document – Biodiversity accounts (March 2008) Updated discussion document – Energy accounts (March 2008) 	<p><i>Natural Resource Accounts (NRA)</i></p> <ul style="list-style-type: none"> Updated discussion document – Biodiversity accounts (March 2009) Updated discussion document – Energy accounts (March 2009)

Medium-term outputs and milestones: Measuring economic growth (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Information on National Accounts	Number of reports produced	<p><i>Supply and Use Tables</i></p> <ul style="list-style-type: none"> • 2 sets of Supply and Use tables (November 2006 and February 2007) • Research paper on the implementation of linking annual Supply and Use tables to annual GDP estimates (June 06) 	<p><i>Supply and Use Tables</i></p> <ul style="list-style-type: none"> • 2 sets of Supply and Use tables (November 2007 and February 2008) 	<p><i>Supply and Use Tables</i></p> <ul style="list-style-type: none"> • 2 sets of Supply and Use tables (November 2008 and February 2009) • Report published on cross-classification of value added by industry and classification

b) Price stability

Price stability is the primary objective of South Africa's monetary policy. Inflation targeting, for which CPIX is the principal measure, is the foremost tool in achieving price stability. Inflation targeting anchors the public's perceptions of inflation, assists economic planning, influences wage determinations, and reduces the negative effects of inflation.

Key initiatives and developments to improve the measurement of price stability

The Consumer Price Index (CPI) and Producer Price Index (PPI) are the key economic indicators informing price stability. Stats SA has introduced new collection methodologies both for the CPI and for the Income and Expenditure Survey, which determines the basket of goods and services of the CPI. These two projects will remain key priorities for Stats SA. Over the medium term, Stats SA will also focus on re-engineering the PPI. Key initiatives and developments are described below.

Consumer price index: The consumer price index (CPI) indicates the variation over time in household expenditure aggregates that can be attributed to price movements. The expenditure aggregate comprises expenditures on goods and services that households acquire, pay for, or use for purposes of consumption. The CPIX, which is the CPI excluding mortgage payment, is the indicator of inflation used by the South African Reserve Bank and government to measure inflation targets. It is used for analysing the economy as a whole and to adjust the prices of many long-term contracts.

In 2004 Stats SA initiated a pilot project to change the collection method for the CPI. Historically, price data for the CPI has been collected by means of posting questionnaires to retail stores and the head offices of retail chains. A review of the CPI in 2003 showed that this method was not in line with international practice. The review recommended that Stats SA should start collecting price data by directly observing prices in retail outlets. The new collection method allows Stats SA to carry out rigorous quality assurance on the data used to compile the CPI. Furthermore, the use of the international standard provides an opportunity for introducing innovations developed in other countries.

The next significant improvement in the CPI will be the reweighting of the basket on the basis of the 2005/06 Income and Expenditure Survey. The

reweighting exercise will provide an opportunity for drawing a new sample of outlets and aligning the reporting areas with the most recent political and economic geography. Research on the reweighting will begin in June 2006 and the reweighted CPI will be published from January 2008.

Income and expenditure survey: Stats SA is currently conducting an Income and Expenditure Survey (IES) on the spending patterns of South African households. Officially launched in September 2005, the IES is a 12-month survey of 24 000 randomly selected households across the country. The main purpose of the survey is to update the basket of goods and services for the Consumer Price Index (CPI), which is the main economic indicator of inflation. It also provides an independent source of information for estimating and improving the data on private final consumption expenditure for national accounts.

Stats SA has adopted an international collection methodology for the IES. The previous IES was based on a recall method, where households were required to remember expenditure on non-durable goods purchased in the month prior to the survey. For semi-durable and durable goods the recall period was three months and 12 months respectively. Information was also collected on various sources of income (monetary or in kind) received by households and details about how they disposed of such income.

The current IES uses a combination of the recall and diary methods. Information on each household is collected over a period of a month. Trained field workers visit each selected home five times or more in a particular month in order to assist respondents in completing the survey questionnaire. The household (or fieldworker) captures daily acquisitions of all types of goods and services in a weekly diary. Data items include household production and consumption of home produce; cost of housing; debt; particulars of income; clothing and footwear purchases; furniture and equipment purchases and payments; health services and medical requisites; transport; computer and telecommunication equipment; communication for household purposes; education; reading material and stationery; recreation, and entertainment and sports.

Data collection will continue until the end of August 2006. Data processing will commence thereafter and statistical information will be available by November 2007. The results will be disseminated in the form of one release for each province and one for South Africa as a whole.

Medium-term outputs and milestones: Measuring price stability

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on price changes	Number of commodities' price movements collected Frequency, accuracy and timeliness of reports	<p><i>Consumer Price Index (CPI)</i></p> <ul style="list-style-type: none"> Monthly CPI releases covering approximately 1 500 consumer products with a response rate of 100% normally on the last Wednesday of each month Finalise rollout of CPI direct price collection methodology to other urban areas (August 2006) Methodology developed to reweight CPI (March 2007) 	<p><i>Consumer Price Index (CPI)</i></p> <ul style="list-style-type: none"> Monthly CPI releases covering approximately 1 500 consumer products with a response rate of 100% normally on the last Wednesday of each month Reweight CPI (January 2008) 	<p><i>Consumer Price Index (CPI)</i></p> <ul style="list-style-type: none"> Monthly CPI releases covering approximately 1 500 consumer products with a response rate of 100% normally on the last Wednesday of each month
		<p><i>Producer Price Index (PPI)</i></p> <ul style="list-style-type: none"> Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90% 4 weeks after the reference month Re-engineer PPI: Review and project proposal completed (October 2006) 	<p><i>Producer Price Index (PPI)</i></p> <ul style="list-style-type: none"> Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90% 4 weeks after the reference month Re-engineer PPI: Implementation of project proposal 	<p><i>Producer Price Index (PPI)</i></p> <ul style="list-style-type: none"> Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90% 4 weeks after the reference month
		<p><i>Income and Expenditure Survey (IES)</i></p> <ul style="list-style-type: none"> Finalise field collection of 2005 IES (September 2006) Finalise processing (February 2007) 	<p><i>Income and Expenditure Survey (IES)</i></p> <ul style="list-style-type: none"> Report published on IES (November 2007) 	<p><i>Income and Expenditure Survey (IES)</i></p> <ul style="list-style-type: none"> Conduct 2008 IES (September 2008)

c) Employment and job creation

The main focus of the Accelerated and Shared Growth Initiative for South Africa (Asgisa) is on job creation, which is important both to help address unemployment and to increase household income. Stats SA is therefore required to provide accurate and reliable statistical information on labour market statistics.

Key initiatives and developments to improve the measurement of employment and job creation

Stats SA needs to measure more accurately the dynamics of South Africa's labour market in order to provide a suite of indicators which both promote international comparison and serve to highlight national dynamics. The Labour Force Survey is used as the primary instrument to measure unemployment in South Africa. Stats SA has received funding over the medium term to re-engineer the Labour Force Survey. The Quarterly Employment Survey (QES), which is a survey of businesses, will also continue to provide information on employment levels in the formal sector, excluding agriculture.

Re-engineering the labour force survey: In March 2005, IMF consultants evaluated all aspects of the current biannual Labour Force Survey, from conceptualisation to dissemination of the results. Recommendations

were made with regard to addressing weaknesses in conceptual clarity, questionnaire design, sample design, estimation procedures, administration of the questionnaire and publication of the results in terms of frequency, timeliness and content of the statistical release. The main recommendation is that the LFS should be conducted quarterly and that the results should be made available four weeks after the last day of data collection. Stats SA sought international assistance to take the recommendations of the report forward.

Stats SA has already undertaken behind-the-glass and field testing of the core questionnaire and will finalise the questionnaire design in June 2006. Testing of fieldwork procedures will be completed during 2006/07. During 2007/08 the data processing systems will be tested and piloted, and a permanent fieldwork force will be appointed. Stats SA is planning to launch the new quarterly LFS in January 2008 and the first published data will be available in August 2008.

The following table outlines the medium-term outputs and targets for measuring employment and job creation.

Medium-term outputs and milestones: Measuring employment and job creation

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on labour market trends	Frequency, accuracy and timeliness of reports	<p><i>Employment and Earnings</i></p> <ul style="list-style-type: none"> Quarterly release on employment and earnings in the formal sector with a response rate of at least 85% with a quarterly lag 	<p><i>Employment and Earnings</i></p> <ul style="list-style-type: none"> Quarterly release on employment and earnings in the formal sector with a response rate of at least 85% with a quarterly lag 	<p><i>Employment and Earnings</i></p> <ul style="list-style-type: none"> Quarterly release on employment and earnings in the formal sector with a response rate of at least 85% with a quarterly lag
		<p><i>Labour Force Survey (LFS)</i></p> <ul style="list-style-type: none"> Biannual and annual release on employment, unemployment and participation rates with a response rate of at least 85% 4 months after the reference month <p><i>Re-engineered LFS</i></p> <ul style="list-style-type: none"> LFS questionnaire redesigned and tested (June 2006) Data processing systems reviewed and redeveloped (December 2006) Revised field operations procedure tested (October 2006) Geo-referencing of dwellings tested (September 2006) Electronic data collection piloted (March 2007) 	<p><i>Labour Force Survey (LFS)</i></p> <ul style="list-style-type: none"> Biannual and annual release on employment, unemployment and participation rates with a response rate of at least 85% 4 months after the reference month <p><i>Re-engineered LFS</i></p> <ul style="list-style-type: none"> Supplementary questionnaires designed Questionnaires piloted in the field to overlap with September LFS (July–September 2007) Processing systems tested and data captured Methodology on rotation, relisting and resampling finalised New samples finalised Permanent field force appointed (April 2007) 	<p><i>Labour Force Survey (LFS)</i></p> <p><i>Re-engineered LFS</i></p> <ul style="list-style-type: none"> Questionnaires, methodology and procedures for collection, processing and sampling finalised and completed Redesigned quarterly LFS introduced Results of the 1st quarter (old and new) and the 2nd quarter of the new LFS released (August 2008)

d) Life circumstances and service delivery

In addition to the direct impact of Asgisa through job creation, the fact that Asgisa supports a growth rate rising to 6% means that the economy will generate additional resources, some of which can be redistributed through the fiscus, for example in the form of better schooling and health care, access to water and roads, and as social grants including pensions and the child support grant.

