

# work programme

2008/09 – 2010/11

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Statistics South Africa  
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## list of acronyms

AsgiSA	Accelerated and Shared Growth Initiative for South Africa
BSF	Business Sampling Frame
CAPEX	Capital Expenditure
CPI	Consumer Price Index
CPIX	Consumer Price Index excluding interest on mortgage bonds
CRM	Client Relationship Management
CSAS	Census Survey and Administration
DDGs	Deputy Directors-General
DEMSA	Demographic Association of Southern Africa
DMID	Data Management and Information Delivery
DPC	Data Processing Centre
DPW	Department of Public Works
DTI	Department of Trade and Industry
EA	Enumeration Area
EDRMS	Electronic Document Records Management System
EE	Employment Equity
EEAs	Environmental Economic Accounts
ENE	Estimates of National Expenditure
ESDMF	End-to-End Statistical Data Management Facility
EWS	Early Warning System
Exco	Executive committee
FICA	Financial Intelligence Centre Act
FMLS	Facilities Management, Logistics and Security
FOSAD	Forum of South African Directors-General
GDP	Gross Domestic Product

GHS	General Household Survey
ICT	Information Communication Technology
IES	Income and Expenditure Survey
IMF	International Monetary Fund
ISI	International Statistical Institute
LFS	Labour Force Survey
LCS	Living Conditions Survey
LMS	Learner Management System
LOGIS	Logistical Information System
LSS	Large Sample Survey
MDG	Millennium Development Goals
MTEF	Medium-Term Expenditure Framework
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organisations
NMS	Network Management Services
NPISH	Non-Profit Institution Serving Households
NRA	National Resource Accounts
NSC	National Statistics Committee
NSDS	National Strategy for Development of Statistics
NSS	National Statistics System
PES	Post-Enumeration Survey
PFMA	Public Finance Management Act
PIC	Public Investment Corporation
PMF	Project Management Framework
PPI	Production Price Index

PSETA	Public Service Sector Education and Training Authority
QES	Quarterly Employment Statistics
QLFS	Quarterly Labour Force Survey
RTMS	Real Time Data Management
SADC	Southern African Development Community
SAM	Social Accounting Matrix
SAN	Storage Area Network
SAQA	South African Qualifications Authority
SARS	South African Revenue Services
SASA	South African Statistical Association
SASQAF	South African Statistical Quality Assessment Framework
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SESE	Survey of Employers and Self-employed
SG	Statistician-General
SIC	Standard Industrial Classification
SLAs	Service Level Agreements
SMS	Stakeholder Management System
SRM	Stakeholder Relationship Management
Stats SA	Statistics South Africa
SUT	Supply and Use Tables
TSA	Tourism Satellite Account
VPN	Virtual Private Network





foreword



Trevor A Manuel, MP, Minister of Finance

The fourth work programme of Statistics South Africa's five-year Strategic Plan promises to build on the achievements of the past three years. During this period, the organisation, amongst others successfully conducted the Community Survey which was based on 280 000 households, implemented the direct price collections from retail outlets for the CPI, and piloted the quarterly labour force survey which will be implemented in August this year. More importantly, the organisation has steadfastly made its mark internationally by critically influencing international statistical development, and in particular African statistical development. This work on the continent will be intensified in the years ahead as it would critically influence the agenda for African integration.

I am pleased to confirm that over this period, the organisation was provided with all the financial resources they applied for from the fiscus and they have applied them prudently. Given this state of affairs, any limitations that might have arisen in the execution of the strategy cannot be attributed to inadequate financial resources. What then can we say of this organisation? We can say it is healthy and it is on course.

However, dare we be complacent as the clouds and storms are gathering and hovering over this infant organisation? We have to prepare to set sail through the storm and successfully reach our minds which are operating well beyond this storm. As the Executing Authority, Statistics Council and Parliament we can achieve better by asking even tougher questions – especially in the fourth year of the five-year strategic plan of the organisation. This will ensure that complacency does not set in especially, when managing an all-critically important but yet very juvenile agency. It still requires immense support and guidance and asking tough questions is the only way of strengthening and enabling it to achieve even better.

In 2003, I posed a number of challenges to the South African Statistical Association (SASA) on the critical question of how do we build a society that is statistically literate from the ashes and abyss of an apartheid lie? How can we address the legacy of H F Verwoerd of 17th September 1953? This question is relevant because statistics can make an enormous difference to the quality of democracy. Innumeracy is the enemy of democracy. People familiar with numbers and facts can measure progress in their own lives and are empowered to speak about what remains to be done. Statistics South Africa has therefore a critical role to play.

From the track record of the past years, I am confident that the organisation can shoulder and deliver on these promises, and more importantly the international statistical development agenda, especially for the continent, which requires further work. I am encouraged by the role and support provided to the organisation, both domestically and internationally, by the Statistical Council, under Mr Howard Gabriels, the Chairperson. Furthermore, I do not have any doubt that the Audit Committee under the stewardship of Mr Terrence Naidoo provided sterling guidance to the organisation.

The captain has steered this mighty ship through the hostile waves into much calmer waters, yet the storms are building up fast, and the captain and his team have to deploy into the storm and meet their ambitious minds which should be firmly located beyond the storm. This is my word of advice to the Statistician-General, Pali Lehohla, who has been at the helm of this ship for the past seven years.

A close-up portrait of Howard Gabriels, a man with dark curly hair and a mustache, wearing a dark suit, white shirt, and a blue and white striped tie. He is smiling broadly, showing his teeth, and looking upwards and to the right. The background is blurred, showing warm, golden light and some architectural details.

foreword to the work programme

Howard Gabriels, Chairperson of the Statistics Council

The theme of the work programme for the 2008/09 financial year is “pursuing relevance.”

The theme is very appropriate to act as a focus for the work of Stats SA over the next year. Over the past three years much progress has been made in building credibility and confidence in official statistics. This progress must now be consolidated and a further impetus should be given to effectively address the needs of users, in both the public and private sector.

The South African government committed itself to evidence-based policy making and this requires that all spheres of government decisions, policy and actions are guided by sound information and knowledge. Stats SA plays a leading role in supporting the steps taken to develop a National Statistics System. The role of Stats SA is to:

- inform public policy and assist the public sector to effectively monitor and evaluate the different programmes; and
- provide official statistics that is non-partisan, authoritative, relevant and in accordance with scientific methodology.

Building credibility and confidence in official statistics requires that Stats SA has a deep understanding of the needs of the users of official statistics. Over the next year, the work programme provides for an in-depth interaction with key stakeholders, especially in the public sector, to ensure that the organisation understands how the information will be used and to assist stakeholders to improve access to the vast body of information that is already available.

Building credibility and confidence in official statistics depends primarily on the quality of the information produced in the surveys conducted by Stats SA. There are three major areas of work that are the pillars of improving quality.

Firstly, Stats SA has developed the South African Statistical Quality Assessment Framework, which breaks down every aspect of producing information in order for the quality of processes to be assessed objectively. This framework is already proving to be of major benefit as data and information produced by Stats SA are evaluated and processes are continuously improved.

Secondly, building the human and institutional capacity in the organisation is a high priority. Much innovation has already been implemented in developing a capacity building programme within the organisation. The focus over the next year will be on developing high level skills, in particular, the analytical capacity in Stats SA.

Thirdly, improving the basic statistical infrastructure remains a priority, and this involves working with other government departments. Stats SA is committed to improving the quality of the Population Register, which is managed by the Department of Home Affairs; the Business Register, which is managed by the South African Revenue Services and the Department of Trade and Industry; and finally, the development of a Dwelling Frame.

The tendency is to only focus on the results of the surveys conducted by Stats SA and analyse the meaning of these results for its impact on policy in the economy and society. But, without the thousands of South Africans in their households and businesses who complete the questionnaires and give up their valuable time, we will not have any information base in our country. As the Council, we are grateful and acknowledge the remarkable work done by Stats SA to improve the response rates in all their surveys. I want to express my sincere appreciation to everyone who diligently completes questionnaires when requested by Stats SA.

In 2009 South Africa will host the International Statistics Institute (ISI 2009) Conference in Durban. The fact that the global statistics community will convene their conference in South Africa is evidence of the recognition of the work Stats SA has done, especially on the African continent. In the past year, the third African Symposium on Statistical Development (ASSD) was held in Ghana, bringing together all African countries to debate the work they are doing in their countries and to prepare for the 2010 Round of Census taking.

This remarkable achievement is the commitment from countries emerging from conflict committing to conduct censuses, as all stakeholders understand the importance of a sound information base for the development of their countries.

The Statistician-General presented the work programme to the Statistics Council on 4 April 2008. The Council made several recommendations to the Statistician-General, which have been incorporated into the work programme.

The Council recommends to both the Minister and the Statistician-General in terms of Section 5 of the Statistics Act the approval of the work programme for the 2008/2009 financial year.

May I take this opportunity, on behalf of the Council, to express my appreciation to the Minister for his leadership and guidance over the past year; and our thanks to the Statistician-General and the senior management team for the professional manner they have interacted with the Council over the past year. We look forward to another year of remarkable achievements in our journey of transforming one of the vital institutions in our democracy.





introduction



Pali Lehohla, Statistician-General



In November 2003, the Minister of Finance, Mr Trevor Manuel, who is also the Executing Authority for Statistics South Africa, posed four challenges to the South African Statistics Association (SASA) of which Statistics South Africa is a member. These challenges remain profound and have defined our approach to tackling official statistics work in South Africa. Jointly with SASA, we have tackled these challenges vigorously but there still remains a lot to be done. We have bitten the elephant a chunk at a time, but there still remains too much of an elephant to devour.

Perhaps at the time one saw the posing of these challenges as being unfair, particularly in an organisation that had just barely survived the storm of the CPI debacle in May 2003, an organisation that had experienced a high census undercount of 2001, an organisation that showed enormous appetite for qualified audits, a disclaimer and a qualification, an organisation that was predominantly in the media, but for the wrong reasons, an organisation, that in the words of MP Bruce Kannemeyer was “an organisation which, through Census 1996, dug its grave, through Census 2001 pushed itself into the grave and finally with a prospective Census 2006 it would bury itself”. The five new and profound challenges could only spell the silent noise of a nail in the casket of this troubled and nearly dead organisation.