Numerous elements of Asgisa are specifically designed to address the challenges of poverty and access to service delivery. All these measures together with other programmes of government will have an impact on non-affluent societies to enable South Africa to halve poverty by 2015.

These priorities of government have led Stats SA to develop surveys measuring access to service delivery and the life circumstances of South Africans.

Key initiatives and developments to improve the measurement of life circumstances and service delivery

Following the fully inclusive censuses in 1996 and 2001, the next census is to be held in 2011. This reflects Stats SA's aim to pace its statistical production in relation to capacity and future growth. The Community Survey to be held early in 2007 (see below) will provide updated municipal-level information for some indicators. A key aim of the community survey is to measure access to basic services at municipality level.

Promoting opportunities for the participation of marginalised communities in economic activity and improving the quality of life of the poor is a key priority of government. Although the current annual general household survey and the bi-annual labour force survey provide some insights into livelihoods and living conditions, Stats SA has no dedicated survey measuring poverty in South Africa. In the past a variety of data sources, such as the 1996 and 2001 censuses, have been used to produce poverty reports and maps. Stats SA will prioritise collecting poverty information in response to user needs. Strategic conceptualisation and planning is required to develop measurement tools and consult relevant stakeholders. Stats SA plans to initiate a poverty survey over the medium term.

The key projects to measure service delivery and life circumstances are described in what follows.

Community survey: The main aim of the community survey is to provide information at lower geographical levels than existing household-based surveys, which currently collect data from a sample of 30 000 households. The survey will collect information on the demographic profile of households, disability, fertility and mortality, education, the expanded public works programme, economic activity and access to service delivery. The results of the community survey will also be used to inform different assumptions for population projections as well as providing information at municipal level that will assist National Treasury with division of revenue.

The community survey project commenced in November 2004. A pilot survey was conducted during February 2006. Processing the results of the pilot survey will commence in 2006/07 and the listing for the main survey is expected to be finalised by October 2006. The main survey is planned for February 2007 and will collect information from approximately 280 000 households over a period of six weeks. The results are expected in November 2007. The community survey also provides the organisation with the opportunity to build human, management and logistical capacity towards the undertaking of Census 2011.

Poverty survey: Stats SA conducted various stakeholder workshops during 2005 with stakeholders from all three spheres of government, the private sector and the research community. During these consultations, stakeholders expressed an urgent need for an annual measure of poverty and inequality. It was further requested that a multidimensional concept of poverty should be used and that this annual measure should provide a solid and stable base for trend analysis to measure development initiatives for the reduction of poverty in South Africa.

Within the international context of measuring progress towards the Millennium Development Goals in general, and in particular towards the goal of halving poverty by the year 2015, the requirement for information to plan and monitor development interventions is even more pressing. However, quantitative information in these areas is presently inadequate. Rather, fragmented and sometimes contradictory data and their interpretation lead to confusion and uncoordinated development efforts.

Based on the expressed needs of users and government's national priority concerning poverty, Stats SA took a strategic decision late in 2005 to design, develop and implement a poverty survey over the medium term. The survey is aimed at providing reliable and comparable information on poverty and inequality in South Africa to civil society, government, the private sector and researchers on a regular and timely basis. The results of the survey will enable analysis of changes in poverty

and inequality over time. Once the relevant concepts have been defined by stakeholders, Stats SA will develop and design a questionnaire to collect information in the field. Survey methodologies and processes will be tested during 2006/7. The full survey will be conducted during 2008/09.

The following table outlines the medium-term outputs and targets for measuring life circumstances and service delivery.

Medium-term outputs and milestones: Measuring life circumstances and service delivery

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on living conditions in South Africa	Number of reports produced Frequency, accuracy and timeliness of reports	<i>General household survey (GHS)</i> <ul style="list-style-type: none"> Annual report on the living conditions of South Africans and population dynamics with a response rate of at least 90%, 9 months after the reference month Review modules in the GHS questionnaire 	<i>General household survey (GHS)</i> <ul style="list-style-type: none"> Annual report on the living conditions of South Africans with a response rate of at least 90%, 9 months after the reference month 	<i>General household survey (GHS)</i> <ul style="list-style-type: none"> Annual report on the living conditions of South Africans with a response rate of at least 90%, 6 months after the reference month
		<i>Community survey (CS)</i> <ul style="list-style-type: none"> Pilot data captured, edited and analysed (June 2006) List of dwellings from sampled EAs completed (September 2006) Data collection instruments finalised (December 2006) Survey materials printed and distributed (December 2006) Data processing systems finalised (December 2006) Conduct Community Survey (February 2007) 	<i>Community survey (CS)</i> <ul style="list-style-type: none"> Data captured, edited and analysed (October 2007) Results published (November 2007) 	

Medium-term outputs and milestones: Measuring life circumstances and service delivery (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information on living conditions in South Africa	Number of reports produced	<i>Poverty survey</i> <ul style="list-style-type: none"> Methodology and instruments developed and tested based on concepts defined (by March 2007) Discussion paper on poverty based on time series of LFS and GHS 	<i>Poverty survey</i> <ul style="list-style-type: none"> Pilot survey conducted Discussion paper on poverty based on IES findings including poverty line 	<i>Poverty survey</i> <ul style="list-style-type: none"> Poverty survey conducted Discussion paper on poverty based on CS findings
	Frequency, accuracy and timeliness of reports	<i>Service delivery at local level</i> <ul style="list-style-type: none"> Annual release of non-financial census data of municipalities with 95% response rate; by November 2006 	<i>Service delivery at local level</i> <ul style="list-style-type: none"> Annual release of non-financial census data of municipalities with 95% response rate; by November 2007 	<i>Service delivery at local level</i> <ul style="list-style-type: none"> Annual release of non-financial census data of municipalities with 95% response rate; by November 2008

e) Demographic profile and population dynamics

The demographic profile and population dynamics of a country are used for a variety of purposes across national priorities and programmes, including for resource allocation; to monitor social and demographical changes; to underpin policy development and monitoring; to support the statistical infrastructure for the country; and to aid investment decisions.

Key initiatives and developments to provide information on the demographic profile and population dynamics of South Africa

Population Census 2011: Population and housing censuses are the most extensive and complicated statistical operations that a statistical office can undertake. Any gap in the planning can lead to costly inefficiencies in operations and compromise the validity of the results. Hence all measures are taken to ensure the achievement of maximum effectiveness when conducting the various operations.

Census 2011 will be the third post-apartheid population census carried out in South Africa. The organisation has learnt from previous censuses and international practice that thorough planning, both strategically and operationally; extensive stakeholder involvement; institutional capacity; and tested business processes and methodologies are the critical cornerstones of a good census.

Planning started in earnest in 2005/6 and census research, strategic planning, operational planning and budgeting will intensify during 2006/7. The research programme focuses on ascertaining what information should be collected and how the questions should be asked, which requires in-depth user consultations; the effects of the layout of the

questionnaire; measurement of respondents' perceptions and attitudes; and the level of stakeholder satisfaction. The research conducted during 2005/06 has yielded definite insights and will inform questionnaire design. The research activities planned over the medium term will form the basis for improving data collection, processing and analysis methodologies and logistics for the next census.

The demarcation of the country into enumeration areas (EAs) for Census 2011 will span a period of three years from 2006/7 to 2008/9, in contrast to the average period of one year it took to demarcate the EAs for the 1996 and 2001 censuses. Listing in 2009/10 and 2010/11 will complement demarcation. This will help provide an updated record of the estimated number of dwellings and households per EA.

Over the period leading to data collection in 2011, capacity development will be the overarching theme. The community survey, scheduled to be conducted in February 2007, will be used as the recruiting and capacity-building platform. Some of the plans and methods developed for Census 2011, particularly the monitoring and evaluation plan, and the census and survey administration system (CSAS), will be tested on the community survey.

The community survey will also provide information that can be used to update demographic parameters used to produce annual population estimates.

The following table outlines the medium-term outputs and targets for providing information on the demographic profile and population dynamics in South Africa.

Medium-term outputs and milestones: Measuring the demographic profile and population dynamics

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Number of reports and releases produced	<i>Demographic profile, Population projections and estimates</i> <ul style="list-style-type: none"> Annual release on projected population of SA, one month after the mid-year Report published on mortality estimates – natural deaths 	<i>Demographic profile, Population projections and estimates</i> <ul style="list-style-type: none"> Annual release on projected population of SA, one month after the mid-year Report published on mortality and morbidity – unnatural deaths 	<i>Demographic profile, Population projections and estimates</i> <ul style="list-style-type: none"> Annual release on projected population of SA, one month after the mid-year Report published on trends in causes of death (MDG goals)
		<i>Health and Vital Statistics</i> <ul style="list-style-type: none"> Reports on 2003, 2004 and 2005 mortality and causes of death (April and November 2006) Annual release and report on marriages and divorces Annual release on recorded live births (June 2006) Thematic report on morbidity 	<i>Health and Vital Statistics</i> <ul style="list-style-type: none"> Annual report on 2006 mortality and causes of death (November 2007) Annual release on marriages and divorces Annual release on recorded live births (June 2007) Report on review of births series 	<i>Health and Vital Statistics</i> <ul style="list-style-type: none"> Annual report on 2007 mortality and causes of death (November 2008) Annual release on marriages and divorces Annual release on recorded live births (June 2008) Report on review of causes of death series Recommendations on births series implemented

Medium-term outputs and milestones: Measuring the demographic profile and population dynamics (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Number of reports and releases produced	<p><i>Population Census 2011</i></p> <ul style="list-style-type: none"> • Census strategy finalised (December 2006) • Draft methodologies and policies developed and documented (December 2006) • Draft monitoring and evaluation framework developed and tested through CS (March 2007) • Research conducted on disability schedule (March 2007) 	<p><i>Population Census 2011</i></p> <ul style="list-style-type: none"> • Communication plan developed • Monitoring and evaluation framework finalised and approved • Methodologies finalised and approved • Research conducted on mortality schedule • Infrastructure in regional offices established 	<p><i>Population Census 2011</i></p> <ul style="list-style-type: none"> • Communication plan finalised and approved • Policy documents implemented • Monitoring and evaluation framework implemented • Methodologies tested • Improved infrastructure in regional offices (space, staff, IT and processes)

3.3.2 Enhancing the quality of products and services

Comprehensive sampling frames, sound methodological practices and good administrative data are strategic enablers for the production of statistics and underpin the quality of statistics. The organisation will focus on the following initiatives to improve the quality of its statistics and mitigate the strategic risks confronting its ability to provide relevant and up-to-date statistical information:

- Improving the business register;
- Maintaining and updating the household sampling frame; and
- Providing methodological support.

In the long term Stats SA aims at establishing a national business register, with implications for amendments of the legislation that governs companies, as well as a national dwelling frame that is maintained and updated through administrative sources. The realisation of these goals depends on the active participation and contribution of stakeholders in all spheres of government.

The following are the key initiatives in this area.

a) Improving the business register

The business register was established in 2000 and forms the sampling frame from which business are selected to report on their activities. The sampling frame is compiled from the tax register of the South African Revenue Services (SARS), and uses turnover as a measure of size. The correct classification of businesses is crucial for monitoring economic activity in South Africa. Classification and the status of the businesses have to be maintained with minimum time-lags to ensure reliable and accurate information on economic activity.

A strategic review of the business register commenced during 2005/06 and will be concluded during 2006/07. The review focuses on improving the coverage of the register by analysing the different administrative information sources and reviewing the statistical units from which data are derived, the classification principles processes and practices, the methodological interactions, the business register system record content and the survey management system record content.

In the long term Stats SA aims at building on the collaboration among the South African Revenue Service, the Department of Trade and Industry and the Department of Labour in enhancing the business register. Currently the four departments hold a total of 13 databases on various platforms and use diverse database management systems. The various databases are not integrated even within departments. Key information that could easily have formed the basis of unique identifiers and linkage has not been retained and the plethora of theoretically relatable but physically unrelated databases within government is symptomatic of the inefficient use of strategic and scarce resources. The current initiative from the four departments should set the stage for an extended project that could ultimately result in an integrated business register. Such a register would make a considerable contribution to an accurate and up-to-date sampling frame for economic surveys in Stats SA.

The following table outlines the medium-term outputs and targets for improving the business register.

Medium-term outputs and milestones: Improving the business register

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Sample frame for the collection of economic statistics	Percentage coverage and completeness of the business register	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> • Survey of large and complex businesses (March 2007) • Monthly updates based on VAT transactions • Provide final BSF snapshot to Economic Statistics (March 2007) • Provide a survey management system • Monthly update of survey management system • Strategic review of: <ul style="list-style-type: none"> ○ information sources ○ statistical units model ○ classification principles, processes and practices, methodological interactions ○ content of business register system record ○ content of Survey Management System (SMS) record 	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> • Survey of large and complex businesses • Monthly updates based on VAT transactions • Provide final BSF snapshot to Economic Statistics (March 2008) • Monthly update of survey management system • Recommendations of strategic review implemented to improve quality of business register 	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> • Survey of large and complex businesses • Monthly updates based on VAT transactions • Provide final BSF snapshot to Economic Statistics (March 2009) Monthly update of survey management system • Compile draft SIC (7th edition)
		<p><i>Integrated business register</i></p> <ul style="list-style-type: none"> • Establish integrated business register project between Stats SA, SARS and DTI • Review legislation that regulates the registration of businesses 	<p><i>Integrated business register</i></p>	<p><i>Integrated business register</i></p>

b) Maintaining and updating the household sampling frame

A geo-referenced dwelling frame is a complete, up-to-date database of all dwellings and other structures in the country. The location of each dwelling is determined, and the associated data relevant for statistical processes, such as drawing a sample, are recorded in a standard manner.

Fundamental for the collection of accurate statistics is an accurate sampling frame, which is complete and updated in order to be used confidently for surveys and censuses. The vision for the geo-referenced dwelling frame is that it will become the sampling frame for household surveys and the frame for conducting population and housing censuses in South Africa, similar to the business frame supporting economic surveys and censuses.

A quality census starts with knowledge of the whereabouts of all dwellings in the country, which enables every household to be visited, thus ensuring that every person in all parts of the country is counted. The South African geo-referenced dwelling frame will provide the exact locations of all dwellings and will be used for the delineation of enumeration areas, for the list of dwellings against which census data is collected, and for matching and cross-checking processed census records in the census post-enumeration survey.

It is also imperative that a process of continuous maintenance be embarked on to ensure a complete, updated frame that meets the requirements for the survey programme for both household and economic statistical data. This continuous maintenance will streamline all related organisational activities requiring such a frame.

The geo-referenced dwelling frame also has benefits for other organs of state, such as providing addresses for postal delivery by the South African Post Office, developing an authoritative address register that can be utilised by departments such as Home Affairs, meeting the requirements for FICA, and assisting with the improvement of service delivery at local municipality level.

c) Providing methodological support

The credibility of data products rests on the confidence that users have in the quality and objectivity of the data. This requires that the data are perceived to be professionally produced in accordance with appropriate statistical standards, and that policies and practices are transparent. Credibility is determined in part by the integrity of the production process. Stats SA aims to implement internationally acclaimed practices in relation to the methodologies and procedures for the collection, processing, storage and presentation of statistical data.

Sound methodology is the basis for quality statistical outputs. The Methodology and Standards division plays a key and critical support role in the statistical production process. It provides methodological support to the core areas of Economic Statistics and Population & Social Statistics. Subject-matter specialists consult methodologists across the statistical value chain of all statistical collections, including survey design, questionnaire design, concepts, classifications and definitions. The methodologists supply the survey areas with the best practice and scientific methods and procedures used in estimation. It assesses and advises survey managers on the adequacy and appropriateness of sampling frames.

Stats SA has assigned methodologists on a full-time basis to provide statistical and methodological support to the key projects currently being undertaken in the organisation, namely, the CPI direct price collection project, the Income and Expenditure Survey, the Community Survey, the re-engineering of the Labour Force Survey and the Data Management and Information Delivery Project (DMID).

Stats SA aims to focus and align all quality efforts in the organisation into a systematic and continuous approach to quality improvement. This quality approach will help Stats SA systematically to assess and identify quality problems in the internal processes of collection, processing, analysis and dissemination of data and metadata; to increase the transparency of processes to assure quality; and to develop sustainable solutions to problems of quality.

The following tables outline the medium-term outputs and targets for these two work areas.

Medium-term outputs and milestones: Maintaining and updating the household sampling frame

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Sample frame for the collection of household surveys	Percentage coverage and completeness of the geographic frame	<p><i>Geographic database maintenance</i></p> <ul style="list-style-type: none"> Integration of aerial photography and satellite imagery into the GIS (quarterly) Integration of spatial data from the dwelling frame into the GIS (quarterly) Integration of cadastre and address spatial datasets from private sector data custodians into the GIS (quarterly) Integration of spatial datasets from national government departments into the GIS (quarterly) 	<p><i>Geographic database maintenance</i></p> <ul style="list-style-type: none"> Integration of aerial photography and satellite imagery into the GIS (quarterly) Integration of spatial data from the dwelling frame into the GIS (quarterly) Integration of cadastre and address spatial datasets from private sector data custodians into the GIS (quarterly) Integration of spatial datasets from national government departments into the GIS (quarterly) 	<p><i>Geographic database maintenance</i></p> <ul style="list-style-type: none"> Integration of aerial photography and satellite imagery and aerial photography into the GIS (quarterly) Integration of spatial data from the dwelling frame into the GIS (quarterly) Integration of cadastre and address spatial datasets from private sector data custodians into the GIS (quarterly) Integration of spatial datasets from national government departments into the GIS (quarterly)
		<p><i>Geographic frame maintenance</i></p> <ul style="list-style-type: none"> 100% updated EA links to changed provincial, district council and municipal boundaries (annually) Updated place name database (25%) Updated EAs (2011) through office demarcation (25%) 	<p><i>Geographic frame maintenance</i></p> <ul style="list-style-type: none"> 100% updated EA links to changed provincial, district council and municipal boundaries (annually) Updated place name database (50%) Updated EAs (2011) through office demarcation (50%) 	<p><i>Geographic frame maintenance</i></p> <ul style="list-style-type: none"> 100% updated EA links to changed provincial, district council and municipal boundaries (annually) Updated place name database (75%) Updated EAs (2011) through office demarcation (75%)