The first challenge the Minister posed related to the apartheid lie that corroded public trust in statistics. The challenge then is that of restoration of trust in official statistics. Without the vital element of trust, no official statistics will be reliable. The second challenge is that there are too few South Africans who love statistics or have a passion for it. How are we going to overcome the H F Verwoerdian legacy of 17th September 1953? The third challenge is the absence of sufficient discourse on methodology and outcomes. How can we ensure that results do not trump methods and protect the value of statistics? The fourth challenge is how we pace ourselves relative to our capacity in the face of an array of challenges to which we should deliver, locally and internationally? Can we carry the load? The fifth challenge is what is it that gets measured and who determines it?

The question is: does this work programme measure up to these challenges? What are the means of verification that these challenges have been and continue to be addressed, and within what timeframes?

I am pleased to report that we traversed troubled waters in our quest of addressing these very profound challenges and the work programme progressively addresses them.

Therefore consistent with the strategy, the work programme confirms the pursuit of and commitment to relevance. It is an ambitious programme that promises improvements on the measurement of the core activities of economic growth, price stability, employment and job creation, life circumstances and service delivery including poverty alleviation, demographic profiles and population dynamics. In line with the Statistics Act, the organisation has acquitted itself with distinction in implementing best statistics practice internationally and will intensify its efforts as provided for in the work programme on the African continent.

What is statistics without users? To this end the work programme promises to inject with urgency the management of stakeholders, improvements to the business register, maintenance and updating of household sampling frames and providing methodological support. Success in this area will ensure that the statistical infrastructure guides our production processes thereby enabling the organisation to lead in developing and promoting statistical coordination and partnerships, not only in the country, but beyond.

In the recent past we have implemented direct collection of consumer price statistics, delivered the results of a massive Community Survey of 2007 in record time, planned and piloted the new quarterly labour force survey, successfully conducted and released the results of the Income and Expenditure Survey, have made an indelible mark as an international player of note in official statistics, progressively improved on governance, appointed the full complement of Deputy Directors-General and completed its top leadership echelon; and finally graduated out of qualified audits and began to attain healthy audit reports.

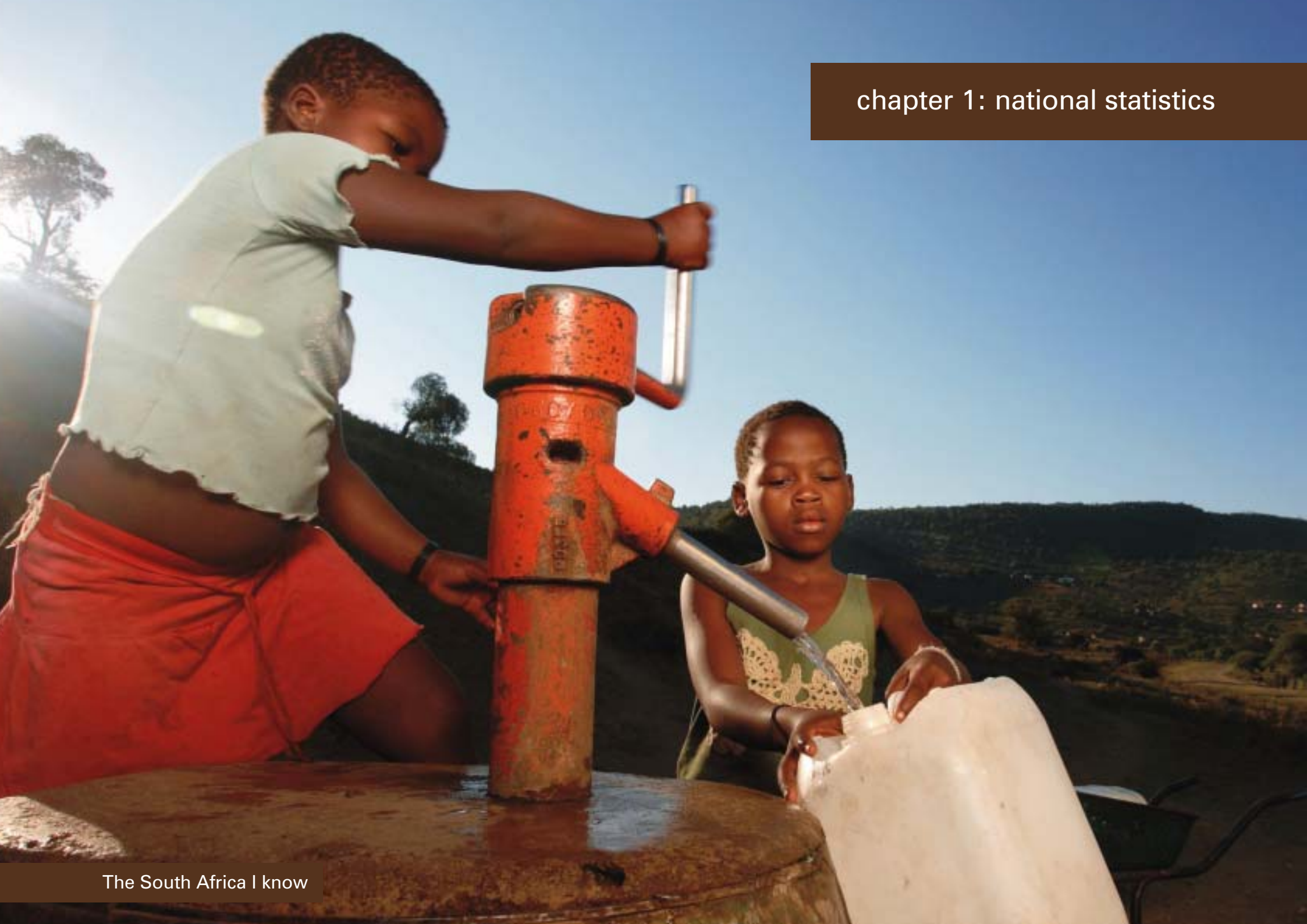
Future challenges that we will be tackling include the review of the Production Price Index (PPI), the Quarterly Labour Force Survey which will release the first results in August 2008; and the reweighting of the Consumer Price Index (CPI). Preparations for the "World Cup of statistics", (the 57th International Statistical Institute Conference), is underway. Preparatory work for the construction of the new building has commenced and the filling of critical posts will remain a priority.

As Madiba aptly said, as you get to the top of the mountain there are several hills yet to climb. It is so with statistical development.

I would like to thank the Minister for his unwavering support, the Statistics Council and its Chairperson, Mr Howard Gabriels, the Audit Committee and its Chairperson, Mr Terrence Naidoo; and the ever committed staff of Stats SA. Finally, the public in whose houses and time we get welcomed and we trust that through this partnership we can restore trust in official statistics.



## chapter 1: national statistics



## 1.1 The strategic importance of statistics

The availability of comprehensive, relevant, timely and accurate statistical information is crucial for effective policy making, development planning and decision making, as well as for monitoring and evaluating these important areas of development at the respective geographic spheres of the state.

## 1.2 Setting out national priorities

In his 2008 State of the Nation Address, President Thabo Mbeki outlined the priorities for government. The main categories of these priorities are:

- The further acceleration of economic growth and development;
- Speeding up the process of building the infrastructure required to achieve economic and social goals;
- Improving the effectiveness of interventions directed at the Second Economy, and poverty eradication;
- Enhancing the impact of programmes, targeting the critically important area of education and training;
- Accelerating efforts towards the achievement of providing healthcare for all;
- Revamping the criminal justice system to intensify efforts against crime;
- Further strengthening the machinery of government to ensure that it has the capacity to respond to development imperatives; and
- Enhancing focus on key areas in terms of the system of international relations, with particular focus on African issues and South-South relations.

## 1.3 Measuring national priorities

Statistical information measures the social and economic performance of the state in a manner that is transparent and thereby promotes accountability. This is a critical element of any democratic nation.

Cabinet has approved a set of key development indicators to provide evidence-based pointers to the evolution of our society. These are the markers that help define the milestones in the journey of social change.

The Policy Coordination and Advisory Services (PCAS) in the Presidency, in collaboration with Statistics South Africa, Clusters of Directors-General and government departments compiled data on each of the 72 indicators, informed by international good practice and adapted to South African conditions. The information has been clustered into ten broad themes:

- Economic growth and transformation
- Employment
- Poverty and inequality
- Household and community assets
- Health
- Education
- Social cohesion
- Safety and security
- International relations
- Good governance

By outlining this programme of action, the President defined what needs to be done. Stats SA defines how progress is measured.

The South African Constitution aims to improve the quality of life of all South Africans. Stats SA plays a critical role in promoting the ideals of the Constitution, by measuring objectively the extent to which the quality of life of South Africans has improved. Stats SA implements measurement by leading and coordinating a national statistics system that:

- informs public policy, programme implementation and evaluation;
- provides official statistics that are scientifically produced and non-partisan; and
- provides information on the evolving nature of the economy and society.

## 1.4 Measuring international priorities

As already mentioned, it is widely recognised that quality statistics are, among other things, needed for evidence-based policy making and planning, as well as for the tracking of progress towards nationally and internationally agreed-upon development agendas. African countries have witnessed an increase in the demand for quality statistics during the last decade because of, inter alia, initiatives such as the Millennium Development Goals (MDGs) and the New Partnership for Africa's Development (NEPAD). African Ministers of Finance, Planning and Economic Development have renewed their support for statistical development in the continent.

## 1.5 Stats SA's mandate

The role of Stats SA is to provide the state with information about the economic, demographic, social and environmental situation in the country. 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 within the South African context.