Medium-term outputs and milestones: Maintaining and updating the household sampling frame (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Sample frame for the collection of household surveys	Percentage coverage and completeness of the geographic frame	<p><i>Geo-referenced dwelling frame</i></p> <ul style="list-style-type: none"> • Creation of a geo-referenced dwelling frame (25%) • Maintenance of geo-referenced dwelling frame for metropolitan councils 	<p><i>Geo-referenced dwelling frame</i></p> <ul style="list-style-type: none"> • Creation of a geo-referenced dwelling frame (31%) • Maintenance of geo-referenced dwelling frame for metropolitan councils 	<p><i>Geo-referenced dwelling frame</i></p> <ul style="list-style-type: none"> • Creation of a geo-referenced dwelling frame (37%) • Maintenance of geo-referenced dwelling frame for metropolitan councils
		<p><i>Master sample and household survey support</i></p> <ul style="list-style-type: none"> • Obtain and integrate imagery covering master sample primary sampling units and integrate into the GIS (annually) • Provide maps to all household surveys • Pilot geo-referencing of master sample update 	<p><i>Master sample and household survey support</i></p> <ul style="list-style-type: none"> • Obtain and integrate imagery covering master sample primary sampling units and integrate into the GIS (annually) • Provide maps to all household surveys • Geo-referenced master sample updated 	<p><i>Master sample and household survey support</i></p> <ul style="list-style-type: none"> • Obtain and integrate imagery covering master sample primary sampling units and integrate into the GIS (annually) • Provide maps to all household surveys • Geo-referenced master sample updated
		<p><i>National integrated geo-referenced dwelling frame</i></p> <ul style="list-style-type: none"> • Establish interdepartmental partnerships (government, parastatals and private) for the geo-referenced dwelling frame • Maintain geo-referenced dwelling frame created for municipalities in 2005/6 (dependent on agreement with stakeholders) • Develop dwelling frame fieldwork team 	<p><i>National integrated geo-referenced dwelling frame</i></p> <ul style="list-style-type: none"> • Maintain geo-referenced dwelling frame created for municipalities from 2005/6 to 2006/7 • Expand dwelling frame fieldwork team 	<p><i>National integrated geo-referenced dwelling frame</i></p> <ul style="list-style-type: none"> • Maintain geo-referenced dwelling frame created for municipalities from 2005/6 to 2007/8 • Expand dwelling frame fieldwork team

Medium-term outputs and milestones: Providing methodological support

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical quality and methodological support services to producers of statistics	Percentage of surveys whose statistical methodology complies with international standards	<p><i>Sound methodological practice in survey areas</i></p> <ul style="list-style-type: none"> • Monitor compliance of clearing and publishing policies in survey areas (quarterly) • Compendia of concepts and definitions approved (June 2006) • QDET policy approved (June 2006) • Standard operating procedure implemented in all surveys (2 per quarter) • Report finalised on quality review of economic statistics (March 2007) 	<p><i>Sound methodological practice in survey areas</i></p> <ul style="list-style-type: none"> • Monitor compliance of clearing and publishing policies in survey areas (quarterly) • Monitor compliance of Compendia of concepts and definitions • Monitor compliance to QDET policy • Monitor compliance to standard operating procedure • Standardisation of all programming activities across economic series (March 2008) 	<p><i>Sound methodological practice in survey areas</i></p> <ul style="list-style-type: none"> • Monitor compliance of clearing and publishing policies in survey areas (quarterly) • Monitor compliance of Compendia of concepts and definitions • Monitor compliance to QDET policy • Monitor compliance to standard operating procedure
		<p><i>Methodological support to economic surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually for all economic surveys based on the business sampling frame (April 2006) • Support to CPI direct price collection methodology • Support to re-engineering of PPI • Support to strategic review of Business register • Support to conceptualisation and planning of new series in Trade and Industry 	<p><i>Methodological support to economic surveys</i></p> <ul style="list-style-type: none"> • Samples drawn biannually for all economic surveys based on the business sampling frame • Support to re-engineering of PPI • Support implementation of recommendation of strategic review of Business register • Support to implementation of new series in Trade and Industry 	<p><i>Methodological support to economic surveys</i></p> <ul style="list-style-type: none"> • Samples drawn quarterly for all economic surveys based on the business sampling frame

Medium-term outputs and milestones: Providing methodological support (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical quality and methodological support services to producers of statistics	Percentage of surveys whose statistical methodology complies with international standards	<p><i>Methodological support to population and social surveys</i></p> <ul style="list-style-type: none"> • Samples drawn for household surveys based on geographic frame • Support to LFS re-engineering project • Support to Community Survey • Support to review of Health and Vital series (Migration and Tourism) 	<p><i>Methodological support to population and social surveys</i></p> <ul style="list-style-type: none"> • Samples drawn for household surveys based on geographic frame • Support to LFS re-engineering project • Support to Community Survey • Support to review of Health and Vital series (Birth series) 	<p><i>Methodological support to population and social surveys</i></p> <ul style="list-style-type: none"> • Samples drawn for household surveys based on geographic frame • Support to LFS re-engineering project • Support to Population Census • Support to review of Health and Vital series (Causes of death)

3.3.3 Developing and promoting statistical coordination and partnerships

The adoption of common concepts, definitions, classifications and standards is the cornerstone of statistical coordination in a national statistics system (NSS). The provision and availability of data and metadata enhance the accessibility and use of statistical information. Stats SA is also responsible for declaring statistical information as official, according to a set of quality criteria.

The following are the strategic objectives in this area:

- Implementing common standards, definitions and classifications; and
- Strengthening relations with organs of state.

a) Implementing common standards, definitions and classifications

A key element in improving the quality of and access to reliable statistical information is the application of unified standards in the management and storage of data and metadata. Standardisation and harmonised classifications are important levers or catalysts through which the quality of statistics are raised to a higher level.

Stats SA has initiated a data management and information delivery (DMID) project to achieve this goal. The decision to store and manage data and metadata in a unified way arose from the need to address the generally fragmented manner in which individual originating units within Stats SA applied standards and methodologies, let alone the use of data by external users.

At present, originating units develop, structure, capture and store data and metadata according to different standards and procedures. While this may be adequate at the individual survey level, it does not ensure that data quality issues are dealt with in a consistent way. Moreover this approach does not facilitate data sharing between the various units within Stats SA. The lack of standardised documentation and methodologies to ensure the consistency and validation of surveys is of major concern. The adoption of corporate standards for the capture and storage of, access to and management of data and metadata is required to address these weaknesses in the statistical value chain, from needs analysis to the dissemination of data.

The successful implementation of the DMID project involves:

- developing and implementing an end-to-end statistical data management facility consisting of a set of tools for retrieval, analysis and report-generation, in which statistical data is housed in a standard manner;
- establishing a central metadata repository, where everything required to interpret and understand the data is stored according to standard, uniform and agreed fields and formats;
- identification, development and adoption of standards (international, national and local) to enable analysis and comparison across different data sets; and
- approved policies and procedures regulating loading, archiving, updating, deleting, revising and disseminating data.

The following table outlines the medium-term outputs and targets for implementing common standards, definitions and classifications.

Medium-term outputs and milestones: Implementing common standards, definitions and classifications

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical data management – a statistical data warehouse with standardised metadata	Percentage of products with standardised metadata in the metadata repository	<p><i>Data governance</i></p> <p>Develop and implement policies on:</p> <ul style="list-style-type: none"> • Data quality • Metadata • Standards (classifications, statistical methods, and concepts and definitions) 	<p><i>Data governance</i></p> <p>Develop and implement policies on:</p> <ul style="list-style-type: none"> • Workflow for 4 selected projects 	<p><i>Data governance</i></p> <p>Develop and implement policies on:</p> <ul style="list-style-type: none"> • Workflow for 90% of all projects
	Percentage rollout of data management facility	<p><i>Data management facility</i></p> <ul style="list-style-type: none"> • Vendor appointed (June 2006) • First functional phase of data management solution deployed (20% rollout) 	<p><i>Data management facility</i></p> <ul style="list-style-type: none"> • Second functional phase of data management solution deployed (50% rollout) 	<p><i>Data management facility</i></p> <ul style="list-style-type: none"> • Third functional phase of data management solution deployed (90% rollout)
		<p><i>Metadata management</i></p> <ul style="list-style-type: none"> • Final recommendation report and metadata entity map (April 2006) • Functional metadata capturing tool implemented in 5 projects (Jan 2007) • Pilot registration of concepts and definitions 	<p><i>Metadata management</i></p> <ul style="list-style-type: none"> • Functional metadata capturing tool implemented in 50% of projects/series • Fully functional registers and registration process 	<p><i>Metadata management</i></p> <ul style="list-style-type: none"> • Functional metadata capturing tool implemented in 90% of projects/series • All metadata elements registered
		<p><i>Standards development and implementation</i></p> <ul style="list-style-type: none"> • 20 priority statistical standards developed 	<p><i>Standards development and implementation</i></p> <ul style="list-style-type: none"> • Infrastructure in place for standards development • Ongoing review and development of standards 	<p><i>Standards development and implementation</i></p> <ul style="list-style-type: none"> • 80% of standards required in Stats SA in place

Medium-term outputs and milestones: Implementing common standards, definitions and classifications (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical data management – a statistical data warehouse with standardised metadata	<p>Percentage of products with standardised metadata in the metadata repository</p> <p>Percentage rollout of data management facility</p>	<p><i>Certification and practice framework</i></p> <ul style="list-style-type: none"> • Certification and practice framework outlining quality dimensions for official statistics developed and approved 	<p><i>Certification and practice framework</i></p> <ul style="list-style-type: none"> • Certification and practice framework reviewed and updated • Reporting on quality framework by originating components (50% compliance) 	<p><i>Certification and practice framework</i></p> <ul style="list-style-type: none"> • Certification and practice framework reviewed and updated • Monitor the application of quality dimensions (90% compliance)

b) Strengthening relations with organs of state

Developing and promoting the integration of national statistics:

National demand for statistical evidence for sound monitoring of the performance of state and government programmes, for informing development planning, and for decision-making greatly outstrips supply. Some of the national statistics that are currently available are of questionable quality and are incoherent as they lack common standards because they are produced by different agencies in an uncoordinated manner. Stats SA is currently implementing a process of integrating national statistics through a national statistics system (NSS) to overcome these coverage and quality constraints. Statistics are designated as official when they meet the requirements of the South African Statistical Quality Framework (SASQAF). This is the responsibility of Stats SA. In this context the Statistics Act gives the Statistician-General the responsibility to:

- (i) formulate quality criteria and establish standards, classifications and procedures for statistics;
- (ii) promote co-ordination among producers of official statistics in order to:
 - a. advance the quality, consistency, comparability and optimum use of official statistics; and
 - b. avoid unnecessary duplication;
- (iii) advise any organ of state regarding the application of appropriate quality criteria and standards, classifications and procedures for statistics;
- (iv) designate as official statistics any statistics or class of statistics produced from statistical collections by Statistics South Africa; or other organs of state.

The following table outlines the medium-term outputs and targets for strengthening relations with organs of state.



Medium-term outputs and milestones: Strengthening relations with organs of state

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical advocacy and partnerships within the national statistics system (NSS)	Number of Memoranda of Understanding signed by partners	<i>Partnerships with organs of State</i> <ul style="list-style-type: none"> MOUs signed with departments of Health, Home Affairs, Minerals and Energy and the South African Reserve Bank (September 2006) Draft statistical masterplan compiled including the departments of Education, Health and Home Affairs 	<i>Partnerships with organs of State</i> <ul style="list-style-type: none"> MOUs signed with 3 additional departments Statistical masterplan compiled including 3 departments 	<i>Partnerships with organs of State</i> <ul style="list-style-type: none"> MOUs signed with 3 additional departments Statistical masterplan compiled including 3 departments
	Statistical masterplan compiled			
	Number of departments in which capacity audits have been conducted	<i>Capacity audits</i> <ul style="list-style-type: none"> Reports finalised on departments of Labour, Minerals and Energy, Environmental Affairs and Tourism, and Transport 	<i>Capacity audits</i> <ul style="list-style-type: none"> Audit reports on three departments 	<i>Capacity audits</i> <ul style="list-style-type: none"> Audit reports on three departments
	Number of departments in which registers and administrative records have been reviewed	<i>Registers and administrative records</i> <ul style="list-style-type: none"> Reports finalised on departments of Home Affairs, Health, and Education (September 2006) 	<i>Registers and administrative records</i> <ul style="list-style-type: none"> Review registers and administrative records of one department 	<i>Registers and administrative records</i> <ul style="list-style-type: none"> Review registers and administrative records of one department
	Compendium of Indicators	<i>Compendium of Indicators</i> <ul style="list-style-type: none"> Finalise 1st draft compendium of Indicators in collaboration with PCAS (July 2006) 	<i>Compendium of Indicators</i> <ul style="list-style-type: none"> Review and update compendium of Indicators in collaboration with PCAS 	<i>Compendium of Indicators</i> <ul style="list-style-type: none"> Review and update compendium of Indicators in collaboration with PCAS

3.3.4 Building human capacity

The production of quality statistics depends on a skilled and highly motivated workforce. Building capacity requires a sustainable strategy to recruit, train and retain skilled staff. In the medium-term we will focus on:

- recruiting and training staff through the internship programme;
- establishing a Statistical Training Institute;
- learning from international best practice and strengthening regional integration; and
- relocating Stats SA to a physical environment conducive to productivity and innovation.

Building human capacity is an important and critical enabler in the production of quality statistics. These capacity-building activities straddle the departmental support functions.

a) Recruiting and training staff through the internship programme

The Internship Programme is aimed at addressing the lack of skills in the organisation, especially in the core areas of statistical production. The purpose is to identify suitable university graduates who meet the requirements set out by the department. These interns are given intensive training for a period of 12 months. During the training, the interns are assessed regularly on a number of tasks with a view to ascertaining their suitability for permanent employment at Stats SA, where there is need for additional staff.

Stats SA piloted the internship programme during 2005/06. Fifteen graduates from different South African universities were recruited into the programme. Stats SA recruited 17 new interns for the 2006/07 financial year. Each intern is given a project to work on that involves a certain amount of self-study, interaction with the different work areas in the division, practical experience on the work processes, writing skills, analytical skills and presentation/communication skills. Quarterly reviews are conducted to determine the progress of the interns. Interns are rotated on a quarterly basis to ensure exposure to different work areas. The internship programme will become an important tool for filling positions on the entry level of professionals across the organisation.

b) Establishing a Statistical Training Institute

Stats SA aims to establish a Statistical Training Institute over the medium term that will be designed to address the lack of adequate and appropriate human resources to produce and disseminate relevant, high quality official statistics. All fragmented statistical training initiatives and programmes will be integrated and streamlined in line with the SADC regional statistical training strategy.

During 2006/07 Stats SA will focus its efforts in this area on research activities, developing a national statistical development training strategy and framework, and establishing partnerships with tertiary institutions that are major role players in developing statistical skills in the country.

The expected results to be achieved include:

- providing in-house courses and on-the-job training for data collection, processing and basic statistics;
- providing and coordinating more advanced courses on official statistics for professional staff through in-house courses offered by national and international subject experts, and through courses at universities;
- integrating training and development efforts to advance research capacity through partnerships with universities for training senior methodologists and statisticians;
- improving training in the communication, management and dissemination of official statistics; and
- coordinating training of users of statistics in their application and utilisation.

Over the long term, the Statistical Training Institute will serve not only internal staff, but also persons requiring statistical skills in the National Statistics System and in the SADC region as part of the regional integration.

c) Learning from international best practice and strengthening regional integration

The past few decades have seen an increasing demand for current and detailed demographic and socio-economic data about households and individuals in developing countries. Such data have become indispensable in economic and social policy analysis, development planning, programme management and decision-making at all levels. To meet this demand, policy-makers and other stakeholders have frequently turned to household surveys. Consequently, household surveys have become one of the most important mechanisms for collecting information on populations in developing and transition countries.

Most surveys conducted in developing and transition countries are now based on standard survey methodology and procedures that subscribe to international best practice. However, many of these surveys are conducted in an environment of stringent budgetary constraints in countries with widely varying levels of survey infrastructure and technical capacity.

Evidence suggests that there is a clear need not only for the continued development and improvement of the underlying survey methodologies, but also for the transmission of such methodologies to developing and even transition countries such as those in the SADC region. This is best achieved through technical cooperation and statistical capacity-building. The pilot programme on sample survey training in the SADC region has been developed to serve as a tool in such statistical capacity-building, and to provide a central source of technical material and other information required for the efficient design and implementation of household surveys, and for making effective use of the data collected. The programme is aligned with the objective of the SADC region's statistical programme to harmonise data collection methods, analysis and dissemination for effective use in policy-making, monitoring and evaluation.

The statistical capacity-building programme will offer practical training in several important aspects of conducting household surveys in the SADC region, given its diversity, including sample design, survey implementation, non-sampling errors, survey costs, and analysis of survey data. The main objective of this programme will therefore be to assist national survey statisticians in the SADC region, including staff

members of Stats SA, to design household surveys in an efficient and reliable manner that allow users to make greater use of survey-generated data.

In its pilot phase, Stats SA will facilitate the technical expertise of international consultants to provide training. In addition, Stats SA will provide for the effective participation of survey practitioners from twelve SADC member states for the entire duration of the programme, in line with its international relations strategy on capacity-building.

d) Relocating Stats SA to a physical environment conducive to productivity and innovation

Stats SA realizes that for the human resource development strategy to have a positive effect on production and the ability to meet its mandate, staff need to be happy in their place of work. This means that they are satisfied with the working conditions and working environment.

The current lease agreement for Stats SA's occupation of the De Bruyn Park Building expires in June 2007. Due to the increasing number of staff, the inconvenience of moving between three buildings and inadequate facilities in the current building, it has been agreed that alternative accommodation would have to be sought.

The Department of Public Works and the Tshwane Inner City Project (TICP) appointed by Cabinet, is currently reviewing the space needs according to recommendations made by Stats SA. During the 2006/07 financial year, a needs analysis will be conducted, a site will be identified, a budget will be compiled and a dedicated project team will be appointed to take the process forward.

The following table outlines the medium-term outputs and targets for building human capacity.