## 1.6 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 considerations – including scientific principles and professional ethics – on the methods and procedures for the collection, processing, storage and presentation of statistical data.*
- c) **Transparency of methods applied:** *To facilitate a correct interpretation of the data, the statistical agency is to present information according to scientific standards on the sources, methods and procedures of the statistics.*
- d) *The statistical agency is **entitled to comment** on erroneous interpretation and misuse of statistics.*
- e) **Use the most efficient sources:** *Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. The statistical agency is to choose the source with regard to quality, timeliness, costs and the burden of respondents.*
- f) **Confidentiality:** *Individual data collected by the statistical agency for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.*
- g) **Transparency of laws:** *The laws, regulations and measures under which the statistical system operates are to be made public.*
- h) **Cooperation among institutions:** *Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.*
- i) **Adherence to international standards:** *The use, by the statistical agency in each country, of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.*
- j) **International cooperation:** *Bilateral and multilateral cooperation in statistics contributes to the improvement of the system of official statistics in all countries.*





The South Africa I know







## 2.1 Introduction

This chapter sets out the broad strategic approach and objectives that we will pursue over the medium term. Our approach is premised on the key priorities of the state, which include government, the private sector, labour and civil societies and communities. Stats SA is on a continuous journey to meet the needs of users, align its work with international best practice; and understands that the pursuit and search for relevance remains our critical remit. Our strategy is the key business driver for all areas in the organisation and aims to align all activities and people to a common purpose.

## 2.2 Vision and mission

The strategic direction of Stats SA is informed by its *vision*, which is to be the 'Preferred supplier of quality statistics', providing stakeholders and the public with high quality statistical information. Stats SA contributes towards the development goals of South Africa by producing statistical information about the economic, demographic, social and environmental situation in the country to inform public policy, programme implementation and evaluation.

*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'.

Stats SA is profoundly aware that it acts in the arena of knowledge referred to as understanding where knowledge is scientific, and can be replicated by applying rules and formulae that are transparent and in line with the fundamental principles of official statistics and the Statistics Act.

## 2.3 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.

## 2.4 The strategy and plan

Stats SA aims to become a dynamic, knowledge creation centre that produces relevant information informing creatively on the economy and society. *In our search for relevance* we are committed to:

- Being accurate, relevant and reliable;
- Sustaining trust in official statistics;
- Being transparent in our methods;
- Developing a highly skilled professional staff complement; and
- Contributing towards a numerate society.

In order to become this kind of organisation, we will focus on:

- i) Recruiting and retaining intellectual and professional staff;
- ii) Creating a technological and innovative environment;
- iii) Developing effective and efficient logistical processes;
- iv) Being an organisation that is politically aware; and
- v) Developing a highly effective support service that addresses these demands.

This work programme encompasses both the statistical programmes and associated support functions. The Estimates of National Expenditure (ENE) reflect how this strategy will be funded. Stats SA's strategic themes and objectives outlining the key priorities of the organisation are discussed below.

### 2.4.1 Providing relevant statistical information to meet user needs

Stats SA strives to bring relevant information to the public and wants to nurture a culture of evidence-based decision making, and adequately equip users to make informed decisions based on relevant information to address the challenges and opportunities that exist in South Africa and in an increasingly global society.

Statistical information makes measuring the country's performance transparent, and promotes accountability. In line with the priorities of the country, Stats SA will focus on improving the relevance and reliability of measurements in the following areas:

- **Economic growth**
- **Price stability**
- **Employment and job creation**
- **Life circumstances, service delivery and poverty alleviation**
- **Demographic profile and population dynamics**

Stats SA has identified the key strategic risks that the organisation faces in the production of quality statistics. These are:

#### ***Strategic risks***

- Dependence on registers and frames to produce high quality statistics; and
- Highly skilled staff to execute the programmes.

### 2.4.2 Enhancing the quality of products and services

In our quest to become more relevant, we need to understand, anticipate and respond to changing user needs. Underpinning the production of quality statistics is the existence of comprehensive sampling frames, the application of sound methodological practices, the utilisation of reliable administrative data and effectively communicating the message of what the statistics say by using a variety of platforms. These form the hallmark of quality.

The achievement of this level of competency requires systematising cooperation and communication with users. Furthermore, we need to achieve operational efficiency and effectiveness through standardisation and exploiting modern technology, expanding our methodological prowess and improving our analytical capabilities so that we can add value to data and increase the value and utilisation of existing data for our users.

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:

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

Stats SA will contribute to the establishment of an integrated national business register as part of an interdepartmental project towards business registration reform in South Africa.

The organisation will also coordinate the development of 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.

### 2.4.3 Developing and promoting statistical coordination and partnerships

The compilation of development indicators for South Africa has increased the need for quality statistical information. In particular, the demands for evidence-based policy making are creating new pressures for statistical data that allows for disaggregated theme and geographic analyses. This emerging approach provides better tools for understanding, measurement and monitoring of the increasingly complex and dynamic environment. This demand for statistics requires a new approach to strategy in the statistical arena, so that national and international needs for statistical information can be met.

Consistent with its legislated responsibilities, Stats SA will lead South Africa's statistical system through collaboration with other organisations, and will remain the provider of official statistics while working in partnership with other organisations to expand and improve the quality and awareness of statistical services available.

In order to achieve operational effectiveness, the organisation will accelerate the adoption of common concepts, definitions, classifications and standards. In so doing, the cornerstone of statistical coordination in a National Statistics System (NSS) will be promoted. In pursuit of this objective of operational effectiveness and implementation of the NSS, Stats SA will continue to lead in the provision and focus on metadata-driven data systems and 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 in this area are:

- Developing a National Strategy for Development of Statistics (NSDS);
- Identifying statistical units, implementing common standards, definitions and classifications; and
- Participation in Southern Africa Development Community (SADC) initiatives, Africa and the world.

#### **2.4.4 Building human capacity**

Our staff, with their aspirations and collective determination, are our most important and valuable resource. Development is not only about the delivery of goods but also about active involvement and growing empowerment. We need a sustainable skills development strategy that will ensure that we meet the needs of society on official statistical information.

Building our human capacity is aimed at addressing the lack of adequate and appropriate human resources to produce, disseminate and utilise official statistical information, within Stats SA and the country.

It is with this challenge in mind that Stats SA compiled a comprehensive statistical skills development framework encompassing both the supply and demand side of developing skills in the country to enhance general statistical numeracy and create a passion for numbers.

In the medium term, Stats SA will focus on:

- Improving the foundation of statistical literacy at school level;
- Establishing partnerships with tertiary institutions;
- Building capacity within Stats SA - including establishing a statistical training institute;
- Building capacity within the NSS; and
- Participating in statistical development initiatives in SADC.

## **2.5 Implementing the plan**

### **2.5.1 The role of the Statistician-General**

The Statistician-General (SG), as the head and Accounting Officer 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 take responsibility for the production of official statistics in the country. The role of the Statistician-General is rooted in the Statistics Act (Act No. 6 of 1999).

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.

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"> <li>Establish vision, mission, organisational goals and targets</li> <li>Define the work programme and priorities of the organisation</li> <li>Determine the internal organisation of Stats SA and re-allocate resources according to the strategic plan</li> <li>Oversee the overall operation, management and integration of the organisation</li> <li>Monitor, report on and evaluate the performance of the organisation</li> <li>Communicate regularly to staff on strategic initiatives such as the organisation's strategy, goals, priorities, and management decisions</li> <li>Lead change management initiatives</li> </ul>	Exco Strategy Division
Directing, guiding and driving the effective and accurate production of economic, social and population statistics	<ul style="list-style-type: none"> <li>Ensure timely release of high quality economic statistics</li> <li>Ensure timely release of high quality social statistics</li> <li>Ensure timely release of high quality population statistics</li> <li>Produce quality national accounts statistics</li> <li>Produce quality integrative statistics</li> <li>Ensure effective quality controls and measures are in place across the statistical production value chain to manage process quality</li> </ul>	Deputy Directors-General (DDGs) for Economic Statistics, Population & Social Statistics, Methodology & Standards, and Statistical Support & Informatics
Ensuring that official statistics meet internationally acclaimed standards and practices	<ul style="list-style-type: none"> <li>Ensure methodological soundness of all statistical series</li> <li>Ensure adherence to recognised national and international standards</li> <li>Ensure coherence of information through standards, classifications and published metadata</li> <li>Promote usage of modern methods and technologies</li> <li>Provide quality frames for usage of survey areas</li> <li>Ensure a statistical data management and compliance frame</li> </ul>	DDGs for Methodology & Standards and Statistical Support & Informatics
Managing relations with key stakeholders and international role-players	<ul style="list-style-type: none"> <li>Public and media relations</li> <li>Management of relations with: <ul style="list-style-type: none"> <li>Government departments</li> <li>Users, producers and suppliers of statistics</li> <li>International statistics community</li> <li>FOSAD Clusters</li> <li>Statistics Council</li> <li>Audit Committee</li> <li>Minister of Finance</li> </ul> </li> </ul>	SG's Office DDG for Corporate Relations

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



**Dr J Arrow**  
Deputy Director-General:  
Methodology & Standards



**Ms N Mokoena**  
Deputy Director-General:  
Corporate Services



**Dr R Cassim**  
Deputy Director-General:  
Economic Statistics



**Ms K Masiteng**  
Deputy Director-General:  
Population and Social  
Statistics

## 2.6 Key priorities for 2008/09

The strategy has outlined what we want to achieve over the medium term. The key priorities that we will focus on during the 2008/09 financial year are listed below.

### **External focus:**

- Reweighting the consumer price index (CPI);
- Reviewing the producer price index (PPI);
- Conducting a Living Conditions Survey;
- Releasing the first results on the new Quarterly Labour Force Survey;
- Developing a geo-referenced dwelling frame;
- Demarcation of the country in preparation for Census 2011;
- Developing a National Strategy for Development of Statistics (1<sup>st</sup> draft); and
- Participating in statistical development initiatives in SADC, Africa and the rest of the world.

### **Internal focus:**

- Rolling out of the Data Management and Information Delivery Project;
- Building leadership and management capabilities;
- Strengthening analytical and methodological capabilities;
- Relocating of Stats SA's head office;
- Establishing a Corporate Data Processing Centre; and
- Rolling out Phase 1 of the Integrated Fieldwork Strategy

## 2.7 Estimates of National Expenditure

### **Aim**

*The aim of Statistics South Africa is to provide a relevant and accurate body of statistics on the dynamics in the economy and society through the application of internationally acclaimed practices.*

### **Programme 1: Administration**

**Purpose:** Conduct the overall management of the department and provide centralised support services, including support to the Statistician-General and Deputy Directors-General.