Medium-term outputs and milestones: Building human capacity

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Increased statistical capacity in Stats SA	Number of staff recruited and trained through internship programme	<p><i>Internship programme</i></p> <ul style="list-style-type: none"> • Train and develop 17 interns and coaches (Dec 2006) • Feasibility study for accreditation • Internship induction, internship development and coaches programmes approved (Dec 2006) 	<p><i>Internship programme</i></p> <ul style="list-style-type: none"> • Train and develop 30 interns and coaches • Stats SA accredited as a learning institute 	<p><i>Internship programme</i></p> <ul style="list-style-type: none"> • Train and develop 30 interns and coaches • Internship induction, internship development and coaches programmes accredited • Integration into statistical training institute
	Statistical training institute	<p><i>Statistical training institute</i></p> <ul style="list-style-type: none"> • Research conducted for the establishment of a statistical training institute (Dec 2006) • Establish relationships with external training institutes • Participate in national development strategy for statistical literacy under the leadership of Stats Council 	<p><i>Statistical training institute</i></p> <ul style="list-style-type: none"> • Design and develop building blocks to establish statistical training institute • Develop e-learning system • Align all training initiatives to national development strategy 	<p><i>Statistical training institute</i></p> <ul style="list-style-type: none"> • Establish training institute • Integrate and coordinate capacity-building programmes
	Number of staff participating in international learning programme	<p><i>International programme</i></p> <ul style="list-style-type: none"> • 4 staff members participating in international learning programme – survey skills development course at StatCan (May and August 2006) • SADC training programme – survey methodology course (13 candidates from SA) (May, Aug and Oct 2006) • Skills transfer through international support programme in LFS re-engineering, CPI development project, DMID, Poverty and IES 	<p><i>International programme</i></p> <ul style="list-style-type: none"> • 6 staff members participating in international learning programme – survey skills development course at StatCan (May and August 2007) • SADC training programme – survey methodology course (13 candidates from SA) (May, Aug and Oct 2007) 	<p><i>International programme</i></p> <ul style="list-style-type: none"> • 6 staff members participating in international learning programme – survey skills development course at StatCan (May and August 2008) • SADC training programme – survey methodology course (13 candidates from SA) (May, Aug and Oct 2008)

Medium-term outputs and milestones: Building human capacity (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
New building for Stats SA	Stats SA relocated to new premises	<p><i>Relocation of Stats SA</i></p> <ul style="list-style-type: none"> • Space needs established (June 2006) • Feasibility study completed (Dec 2006) 	<p><i>Relocation of Stats SA</i></p> <ul style="list-style-type: none"> • Collaboration with Public Works on new building for Stats SA • Design and construction initiated 	<p><i>Relocation of Stats SA</i></p> <ul style="list-style-type: none"> • Construction continued • Move to new premises planned

chapter 4

governance and accountability



4.1 Introduction

The execution of Stats SA's goal-based strategy depends on effective leadership and management, a stable infrastructure, and sound administrative and management information systems and processes. Stats SA aims to ensure that good governance arrangements are in place throughout the organisation to support the statistical production processes effectively and comply with regulations. This will provide formal accountability mechanisms for the delivery of the work programme within approved budgets and timeframes, underpin the quality assurance of statistical outputs, and ensure the efficient utilisation of resources.

Our medium-term enabling goals are to:

- Improve integrated strategic, business and operational planning and reporting across the organisation;
- Improve accurate and timely management information to inform decision-making and better manage resources;
- Promote communication and collaboration within the organisation;
- Enhance intergovernmental and international collaboration;
- Improve recruitment and employment practices to deliver the right outcomes and value diversity;
- Identify and nurture the development of staff who will provide leadership to the organisation in the future through implementing an effective career pathing and succession plan;
- Develop and train a competent and skilled work force that is able to produce high quality statistics;
- Achieve equity in the workplace through equal opportunities and fair treatment of employees;

- Improve financial and procurement practices to ensure effective and efficient service delivery to the organisation;
- Improve business processes to ensure good governance, compliance to relevant legislation and improved organisational effectiveness;
- Implement and manage policies that ensure compliance to relevant legislation;
- Decentralise corporate support functions to provinces;
- Increase the capacity in the provinces and districts to improve collections in the field and better serve the needs of stakeholders at provincial and local level; and
- Optimise the application of technology to improve the quality of statistics.

4.2 Management support services

Management support services play an important external role by providing support to policy-makers in terms of statistical information, managing public relations and interacting with international statistics agencies.

The unit also ensures that Stats SA effectively plans, implements, manages and monitors its strategic goals. Internally the unit supports the Statistician-General with management decision-making processes and effective communication activities.

The following table outlines the medium-term outputs and targets ensuring effective and efficient management of the department.

Medium-term outputs and milestones: Management support services

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Planning, monitoring and reporting	Number of reports compiled and submitted to relevant stakeholders	<p><i>Planning</i></p> <ul style="list-style-type: none"> • Annual work programme approved (May 2006) • Annual business plans compiled for divisions (April 2006) • ENE compiled (December 2006) 	<p><i>Planning</i></p> <ul style="list-style-type: none"> • Annual work programme approved (May 2007) • Annual business plans compiled for divisions (April 2007) • ENE compiled (December 2007) 	<p><i>Planning</i></p> <ul style="list-style-type: none"> • Strategic plan tabled in Parliament (May 2008) • Annual business plans compiled for divisions (April 2008) • ENE compiled (December 2008)
		<p><i>Monitoring and reporting</i></p> <ul style="list-style-type: none"> • Annual report tabled in Parliament (September 2006) • Quarterly reports submitted to Minister and Treasury 	<p><i>Monitoring and reporting</i></p> <ul style="list-style-type: none"> • Annual report tabled in Parliament (September 2007) • Quarterly reports submitted to Minister and Treasury 	<p><i>Monitoring and reporting</i></p> <ul style="list-style-type: none"> • Annual report tabled in Parliament (September 2008) • Quarterly reports submitted to Minister and Treasury
		<p><i>Risk management</i></p> <ul style="list-style-type: none"> • Quarterly risk management report to Exco and Audit committee • Annual risk assessment conducted (March 2007) • Revision of operational risk plans 	<p><i>Risk management</i></p> <ul style="list-style-type: none"> • Quarterly risk management report to Exco and Audit committee • Annual risk assessment conducted (March 2007) • Revision of operational risk plans 	<p><i>Risk management</i></p> <ul style="list-style-type: none"> • Quarterly risk management report to Exco and Audit committee • Annual risk assessment conducted (March 2007) • Revision of operational risk plans

Medium-term outputs and milestones: Management support services (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Project management and support	Timely management information to support decision-making	<p><i>Project management</i></p> <ul style="list-style-type: none"> • Support provided to six key priority projects in Stats SA • Operational planning and management support provided to five operational areas • Monthly management information reports produced • Annual master project plan compiled for 2006/07 	<p><i>Project management</i></p> <ul style="list-style-type: none"> • Support provided to six key priority projects in Stats SA • Operational planning and management support provided to five operational areas • Monthly management information reports produced • Annual master project plan compiled for 2007/08 	<p><i>Project management</i></p> <ul style="list-style-type: none"> • Support provided to seven key priority projects in Stats SA • Operational planning and management support provided to five operational areas • Monthly management information reports produced • Annual master project plan compiled for 2008/09
		<p><i>Document management and tracking</i></p> <ul style="list-style-type: none"> • Document management strategy and standards approved (March 2007) 	<p><i>Document management and tracking</i></p> <ul style="list-style-type: none"> • Pilot document management system 	<p><i>Document management and tracking</i></p> <ul style="list-style-type: none"> • Implement document management system
		<p><i>Management information system</i></p> <ul style="list-style-type: none"> • 10 components developed and operational 	<p><i>Management information system</i></p> <ul style="list-style-type: none"> • 10 components developed and operational 	<p><i>Management information system</i></p> <ul style="list-style-type: none"> • 10 components developed and operational
Communication and collaboration within Stats SA	Communication interventions	<p><i>Internal communication</i></p> <ul style="list-style-type: none"> • Weekly newsletter to staff • Monthly report to staff • Biannual staff meeting 	<p><i>Internal communication</i></p> <ul style="list-style-type: none"> • Weekly newsletter to staff • Monthly report to staff • Biannual staff meeting 	<p><i>Internal communication</i></p> <ul style="list-style-type: none"> • Weekly newsletter to staff • Monthly report to staff • Biannual staff meeting
		<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> • Weekly news article • Media relations strategy and plan approved and implemented • Media training conducted 	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> • Weekly news article • Training of senior staff on interaction with media • Media training conducted 	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> • Weekly news article • Media training conducted

Medium-term outputs and milestones: Management support services (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
International relations	Participation in international activities	<p><i>Participation in SADC (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> • Millennium statistical capacity development programme in relation to MDG monitoring • Survey methodology training in SADC <p><i>Participation in Africa (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> • Participation in 2010 Round of Census and household surveys <p><i>Participation in the world (Sharing and learning)</i></p> <ul style="list-style-type: none"> • Statistical development and capacity building in advancing statistical skills of teachers (International Conference on the Teaching of Statistics) 	<p><i>Participation in SADC (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> • Millennium statistical capacity development programme in relation to MDG monitoring • Survey methodology training in SADC <p><i>Participation in Africa (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> • Participation in 2010 Round of Census and household surveys <p><i>Participation in the world (Sharing and learning)</i></p> <ul style="list-style-type: none"> • Coordinate statistical training initiatives at International Statistical Institute conference (Portugal) 	<p><i>Participation in SADC (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> • Millennium statistical capacity development programme in relation to MDG monitoring • Survey methodology training in SADC <p><i>Participation in Africa (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> • Participation in 2010 Round of Census and household surveys <p><i>Participation in the world (Sharing and learning)</i></p> <ul style="list-style-type: none"> • Host International Statistical Institute conference
Legal services	<p>Number of contracts and opinions</p> <p>Relevance of Statistics Act</p> <p>Compliance to legislation</p>	<p><i>Legal support</i></p> <ul style="list-style-type: none"> • Legal support and advice provided through opinions and contracts <p><i>Review and compliance</i></p> <ul style="list-style-type: none"> • Review legislation relating to information and data to establish contradictions and impediments to the Stats Act • Stats Act reviewed for amendments • Checklist for compliance compiled 	<p><i>Legal support</i></p> <ul style="list-style-type: none"> • Legal support and advice provided through opinions and contracts <p><i>Review and compliance</i></p> <ul style="list-style-type: none"> • Stats Act amended and passed • Compliance audit conducted in relation to relevant legislation 	<p><i>Legal support</i></p> <ul style="list-style-type: none"> • Legal support and advice provided through opinions and contracts <p><i>Review and compliance</i></p> <ul style="list-style-type: none"> • Monitor compliance to relevant legislation

Medium-term outputs and milestones: Management support services (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Internal audit services	Number of internal audits conducted	<p><i>Population and social statistics</i></p> <ul style="list-style-type: none"> Review controls and risks at 48 regional offices for community survey Audit 53 regional offices during community survey <p><i>Provincial and regional offices</i></p> <ul style="list-style-type: none"> Audit of all nine provincial offices <p><i>Financial management</i></p> <ul style="list-style-type: none"> Fourteen audits planned <p><i>Human resource management</i></p> <ul style="list-style-type: none"> Two audits planned <p><i>Data management and technology</i></p> <ul style="list-style-type: none"> Audit of general application of controls <p><i>Governance relating to core business</i></p> <ul style="list-style-type: none"> Performance audit on contract management Assurance and advisory service to risk management Audit on policies and procedures 	Results of audits in year 1 will determine plans for year 2	Results of audits in year 2 will determine plans for year 3

4.3 Statistical support services

The production of official statistics is underpinned by effective and efficient statistical support services. Stats SA aims to respond to the challenges and opportunities of survey areas through improving data collection activities in the field, establishing closer links with stakeholders to determine their needs, enabling effective usage through readily accessible and available statistical products and services, and improving and streamlining the application of information technology.

4.4 Corporate support services

The people within Stats SA are key to the success of the organisation. Stats SA requires highly skilled, well-led and experienced people, as well as effective human resource and financial management and administrative systems and processes, to achieve its strategic outcomes and to meet the challenges of a continually changing environment.

The following tables outline the medium-term outputs and targets for effective and efficient statistical and corporate support services.

Medium-term outputs and milestones: Statistical support services

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Provincial support services	Number of completed questionnaires collected for household surveys in the field	<i>Household surveys conducted in the field</i> <ul style="list-style-type: none"> • Biannual Labour Force Survey (approximately 60 000 questionnaires) • General Household Survey (approximately 30 000) • Income and Expenditure Survey (approximately 20 000 questionnaires) • Census research survey (approximately 7 500 questionnaires) • Community survey (280 000) 	<i>Household surveys conducted in the field</i> <ul style="list-style-type: none"> • Biannual Labour Force Survey • General Household Survey • Census research survey • Tourism survey • Survey of Employers and Self Employed 	<i>Household surveys conducted in the field</i> <ul style="list-style-type: none"> • Biannual Labour Force Survey • General Household Survey • Census research survey • Tourism survey • Poverty survey
	Percentage implementation of regional offices	80%	90%	100%

Medium-term outputs and milestones: Management support services (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Statistical information services	Accessibility of Stats SA's statistics	<p><i>Stakeholder management</i></p> <ul style="list-style-type: none"> • Approximately 48 000 user queries handled annually • 10% increase in website visitor sessions • 850 000 documents downloaded annually • 18 stakeholder workshops conducted annually • 2% increase in customer satisfaction index 	<p><i>Stakeholder management</i></p> <ul style="list-style-type: none"> • Approximately 48 000 user queries handled annually • 10% increase in website visitor sessions • 850 000 documents downloaded annually • 18 stakeholder workshops conducted annually • 2% increase in customer satisfaction index 	<p><i>Stakeholder management</i></p> <ul style="list-style-type: none"> • Approximately 48 000 user queries handled annually • 10% increase in website visitor sessions • 850 000 documents downloaded annually • 18 stakeholder workshops conducted annually • 2% increase in customer satisfaction index
		<p><i>Publishing, printing and distribution</i></p> <ul style="list-style-type: none"> • 52 regular series, publications, releases and questionnaires printed and distributed • Cross sectional publications compiled and published (Stats in Brief Bulletin of Statistics and SA Statistics) 	<p><i>Publishing, printing and distribution</i></p> <ul style="list-style-type: none"> • 52 regular series, publications, releases and questionnaires printed and distributed • Cross sectional publications compiled and published (Stats in Brief Bulletin of Statistics and SA Statistics) 	<p><i>Publishing, printing and distribution</i></p> <ul style="list-style-type: none"> • 52 regular series, publications, releases and questionnaires printed and distributed • Cross sectional publications compiled and published (Stats in Brief Bulletin of Statistics and SA Statistics)
Information technology support services	IT infrastructure upgraded	<p><i>IT infrastructure</i></p> <ul style="list-style-type: none"> • SAN infrastructure upgraded and VSAN implemented (March 07) • VPN switchover (September 06) • ITANIUM and Blade servers implemented (March 07) • Server management system implemented (September 06) • Replication and Connectivity Infrastructure implemented (Dec 06) 	<p><i>IT infrastructure</i></p> <ul style="list-style-type: none"> • Maintained and upgraded 	<p><i>IT infrastructure</i></p> <ul style="list-style-type: none"> • Maintained and upgraded

Medium-term outputs and milestones: Management support services (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Information technology support services	IT infrastructure upgraded	<p><i>IT research</i></p> <ul style="list-style-type: none"> • Automatic dissemination – SMS, email, fax • Alternative electronic data collection methods • Research paper on viability of using Open Source Software (March 2007) 	<p><i>IT research</i></p> <ul style="list-style-type: none"> • Recommendations of research implemented 	<p><i>IT research</i></p> <ul style="list-style-type: none"> • Recommendations of research stabilised and maintained

Medium-term outputs and milestones: Corporate support services

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Effective financial management	Unqualified audit report	<p><i>Financial management</i></p> <ul style="list-style-type: none"> • Monthly expenditure report broken down to item level submitted to budget managers • Monthly expenditure report submitted to EXCO and Audit Committee • Audit findings implemented and monitored • Annual submission of MTEF and ENE financial information 	<p><i>Financial management</i></p> <ul style="list-style-type: none"> • Monthly reporting continued • Audit findings implemented and monitored • Annual submission of MTEF and ENE financial information 	<p><i>Financial management</i></p> <ul style="list-style-type: none"> • Monthly reporting continued • Audit findings implemented and monitored • Annual submission of MTEF and ENE financial information

Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Effective financial management	Unqualified audit report	<i>Financial accounting and reporting</i> <ul style="list-style-type: none"> Decentralisation of fieldworker payments to provinces Debt management improved Audit findings implemented and monitored 	<i>Financial accounting and reporting</i> <ul style="list-style-type: none"> Decentralisation of appointment of contract fieldworkers Audit findings implemented and monitored 	<i>Financial accounting and reporting</i> <ul style="list-style-type: none"> Decentralisation of procurement activities Audit findings implemented and monitored
		<i>Supply chain management (SCM)</i> <ul style="list-style-type: none"> Improved SCM processes in terms of supplier payment, procurement of goods from BEE companies and contract management Audit findings implemented and monitored 	<i>Supply chain management</i> <ul style="list-style-type: none"> Fully integrated SCM Demand management incorporated into the budget process Phased decentralisation of functions to provinces Audit findings implemented and monitored 	<i>Supply chain management</i> <ul style="list-style-type: none"> Full compliance to SCM monitored and improved Fully functional demand management implemented Phased decentralisation of functions to provinces Audit findings implemented and monitored
Effective human resource management	Staff opinion survey	<i>Recruitment and retention</i> <ul style="list-style-type: none"> Scarce skills policy approved and implemented E-recruitment system developed and piloted Succession plan compiled for levels 14–16 Head hunting critical strategic positions on senior management level 	<i>Recruitment and retention</i> <ul style="list-style-type: none"> E-recruitment system implemented Succession plan compiled for level 13 Head hunting critical strategic positions on senior management and professional levels 	<i>Recruitment and retention</i> <ul style="list-style-type: none"> Head hunting critical strategic positions on senior management and professional levels

Medium-term outputs and milestones: Corporate support services (continued)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Effective human resource management	Staff opinion survey	<p><i>Performance management</i></p> <ul style="list-style-type: none"> • Quarterly performance reviews conducted • Improved leave tracking system • 1st phase of decentralisation of HRM functions to provinces 	<p><i>Performance management</i></p> <ul style="list-style-type: none"> • Quarterly performance reviews conducted • Improve and modernise administrative processes • 2nd phase of decentralisation of HRM functions to provinces 	<p><i>Performance management</i></p> <ul style="list-style-type: none"> • Quarterly performance reviews conducted • Automated human resource processes • 3rd phase of decentralisation of HRM functions to provinces
		<p><i>Employee assistance</i></p> <ul style="list-style-type: none"> • HIV/Aids peer group education programme monitored • Counselling and professional support implemented 	<p><i>Employee assistance</i></p> <ul style="list-style-type: none"> • HIV/Aids peer group education programme monitored • Counselling and professional support provided 	<p><i>Employee assistance</i></p> <ul style="list-style-type: none"> • HIV/Aids peer group education programme monitored • Counselling and professional support provided

Medium-term outputs and milestones: Corporate support services (concluded)

Output	Measure/ Indicator	2006/07	2007/08	2008/09
Effective human resource development	Number of staff receiving training	<p><i>Statistical capacity building</i></p> <ul style="list-style-type: none"> • Training provided in Master Maths, Basic sampling, Introduction to statistics, SAS and Basic National Accounts (285 staff) • New training courses in data collection, questionnaire design and demography approved (March 2007) 	<p><i>Statistical capacity building</i></p> <ul style="list-style-type: none"> • Training provided in Master Maths, Basic sampling, Introduction to statistics, SAS and Basic National Accounts (300 staff) • Introduce new training courses in data collection, questionnaire design and demography 	<p><i>Statistical capacity building</i></p> <ul style="list-style-type: none"> • Training provided in Master Maths, Basic sampling, Introduction to statistics, SAS and Basic National Accounts (320 staff) • Implement and coordinate statistical development programme • Integrate into statistical training institute
		<p><i>Leadership and management development</i></p> <ul style="list-style-type: none"> • Project management training (20 staff) • Risk management training (20 staff) • Develop leadership and management toolkit 	<p><i>Leadership and management development</i></p> <ul style="list-style-type: none"> • Project management training (20 staff) • Risk management training (20 staff) • Implement leadership and management toolkit 	<p><i>Leadership and management development</i></p> <ul style="list-style-type: none"> • Implement and coordinate leadership and management programme • Integrate into statistical training institute

chapter 5

Environment and stakeholders



5.1 Introduction

The preceding chapters have focused on the importance of national statistics in South Africa, the long-term strategic objectives and priorities of the organisation and the forward work programme to implement these strategies. This chapter focuses on how Stats SA is implementing the Statistics Act in terms of the organisational environment in which it operates, stakeholders and their needs, the service delivery improvement plan in response to those needs, and the resources required.