### **Programme 2: Economic Statistics**

**Purpose:** Produce economic statistics to meet user requirements.

#### **Objectives and measures:**

- Inform economic decision making by providing accurate, relevant and timely economic statistical information through the application of internationally acclaimed practices, specifically by publishing:
  - quarterly gross domestic product (GDP) and annual regional GDP estimates providing information on 10 sectors of the economy; and
  - statistical releases on employment and earnings, industry and trade, and financial information.
- Provide information for inflation targeting and on the changing cost of living by improving the measurement of price changes in the economy through the application of internationally acclaimed practices, specifically by publishing:
  - monthly CPI covering 1 120 consumer products (400 products in the last quarter); and
  - monthly PPI covering 1 700 producer products.

### Programme 3: Population and Social Statistics

**Purpose:** Produce population demographic, labour market and social statistics to meet user requirements.

**Objectives and measures:**

- Inform social and economic development by producing labour market statistics, vital registration statistics, service delivery statistics and conducting a population census in 2011 using internationally acclaimed practices.

### Programme 4: Methodology and Standards

**Purpose:** Provide expertise on quality and methodology for official statistics. Develop standards for conducting surveys. Develop the business sampling frame.

**Objectives and measures:**

- Enhance the comparability and accuracy of statistical information by reviewing and auditing methodological compliance in 10 survey areas, applying appropriate quality criteria, standards, classifications and procedures.
- Ensure accurate and reliable statistical information by drawing annual samples for all economic surveys based on a sound business sampling frame.

### Programme 5: Statistical Support and Informatics

**Purpose:** Optimise the use of technology in the production and use of official statistics. Promote and provide better access to official statistics.

**Objectives and measures:**

- Ensure a reliable sampling frame for household surveys through maintaining and improving the geo-referenced dwelling frame by updating 44 per cent of the spatial frame and database.

- Ensure accurate, transparent, reliable and relevant official statistics by developing common standards, definitions and classifications through implementing standardised metadata for 50 per cent of statistical products in the statistical data management facility.
- Support the production of official statistics through stabilising and upgrading ICT infrastructure (including upgrading the storage area network and implementing disaster recovery) and ensuring 90 per cent network availability.

### Programme 6: Corporate Relations

**Purpose:** Provide support to policy makers in terms of statistical information, managing stakeholders and interacting with international statistical agencies. Provide effective communication activities.

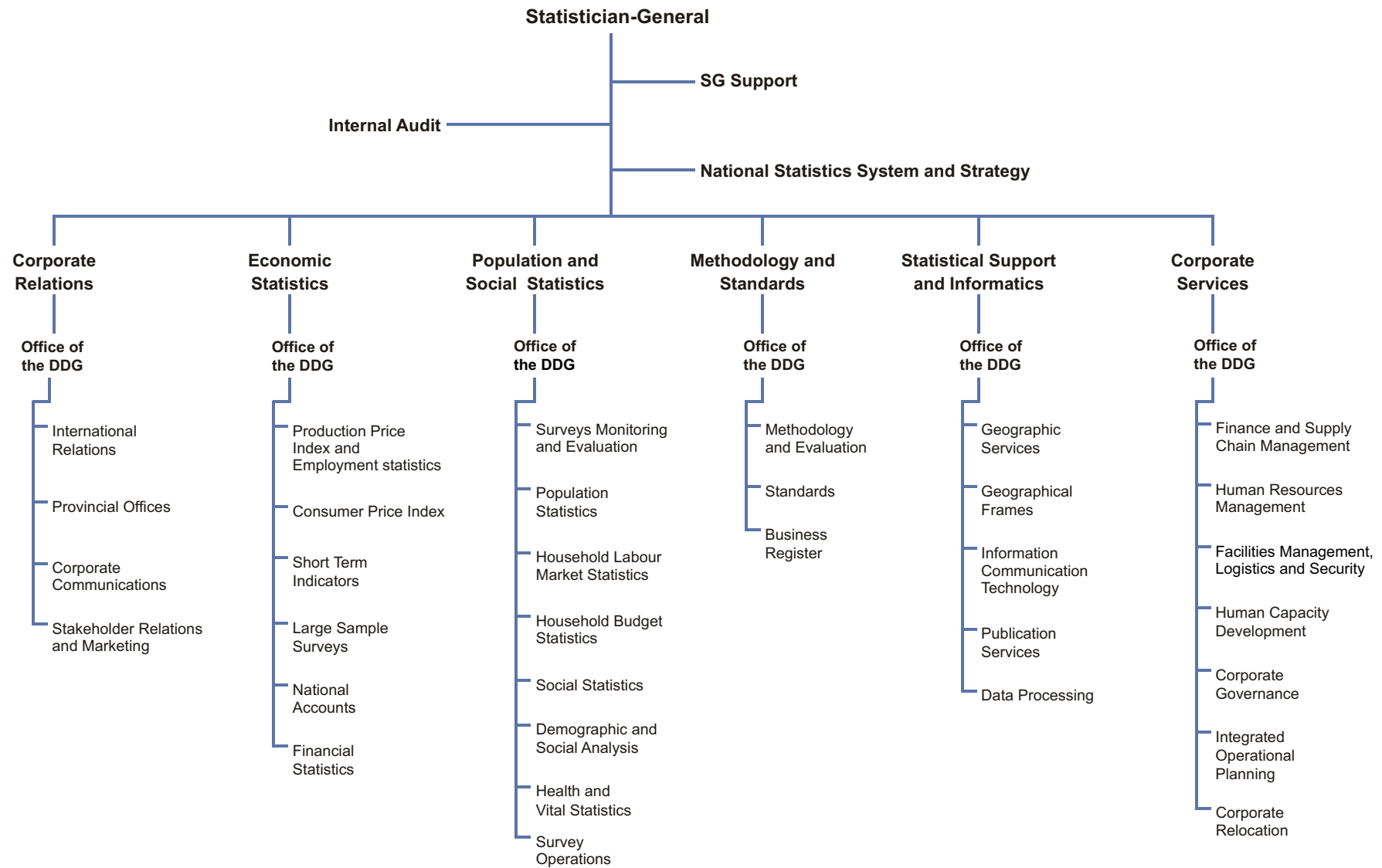
**Objectives and measures:**

- Increase awareness and the use of official statistics by managing, maintaining and improving stakeholder relations.
- Ensure accurate and reliable statistics through statistical and geographical information services to provincial and local stakeholders as required.
- Ensure alignment to international standards, best practice and statistical skills development by increasing participation, sharing and learning in international statistical initiatives.

## 2.8 Aligning the organisational structure to the strategy

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





## 2.9 Planning, monitoring and reporting

With respect to the planning and reporting requirements, 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 the Treasury Regulations for government departments, issued in terms of the Public Finance Management Act (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 – An annual strategic plan and/or work programme, aligned to the ENE, are compiled 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 implemented, monitored and evaluated through a management information system at Stats SA.

### Monitoring and reporting

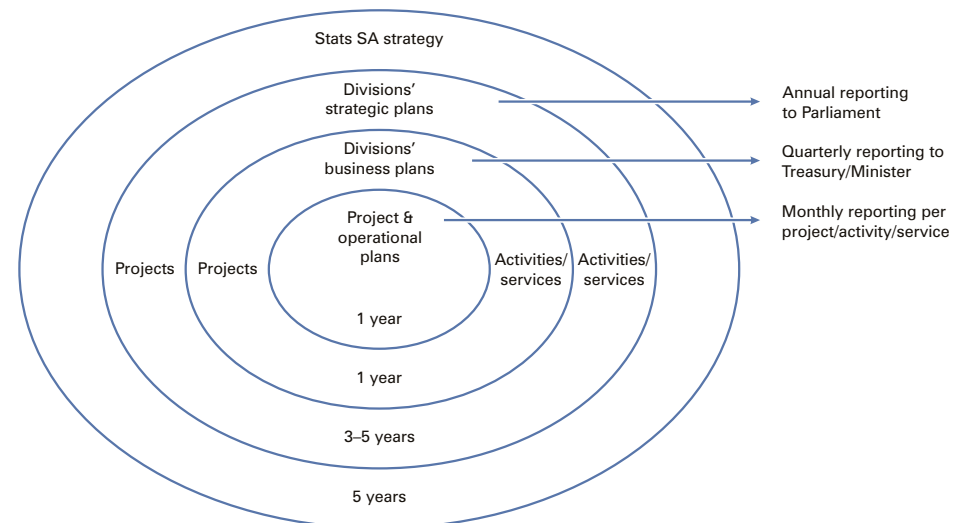
In order for Stats SA to achieve its vision of being the preferred supplier of quality statistics, and to ensure compliance with the relevant legislation, the organisation has put in place measures to monitor and report on its progress and overall performance.

- 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/or work programme.

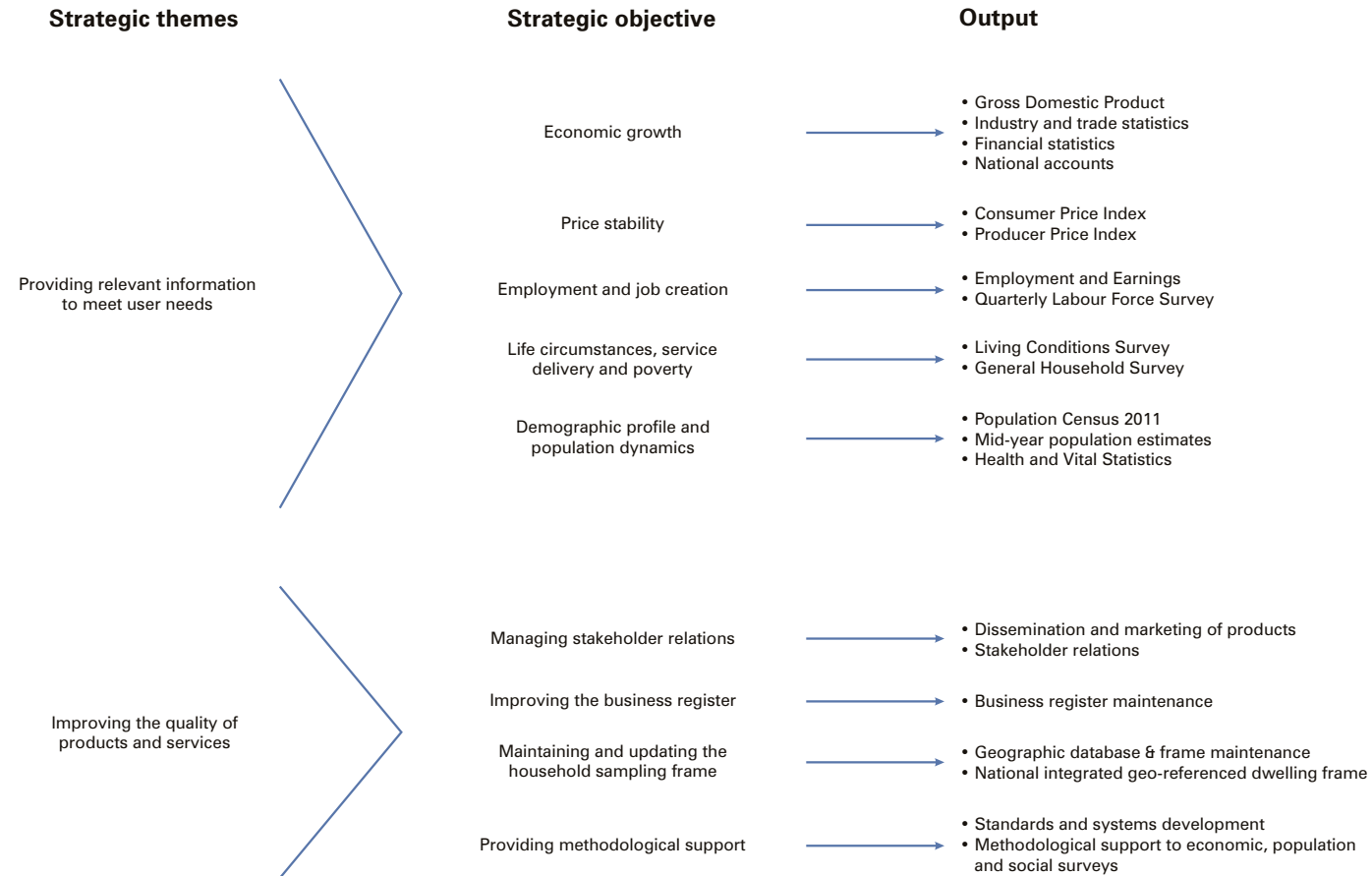
- Quarterly reporting – Quarterly reports are compiled and submitted to the Minister of Finance and Treasury, outlining progress made against quarterly targets as stated in the business plans.
- Monthly reporting – Monthly reports are compiled and submitted to the internal executive committee of the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

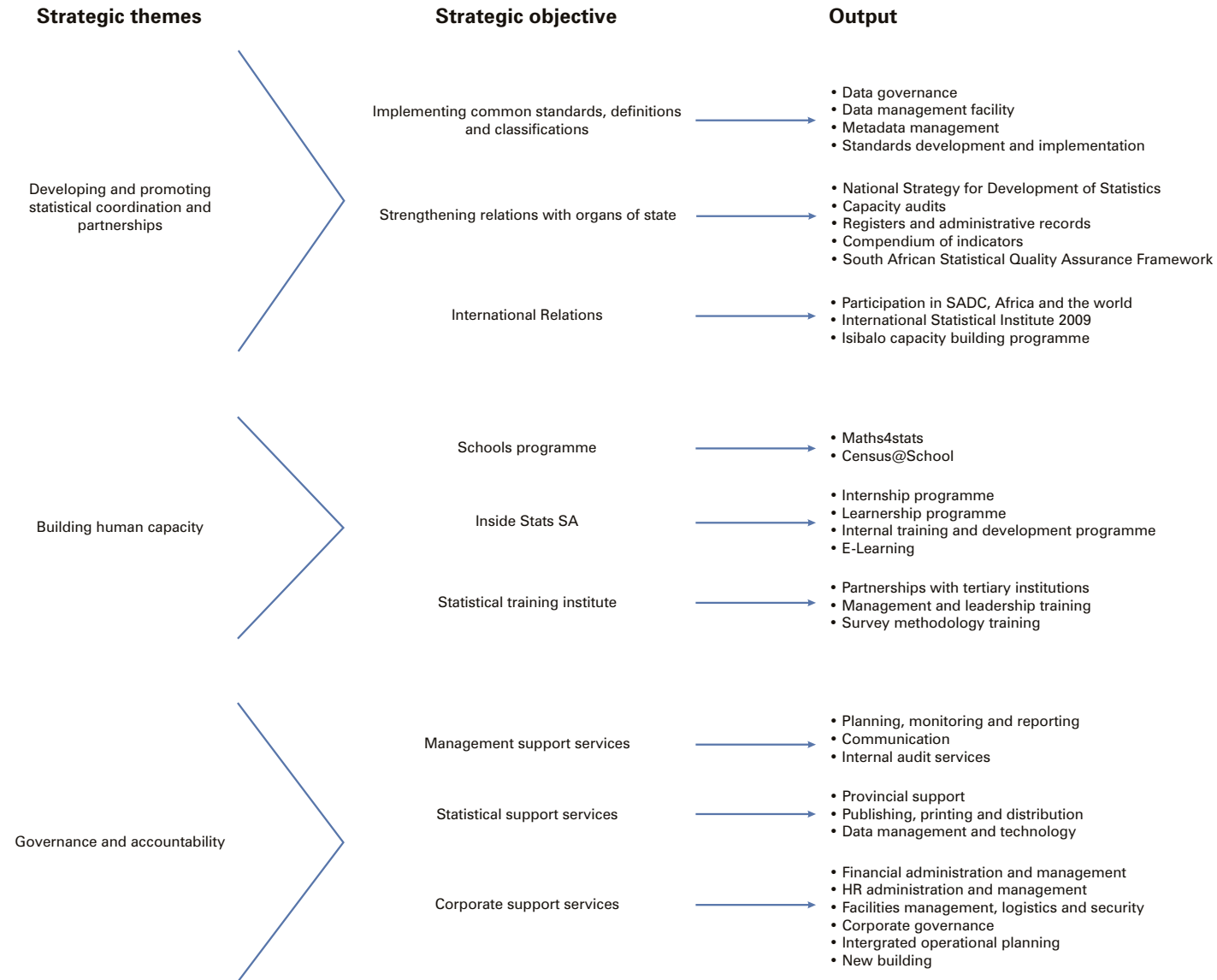
The diagram below displays the planning and reporting process in Stats SA.

### The planning and reporting process



## Stats SA's Strategy in brief



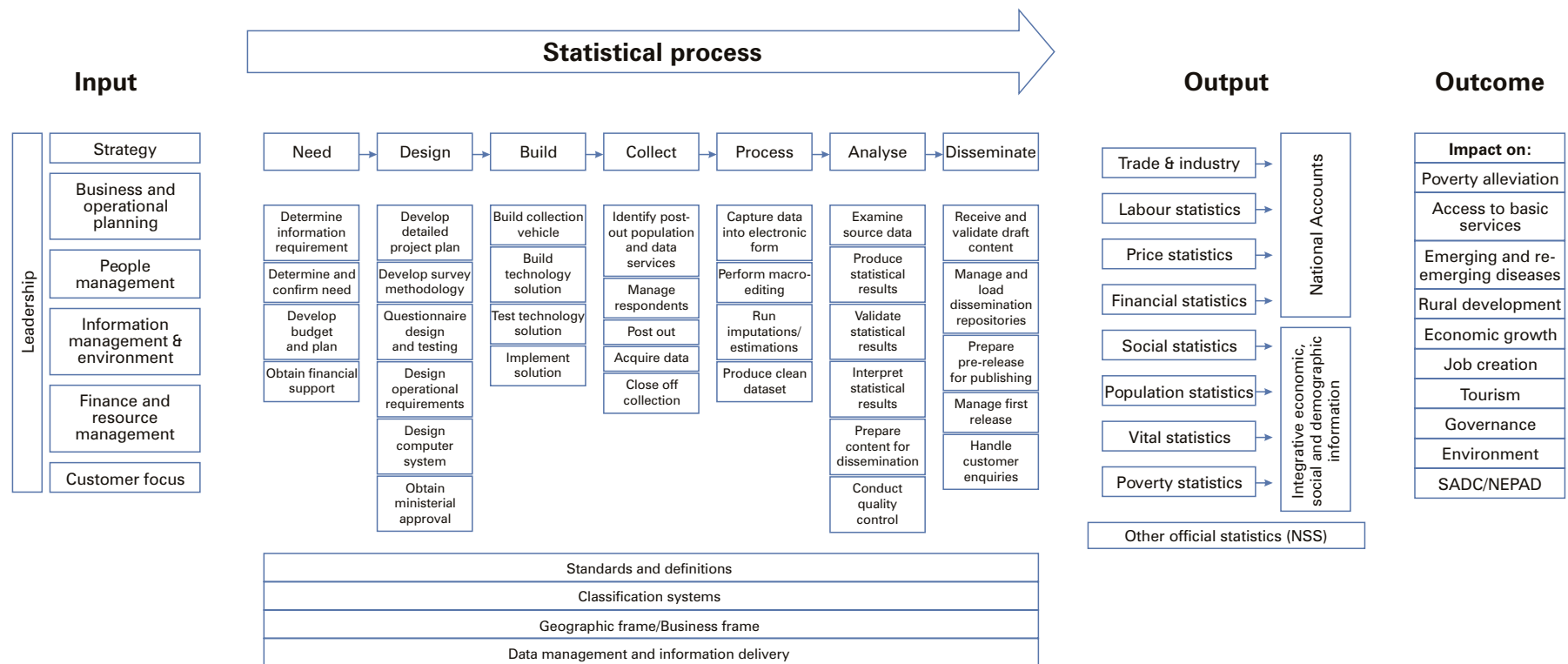


## Stats SA's statistical production process

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.

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.