5.2 Legislative mandate

Stats SA is a national government department accountable to the Minister of Finance. The activities of the department are regulated by the Statistics Act, Act No. 6 of 1999, which ensures independence from political interference in the production and dissemination of official statistics. According to the Statistics Act, the purpose of official statistics is to assist organs of state, businesses, other organisations and the public in planning, decision-making, and monitoring or assessment of policies

Further, Stats SA is mandated to:

- Promote coordination amongst statistical producers in South Africa in order to improve the quality, consistency, comparability and optimum use of official statistics and thereby avoid unnecessary duplication;
- Provide statistical advice to government departments; and
- Liaise with statistical agencies of other countries and international agencies.

5.3 Statistics Council

Section 8 of the Statistics Act provides for the establishment of a Statistics Council consisting of between 18 and 25 members, appointed by the Minister after consultation with 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 interest, economic and financial interest and the general 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
- 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.

5.4 Stakeholders and their needs

Stats SA interacts with a range of stakeholders from whom information is collected, and to whom information is supplied. The stakeholder database of Stats SA includes:

Government: Central, provincial and local government 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.

The public: The community at large 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 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 attributes (indicators?) include the number of employed, 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.

The academic sector: The academic sector uses statistical information for both research and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics amongst students.

Parliamentarians: Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. Researchers in parliament conduct research to obtain information on behalf of the political parties. The parliament library collects and files political and national information that can be used by parliamentarians and visiting international delegates.

Non-governmental organisations (NGOs): NGOs aim to monitor the government's progress in many areas such as sustainable development and providing 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, and the Financial and Fiscal Commission) ensure that the major elements of the

constitution are followed throughout the country. Major public entities work with government to provide infrastructure, service delivery and information on a national level (e.g., Eskom, Telkom, museums).

Foreign and international bodies: Official statistical information is an essential basis for mutual knowledge, comparison and trade amongst countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF. 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.

5.5 Service delivery improvement

This section contains information required in the Service Delivery Improvement plan by the Public Service Act.

5.5.1 Main services provided to our customers

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. 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 publications, reports and other products.

5.5.2 Consultation arrangements

The Statistics Council represents a vast 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. The Council members are required to represent the needs of their constituency and should therefore consult with them to ensure sound advice to the Minister and the Statistician-General.

Each statistical series conducted by Stats SA has an advisory committee comprising key stakeholders in the field. These advisory committees

meet periodically, or whenever changes to a questionnaire or statistical release are proposed. Stats SA also conducts periodic workshops in order to seek advice, comments and suggestions from key stakeholders.

The National Statistics System division is in the process of establishing partnerships with other national government departments aimed at ensuring coherence in statistical information produced by different government departments, and promoting the use of statistics in evidence-based decision-making. These government departments are both producers and users of statistics.

Stats SA aims to systematise and structure user consultations as part of the statistical production process and establish a continuous process of monitoring and evaluating the value added to the work of our users.

5.5.3 Accessing the products and services

a) Information service

User Information Services is the first point of direct contact with our customers. This centre is the gateway to all statistical products. Staff are trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to provide prompt responses on published data. Stats SA can be contacted at (012) 310 8600 for telephonic enquiries, (012) 310 8500 for fax enquiries or emailed at info@statssa.gov.za.

b) Subscription service

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

c) StatsOnline

Stats SA's publications can be viewed, accessed and downloaded free of charge from Stats SA's website at www.statssa.gov.za. Statistical information is placed on the website at the exact time of release. 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 head office or any provincial Stats SA office to obtain access to statistical products and services. In addition head office provides a library facility to users.

e) Dissemination services

In an attempt to promote access to and use of statistical information, Stats SA established a marketing unit in 2002. The unit initially focused primarily on facilitating access to data generated by the population census. The service provided by the unit includes installing software and data, and training users and the media on the correct reporting of statistical information. In the medium term this unit will also be focusing on increasing access to data generated by economic and social surveys.

5.5.4 Providing more and better information

Stats SA has a catalogue of its reports and releases which 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.

5.6 Key products and services

5.6.1 Core business

The department's core business is the production of a range of economic, social and population statistics. More specifically, these include:

- **Economic statistics** on various aspects of the economy derived from information from businesses, enabling the compilation of indices such as the producer price index and consumer price index; trends in employment, production volumes and prices in various sectors; and financial statistics of government and the private sector;
- **Social, employment and population statistics** based on household surveys, a ten-yearly population census, a community survey, a labour force survey, poverty statistics and administrative records; and
- **National accounts**, which include the gross domestic product, supply and use tables and social accounting matrices.

A further core activity of the department is the development of the National Statistics System, which coordinates the production of official statistics; creates a set of development indicators to measure the performance of the state both at national, provincial and local level; and promotes statistical literacy and capacity-building in government.

5.6.2 Support activities

Support activities consist of both statistical and organisational support functions.

Statistical support activities include:

- spatial referencing and analysis through a geographic information system (GIS);
- publishing and promotion of all statistical information including a user information service;
- maintenance of a register of businesses, which forms the sampling frame for economic surveys;
- enhancement of data processing and management through the application of information and communication technology; and
- development of statistical quality and methodology concepts for application in the various survey areas.

Management, organisational and administrative support functions include:

- an executive management structure responsible for strategy and policy;
- programme management with a management information system to monitor operational performance and spending;
- financial and provisioning management;
- an internal audit component guided by an independent internal audit committee;
- human resource management to attract, develop and retain skilled staff; and

- improvement of service delivery through strategic planning, monitoring and evaluation.

5.7 Resource plan

Stats SA's head office is located in Pretoria. There are also a statistical office in each province, and forty-nine regional offices will be established over the medium term. The head office is mainly responsible for planning, coordination and statistical production at national level whilst the provincial and regional offices play a key role in user liaison and data collection at provincial and municipal level.



Expenditure estimates

Expenditure by programme and economic classification

Programme	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	Audited	Audited	Audited					
	R thousand	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
1 Administration	80 522	82 697	94 727	115 473	123 068	152 744	169 423	191 876
2 Economic Statistics	28 234	44 896	51 973	161 741	141 969	172 090	150 904	249 256
3 Population and Social Statistics	185 362	59 918	86 495	278 096	248 645	546 087	367 388	381 532
4 Quality and Integration	13 533	20 189	25 224	33 754	34 571	47 379	62 336	68 924
5 Statistical Support and Informatics	68 659	92 566	112 815	152 293	163 209	156 183	180 138	193 408
Subtotal	376 310	300 266	371 234	741 357	711 462	1 074 483	930 189	1 084 996
Direct charge on National Revenue Fund	-	-	-	-	-	-	-	-
Total	376 310	300 266	371 234	741 357	711 462	1 074 483	930 189	1 084 996
Change to 2005 Budget estimate				50 100	20 205	193 716	150 823	261 986

Expenditure estimates (concluded)

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate			
	Audited	Audited	Audited			2005/06	2006/07	2007/08	2008/09
	2002/03	2003/04	2004/05						
R thousand									
Current payments	356 519	285 488	356 449	702 842	673 672	1 031 654	899 621	1 048 692	
Compensation of employees	157 782	154 711	195 050	318 278	313 485	475 411	469 997	553 604	
Goods and services	196 340	128 578	161 398	384 564	360 187	556 243	429 624	495 088	
of which:									
<i>Communication</i>	10 944	14 595	15 262	26 838	24 253	26 099	20 772	24 478	
<i>Computer services</i>	14 345	23 314	20 971	40 480	37 571	36 890	32 757	36 810	
<i>Consultants contractors and special services</i>	57 163	24 895	26 447	112 500	110 890	137 750	85 371	93 504	
<i>Inventory</i>	48 514	5 876	8 378	20 142	18 272	49 027	25 609	28 271	
<i>Maintenance repair and running cost</i>	6 293	1 012	3 014	11 977	8 985	17 512	17 527	19 655	
<i>Operating leases</i>	15 280	19 270	29 269	21 922	20 287	48 176	49 444	54 076	
<i>Travel and subsistence</i>	20 468	21 490	26 775	109 193	105 389	178 310	134 060	162 641	
<i>Equipment < R5000</i>	576	1 557	3 234	19 562	15 663	15 810	14 942	16 356	
Financial transactions in assets and liabilities	2 397	2 199	-	-	-	-	-	-	
Transfers and subsidies to:	928	755	868	1 260	1 217	812	526	639	
Provinces and municipalities	647	526	642	956	1 009	356	-	-	
Households	281	229	226	304	138	456	526	639	
Payments for capital assets	18 863	14 023	13 917	37 255	36 573	42 017	30 042	35 665	
Machinery and equipment	16 793	14 023	13 037	37 003	36 363	30 006	17 014	21 038	
Software and other intangible assets	2 070	-	880	252	210	12 011	13 028	14 627	
Total	376 310	300 266	371 234	741 357	711 462	1 074 483	930 189	1 084 996	