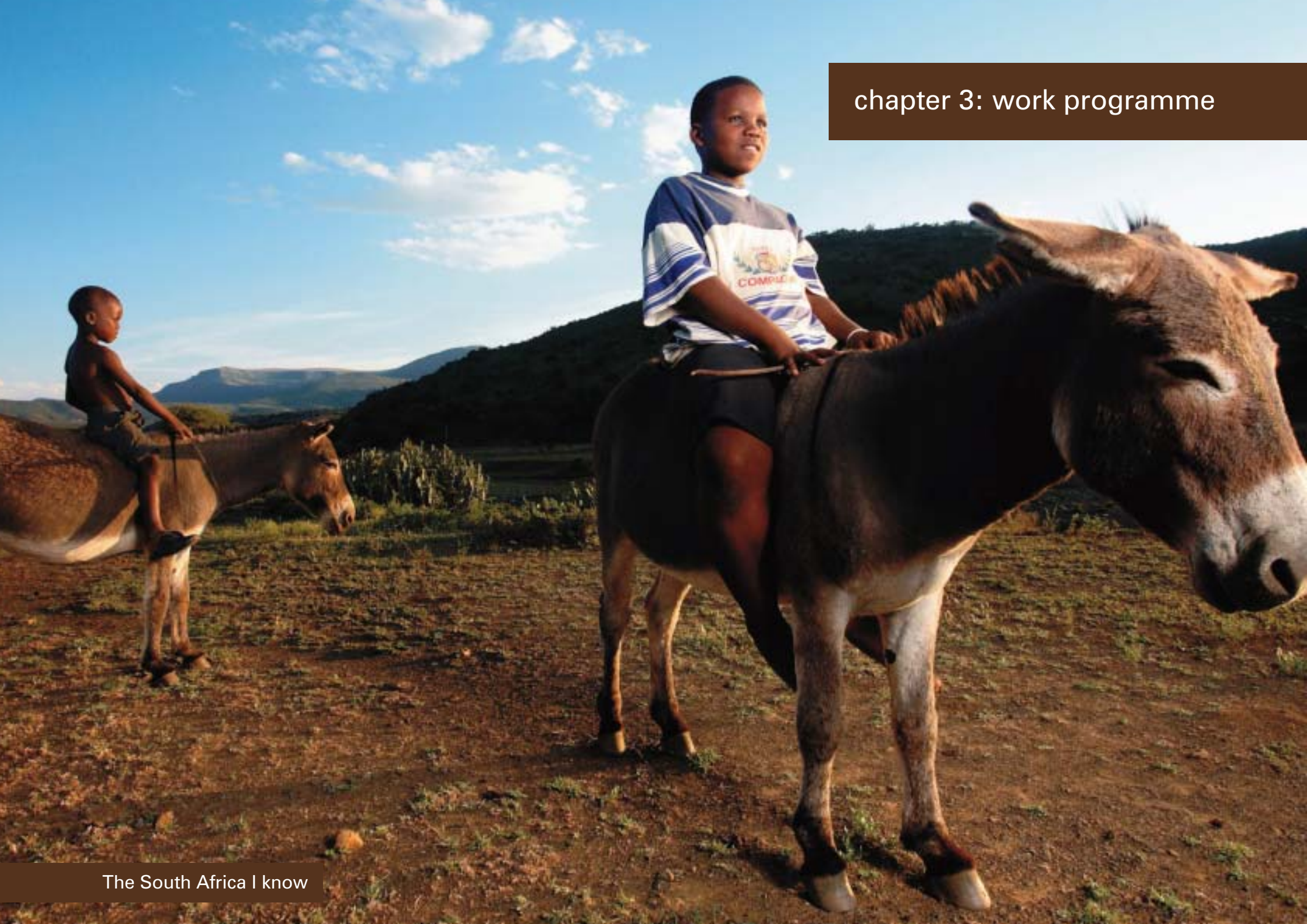




The South Africa I know



## chapter 3: work programme



## Pursuing relevance

### 3.1 Providing relevant statistical information to meet user needs

Stats SA's strategy is informed by emerging priorities as set out in the 2004 Government Programme of Action, taking into consideration strategic and policy changes announced by the President in the annual State of the Nation addresses. In summary, the framework seeks to measure the extent of social, cultural and economic welfare of all South Africans. The core of Stats SA's strategy is the provision of relevant, reliable and quality statistical information that enables society to understand the dynamics of the economy and society. Thus Stats SA provides that form of knowledge which is defined as understanding.

Stats SA will focus on improving measurement in the following areas:

- **Economic growth** – Improving the measurement of GDP;
- **Price stability** – Improving the measurement of price changes;
- **Employment and job creation** – Improving labour market statistics;
- **Life circumstances, service delivery and poverty** – Producing service delivery information 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*

*Policy context:* Without proper and accurate measurement of the economy, sound economic policies that meet the demands of both growth and the reduction of poverty will be difficult to achieve.

The overarching objective of measuring the economy is to ensure that both the level and growth of GDP is credible. The strategic thrust to improve the measurement of economic growth is two-fold, namely:

- To maintain the credibility of the level and growth of GDP by upgrading, adapting and introducing new series to deal with a radically changing economy; and
- To enhance the relevance of economic statistics by meeting the demands of users and policymakers by focusing on various aspects of the economy.

#### ***Key initiatives and developments to improve the measurement of economic growth***

The relevance of statistics depends not only on quality, but on producing timely, monthly, quarterly and annual statistics. While coverage of the economy at less frequent intervals than a year is far better through surveys like the Large Sample Survey (LSS) and the Census of Commercial Agriculture, there is a greater need to improve coverage of more frequent data releases.

The quarterly GDP is an important indicator for tracking turning points in the economy. In order to improve the quality of information that serves as an input into the quality of the quarterly GDP, several new indicators are being introduced. This includes a transport survey, followed in the next two years by a short-term communications and construction surveys.

Stats SA plans to improve the current series that feeds into the GDP by closer monitoring of the data collection process, and reviewing methods to deal with non-response, seasonal adjustments and other factors central to the quality of statistics.

Our strategy places emphasis on improving the quality, relevance and timeliness of our current releases. We aim to do this by creating more depth through better targeting of human capital, and improved institutional capacity.

In addition to the short term indicators, two key initiatives that will be undertaken over the medium term are:

- Reviewing the preconditions to develop reliable annual data by province in view of the growing demand for a regional dissection of economic data; and

- Embarking on a feasibility study to determine how to improve our capacity to measure the GDP from the expenditure side. This will improve our ability to measure and compare various economic data sets from both the demand and supply side.

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

### Medium-term outputs and milestones: Economic growth

Output	Measure/ Indicator	2008/09	2009/10	2010/11
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"> <li>• Quarterly release on GDP estimates on 10 sectors of the economy, these are:</li> </ul> <ol style="list-style-type: none"> <li>1. Agriculture, hunting, forestry and fishing</li> <li>2. Mining and quarrying</li> <li>3. Manufacturing</li> <li>4. Electricity, gas and water supply</li> <li>5. Construction</li> <li>6. Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</li> <li>7. Transport, storage and communication</li> <li>8. Financial intermediation, insurance, real estate and business services</li> <li>9. Community, social and personal services</li> <li>10. Government services</li> </ol>	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> <li>• Quarterly release on GDP estimates on 10 sectors of the economy</li> </ul>	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> <li>• Quarterly release on GDP estimates on 10 sectors of the economy</li> </ul>



### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Information about the level of economic activity	Frequency and number of sectors reported on	<ul style="list-style-type: none"> <li>Annual release on GDP estimates on 34 sectors of the economy by November 2008</li> <li>Annual release on GDPR estimates on 10 sectors of the economy by November 2008</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on GDP estimates on 34 sectors of the economy by November 2009</li> <li>Annual release on GDPR estimates on 10 sectors of the economy by November 2009</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on GDP estimates on 34 sectors of the economy by November 2010</li> <li>Annual release on GDPR estimates on 10 sectors of the economy by November 2010</li> </ul>
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	<i>Agriculture, hunting, forestry and fishing</i> <ul style="list-style-type: none"> <li>1 Release on the 2007 Census of agriculture, by November 2008</li> <li>2008 LSS on agriculture commences in September 2008</li> </ul>	<i>Agriculture, hunting, forestry and fishing</i> <ul style="list-style-type: none"> <li>1 National report on the 2007 Census of agriculture, by June 2009</li> <li>9 provincial reports on the 2007 Census of agriculture, by November 2009</li> <li>1 Release on the 2008 LSS on agriculture</li> </ul>	<i>Agriculture, hunting, forestry and fishing</i> <ul style="list-style-type: none"> <li>1 Report on the 2008 LSS on agriculture</li> </ul>
		<i>Mining and quarrying</i> <ul style="list-style-type: none"> <li>Monthly release on mining: production and sales, 6 weeks after reference month based on administrative sources</li> </ul>	<i>Mining and quarrying</i> <ul style="list-style-type: none"> <li>Monthly release on mining: production and sales, 6 weeks after reference month based on administrative sources</li> <li>2008 LSS on mining and quarrying commences in September 2009</li> </ul>	<i>Mining and quarrying</i> <ul style="list-style-type: none"> <li>Monthly release on mining: production and sales, 6 weeks after reference month based on administrative sources</li> <li>1 Release on the 2008 LSS on mining and quarrying, by November 2010</li> </ul>

### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
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	<i>Manufacturing</i> <ul style="list-style-type: none"> <li>Monthly release on manufacturing: production and sales with a response rate of at least 80%, 6 weeks after the reference month</li> <li>Quarterly release on manufacturing: utilisation of production capacity by large enterprises with a response rate of at least 80%, 10 weeks after the reference month</li> <li>2008 LSS on manufacturing commences in September 2008</li> </ul>	<i>Manufacturing</i> <ul style="list-style-type: none"> <li>Monthly release on manufacturing: production and sales with a response rate of at least 80%, 6 weeks after the reference month</li> <li>Quarterly release on manufacturing: utilisation of production capacity by large enterprises with a response rate of at least 80%, 10 weeks after the reference month</li> <li>1 Release on the 2008 LSS on manufacturing by November 2009</li> </ul>	<i>Manufacturing</i> <ul style="list-style-type: none"> <li>Monthly release on manufacturing: production and sales with a response rate of at least 80%, 6 weeks after the reference month</li> <li>Quarterly release on manufacturing: utilisation of production capacity by large enterprises with a response rate of at least 80%, 10 weeks after the reference month</li> <li>Financial report on the 2008 LSS on manufacturing by September 2010</li> <li>1 Product report on the 2008 LSS on manufacturing by December 2010</li> </ul>
		<i>Electricity, gas and water supply</i> <ul style="list-style-type: none"> <li>Monthly release on generation and consumption of electricity with a response rate of at least 90%, 5 weeks after reference month</li> <li>1 Report on the LSS on electricity, gas and water supply, by August 2008</li> </ul>	<i>Electricity, gas and water supply</i> <ul style="list-style-type: none"> <li>Monthly release on generation and consumption of electricity with a response rate of at least 90%, 5 weeks after the reference month</li> </ul>	<i>Electricity, gas and water supply</i> <ul style="list-style-type: none"> <li>Monthly release on generation and consumption of electricity with a response rate of at least 90%, 5 weeks after the reference month</li> </ul>

### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
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	<i>Construction</i> <ul style="list-style-type: none"> <li>Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Annual release on selected building plans passed and completed (2007), including municipal information, with a response rate of at least 90% by September 2008</li> <li>Annual report on buildings completed per annum for 2006 by November 2008</li> <li>1 Release on the LSS on construction, by November 2008</li> </ul>	<i>Construction</i> <ul style="list-style-type: none"> <li>Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Annual release on selected building plans passed and completed (2008), including municipal information, with a response rate of at least 90% by September 2009</li> <li>Annual report on buildings completed per annum for 2007 by November 2009</li> <li>1 Report on the LSS on construction, by September 2009</li> </ul>	<i>Construction</i> <ul style="list-style-type: none"> <li>Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Annual release on selected building plans passed and completed (2009), including municipal information, with a response rate of at least 90% by September 2010</li> <li>Annual report on buildings completed per annum for 2008 by November 2010</li> </ul>
		<i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i> <ul style="list-style-type: none"> <li>Monthly release on retail trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> <li>Monthly release on motor trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i> <ul style="list-style-type: none"> <li>Monthly release on retail trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> <li>2008 LSS on retail trade commences in September 2009</li> <li>Monthly release on motor trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> <li>2008 LSS on motor trade commences in September 2009</li> </ul>	<i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i> <ul style="list-style-type: none"> <li>Monthly release on retail trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 Release on the 2008 LSS on retail trade by November 2010</li> <li>Monthly release on motor trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 Release on the 2008 LSS on motor trade, by November 2010</li> </ul>

### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on	<ul style="list-style-type: none"> <li>Monthly release on wholesale trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on wholesale trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<ul style="list-style-type: none"> <li>Monthly release on wholesale trade sales, with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly release on food and beverages, with a response rate of at least 75%, 10 weeks after the reference month</li> <li>1 Release on the LSS on food and beverages, by November 2008</li> <li>Quarterly release on tourist accommodation, with a response rate of at least 75%, 8 weeks after the reference month</li> <li>1 Release on the LSS on accommodation, by November 2008</li> </ul>	<ul style="list-style-type: none"> <li>2008 LSS on wholesale trade commences in September 2009</li> <li>Quarterly release on food and beverages, with a response rate of at least 75%, 10 weeks after the reference month</li> <li>1 Report on the LSS on food and beverages, by June 2009</li> <li>2008 LSS on food and beverages, commences in September 2009</li> <li>Quarterly release on tourist accommodation, with a response rate of at least 75%, 8 weeks after the reference month</li> <li>1 Report on the LSS on accommodation, by September 2009</li> <li>2008 LSS on accommodation, commences in September 2009</li> </ul>	<ul style="list-style-type: none"> <li>1 Release on the 2008 LSS on wholesale trade, by November 2010</li> <li>Quarterly release on food and beverages, with a response rate of at least 75%, 10 weeks after the reference month</li> <li>1 Release on the 2008 LSS on food and beverages, by November 2010</li> <li>Quarterly release on tourist accommodation, with a response rate of at least 75%, 8 weeks after the reference month</li> <li>1 Release on the 2008 LSS on accommodation, by November 2010</li> </ul>
		<i>Transport, storage and communication</i> <ul style="list-style-type: none"> <li>1 Report on the LSS on transport, by August 2008</li> <li>1 Report on the LSS on post and telecommunications, by August 2008</li> <li>First results of the monthly transport survey, published by March 2009</li> </ul>	<i>Transport, storage and communication</i> <ul style="list-style-type: none"> <li>Monthly release on transport, with a response rate of at least 80%, 8 weeks after the reference month</li> </ul>	<i>Transport, storage and communication</i> <ul style="list-style-type: none"> <li>Monthly release on transport, with a response rate of at least 80%, 8 weeks after the reference month</li> </ul>

### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on	<i>Financial intermediation, insurance, real estate and business services</i> <ul style="list-style-type: none"> <li>Monthly release on liquidations and insolvencies, 8 weeks after the reference month</li> <li>Monthly release on civil cases for debt, with a response rate of at least 80%, 7 weeks after the reference month</li> <li>1 Report on the LSS on business services by December 2008</li> </ul>	<i>Financial intermediation, insurance, real estate and business services</i> <ul style="list-style-type: none"> <li>Monthly release on liquidations and insolvencies, 8 weeks after the reference month</li> <li>Monthly release on civil cases for debt, with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>	<i>Financial intermediation, insurance, real estate and business services</i> <ul style="list-style-type: none"> <li>Monthly release on liquidations and insolvencies, 8 weeks after the reference month</li> <li>Monthly release on civil cases for debt, with a response rate of at least 80%, 7 weeks after the reference month</li> </ul>
	Frequency, accuracy and timeliness of reports	<i>Community, social and personal services</i> <ul style="list-style-type: none"> <li>2008 LSS on other community, social and personal services commences in September 2008</li> </ul>	<i>Community, social and personal services</i> <ul style="list-style-type: none"> <li>1 Release on the 2008 LSS on other community, social and personal services by November 2009</li> </ul>	<i>Community, social and personal services</i> <ul style="list-style-type: none"> <li>1 Report on the 2008 LSS on other community, social and personal services by December 2010</li> </ul>
Financial information on private sector businesses	Number of economic sectors reported on	<i>Forestry and fishing; mining; manufacturing; electricity construction; trade; transport; business; services, personal and related services</i> <ul style="list-style-type: none"> <li>Annual release on financial statistics of private sector enterprises, for 2006/07 with a response rate of 80% by October 2008 (AFS 2007)</li> <li>Quarterly financial statistics of the private sector enterprises (excluding forestry and fishing) published with a response rate of 80% with a quarterly lag</li> </ul>	<i>Forestry and fishing; mining; manufacturing; electricity construction; trade; transport; business; services, personal and related services</i> <ul style="list-style-type: none"> <li>Annual release on financial statistics of private sector enterprises, for 2007/08 with a response rate of 80% by October 2009 (AFS 2008)</li> <li>Quarterly financial statistics of the private sector enterprises (excluding forestry and fishing) published with a response rate of 80% with a quarterly lag</li> </ul>	<i>Forestry and fishing; mining; manufacturing; electricity construction; trade; transport; business; services, personal and related services</i> <ul style="list-style-type: none"> <li>Annual release on financial statistics of private sector enterprises, for 2008/09 with a response rate of 80% by October 2010 (AFS 2009)</li> <li>Quarterly financial statistics of the private sector enterprises (excluding forestry and fishing) published with a response rate of 80% with a quarterly lag</li> </ul>
	Frequency, accuracy and timeliness of reports			

### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Financial information on government	<p>Number of economic sectors reported on</p> <p>Frequency, accuracy and timeliness of reports</p>	<p><i>Government</i></p> <ul style="list-style-type: none"> <li>Annual release on the financial statistics of national government, for 2006/07, with audited data by June 2008</li> <li>Annual release on the financial statistics of extra-budgetary accounts and funds, for 2006/07, with audited data by August 2008</li> <li>Annual release on the financial statistics of provincial government for 2006/07 with audited data by September 2008</li> <li>Annual release on the financial statistics of higher education institutions for 2007 with audited data by October 2008</li> <li>Annual release on the financial statistics of consolidated general government for 2006/07 with audited data by November 2008</li> <li>Annual release on capital expenditure of the public sector for 2006/07 with a response rate of 95% by July 2008</li> </ul>	<p><i>Government</i></p> <ul style="list-style-type: none"> <li>Annual release on the financial statistics of national government, for 2007/08, with audited data by June 2009</li> <li>Annual release on the financial statistics of extra-budgetary accounts and funds, for 2007/08, with audited data by August 2009</li> <li>Annual release on the financial statistics of provincial government for 2007/08 with audited data by September 2009</li> <li>Annual release on the financial statistics of higher education institutions for 2008 with audited data by October 2009</li> <li>Annual release on the financial statistics of consolidated general government for 2007/08 with audited data by November 2009</li> <li>Annual release on capital expenditure of the public sector for 2007/08 with a response rate of 95% by July 2009</li> </ul>	<p><i>Government</i></p> <ul style="list-style-type: none"> <li>Annual release on the financial statistics of national government, for 2008/09, with audited data by June 2010</li> <li>Annual release on the financial statistics of extra-budgetary accounts and funds, for 2008/09, with audited data by August 2010</li> <li>Annual release on the financial statistics of provincial government for 2008/09 with audited data by September 2010</li> <li>Annual release on the financial statistics of higher education institutions for 2009 with audited data by October 2010</li> <li>Annual release on the financial statistics of consolidated general government for 2008/09 with audited data by November 2010</li> <li>Annual release on capital expenditure of the public sector for 2008/09 with a response rate of 95% by July 2010</li> </ul>



### Medium-term outputs and milestones: Economic growth (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Financial information on government	Number of economic sectors reported on	<ul style="list-style-type: none"> <li>Annual release on the financial census of municipalities, for 2006/07 with a response rate of at least 95% by October 2008</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the financial census of municipalities, for 2007/08 with a response rate of at least 95% by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Annual release on the financial census of municipalities, for 2008/09 with a response rate of at least 95% by October 2010</li> </ul>
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> <li>Quarterly release on the financial statistics of municipalities, published with a response rate of at least 80% with a quarterly lag</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on the financial statistics of municipalities, published with a response rate of at least 80% with a quarterly lag</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly release on the financial statistics of municipalities, published with a response rate of at least 80% with a quarterly lag</li> </ul>
Information on National Accounts	Number of releases and reports	<p><i>Supply and Use tables (SUT)</i></p> <ul style="list-style-type: none"> <li>2 sets of supply and use tables by November 2008 (10 industries X 10 commodities) and February 2009 (27 industries X 27 commodities)</li> </ul>	<p><i>Supply and Use tables (SUT)</i></p> <ul style="list-style-type: none"> <li>2 sets of supply and use tables by November 2009 (10 industries X 10 commodities) and February 2010 (27 industries X 27 commodities)</li> </ul>	<p><i>Supply and Use tables (SUT)</i></p> <ul style="list-style-type: none"> <li>2 sets of supply and use tables by November 2010 (10 industries X 10 commodities) and February 2011 (27 industries X 27 commodities)</li> <li>1 report on the compilation of a detailed SUT by September 2010</li> <li>1 report on cross-classification of value added by industry and classification by September 2011</li> </ul>
		<p><i>Social Accounting Matrix (SAM)</i></p> <ul style="list-style-type: none"> <li>1 report: SAM for 2005 by March 2009</li> </ul>	<p><i>Social Accounting Matrix (SAM)</i></p> <ul style="list-style-type: none"> <li>1 report: Overview of 2005 SAM by March 2010</li> </ul>	<p><i>Social Accounting Matrix (SAM)</i></p> <ul style="list-style-type: none"> <li>1 report: SAM for 2008 by March 2011</li> </ul>

### Medium-term outputs and milestones: Economic growth (concluded)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Information on National Accounts	Number of discussion documents	<i>Tourism Satellite Account (TSA)</i> <ul style="list-style-type: none"> <li>1 document on the status of the TSA in South Africa by March 2009</li> </ul>	<i>Tourism Satellite Account (TSA)</i> <ul style="list-style-type: none"> <li>1 report on updated TSAs for South Africa by March 2010</li> </ul>	<i>Tourism Satellite Account (TSA)</i> <ul style="list-style-type: none"> <li>1 report on updated TSAs for South Africa by March 2011</li> </ul>
	Statistical information on tourism	<i>Tourism Survey</i> <ul style="list-style-type: none"> <li>Conduct Tourism Survey (household) by August 2008</li> <li>Report on domestic tourism pilot survey by June 2008</li> </ul>	<i>Tourism Survey</i> <ul style="list-style-type: none"> <li>Results of the Tourism Survey by May 2009</li> <li>Conduct Tourism Survey by August 2009</li> </ul>	<i>Tourism Survey</i> <ul style="list-style-type: none"> <li>Results of the Tourism Survey by May 2010</li> </ul>
	Number of research documents	<i>Natural Resource Accounts (NRA)</i> <ul style="list-style-type: none"> <li>2 documents on research and development of Environmental Economic Accounts (EEAs) for South Africa by March 2009</li> </ul>	<i>Natural Resource Accounts (NRA)</i> <ul style="list-style-type: none"> <li>2 documents on research and development of EEAs for South Africa by March 2010</li> </ul>	<i>Natural Resource Accounts (NRA)</i> <ul style="list-style-type: none"> <li>2 documents on research and development of EEAs for South Africa by March 2011</li> </ul>
		<i>Research on National Accounts</i> <ul style="list-style-type: none"> <li>1 document on the implications of the handbook on the non-observed economy in South Africa by March 2009</li> <li>1 document on the non-profit institution serving households (NPISH) sector in South Africa by March 2009</li> <li>1 research paper on the compilation of a goods and services account for South Africa by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>1 research paper on the compilation of a goods and services account for South Africa by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 document on the compilation of a goods and services account for South Africa by March 2011</li> </ul>
		<i>Socio-economic integration</i> <ul style="list-style-type: none"> <li>Compendium of industry statistics by June 2008</li> </ul>	<i>Socio-economic integration</i> <ul style="list-style-type: none"> <li>Compendium of industry statistics by June 2009</li> </ul>	<i>Socio-economic integration</i> <ul style="list-style-type: none"> <li>Compendium of industry statistics by June 2010</li> </ul>



The South Africa I know



The South Africa I know



### ***(b) Price stability***

*Policy context:* Fiscal policy supports South Africa's economic growth momentum and the progressive realisation of social goals. Targeted real increases in expenditure address areas of pressing social and economic importance. CPIX inflation remained above the 3–6% target band during 2007. Inflationary pressures have broadened. This trend, combined with rising producer price inflation, has prompted the Reserve Bank to raise interest rates. Cumulative interest rate hikes should in time lead to a moderation of domestic demand and contain inflation expectations.

Price stability is the primary objective of South Africa's monetary and fiscal 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, and influences wage determinations.

### ***Key initiatives and developments to improve the measurement of price stability***

The Consumer Price Index (CPI) and Production Price Index (PPI) are the key economic indicators informing price stability.

The 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 interest rates on mortgage bonds, is the indicator of inflation used by the South African Reserve Bank and government to measure inflation targets. It is used to analyse the economy as a whole and to adjust the prices of many long-term contracts.

In response to the CPI debacle in May 2003, a critical review of the CPI was undertaken. Based on the recommendations of the review and in line with international best practice, Stats SA developed a strategy to collect price data by directly observing prices in retail outlets. The direct price collection methodology was piloted in Mpumalanga in 2004 and rapidly extended to other provinces over the next two years. The project was completed in August 2006. The next significant improvement in the CPI will be the reweighting of the basket of goods to be published in February 2009.

The Production Price Index indicates changes in producer prices over time from the agriculture and mining levels up to the manufacturing level. The PPI also indicates changes in prices of imports and exports over time. It is used as a deflator in the national accounts, and is also used extensively by South African producers as a deflator in the formulation of long-term contracts.

The most important developments in economic statistics in this financial year are the implementation of new price releases. In both the CPI and PPI – a comprehensive overhaul of both surveys entailed a number of complex changes from methodological improvements, the introduction of new products and prices, new weights based on extensive surveys, as well as a variety of changing collection approaches to various products that make up both the CPI and PPI.

While the implementation of the PPI has been carried out, 2008/09 is going to be a critical year for the final implementation of the CPI.

The following table outlines the medium-term outputs and targets for measuring price stability.

### Medium-term outputs and milestones: Price stability

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Statistical information on price changes	Number of commodities' price movements collected	<i>Consumer Price Index (CPI)</i> <ul style="list-style-type: none"> <li>Monthly CPI releases covering approximately 1 120 consumer products with a response rate of 100%, on the last Wednesday of every month</li> <li>New CPI weights published in June 2008</li> <li>Rewighted and rebased CPI, covering approximately 400 consumer products published by February 2009</li> </ul>	<i>Consumer Price Index (CPI)</i> <ul style="list-style-type: none"> <li>Monthly CPI releases covering approximately 400 consumer products with a response rate of 100% on the last Wednesday of every month</li> </ul>	<i>Consumer Price Index (CPI)</i> <ul style="list-style-type: none"> <li>Monthly CPI releases covering approximately 400 consumer products with a response rate of 100% on the last Wednesday of every month</li> </ul>
	Frequency, accuracy and timeliness of reports	<i>Production Price Index (PPI)</i> <ul style="list-style-type: none"> <li>Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90%, 4 weeks after the reference month</li> <li>PPI: Process and systems review by March 2009</li> </ul>	<i>Production Price Index (PPI)</i> <ul style="list-style-type: none"> <li>Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90%, 4 weeks after the reference month</li> <li>Improved processes and systems implemented</li> </ul>	<i>Production Price Index (PPI)</i> <ul style="list-style-type: none"> <li>Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90%, 4 weeks after the reference month</li> </ul>



### ***(c) Employment and job creation***

*Policy context:* Since 2004, the government has been guided by two core objectives, halving the rate of unemployment and halving the proportion of people living in poverty by 2015. Since 2003, 1,3 million jobs have been created, boosting employment by about 2,7 per cent a year. As part of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), government has prioritised several sectors for development, particularly in areas with high labour-absorption capacity.

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

Stats SA needs to measure the dynamics of South Africa's labour market more accurately in order to provide a suite of indicators which both promotes international comparisons and serve to highlight national dynamics. The Labour Force Survey, which is a household survey, is used as the primary instrument to measure unemployment in South Africa.

**Re-engineering the Labour Force Survey:** In March 2005, IMF consultants evaluated all aspects of the biannual Labour Force Survey, from conceptualisation to dissemination of the results. Stats SA adopted a strategy in 2005 to overhaul the survey in pursuit of relevance. Re-engineering the LFS commenced in 2006/07 and key milestones achieved included piloting the core questionnaire and testing the fieldwork procedures.

Key achievements during 2007/08 include listing of the new master sample, testing and piloting of data processing systems, automated coding processes and the implementation of a Real Time Data Management System. Questionnaires were translated into ten official languages and a permanent fieldwork force was appointed. Stats SA launched the new quarterly LFS in January 2008 and the first published data will be available in August 2008.

Benefits of the Quartely Labour Force Survey include:

- *Reliable data:* There will be an improvement of concepts and definitions of key labour market indicators;
- *Frequent LFS data:* The LFS will be conducted on a quarterly basis instead of twice a year;
- *Timeliness:* The LFS data will be published four weeks after the reference period;
- *A new master sample* that will provide national, provincial and metropolitan municipality estimates; and
- *Permanent fieldwork force:* A fieldwork force that will collect data continuously throughout the year.

**Quarterly Employment Statistics Survey:** The need to improve employment data at the detailed industry level remains an important priority. A major review of the Quarterly Employment Statistics (QES) Survey is being carried out to provide more reliable classifications of employment by industry. A key challenge is to ensure that the business register provides a good basis for providing more robust estimates of levels and changes in the economy. Improvements will be rolled out over the medium term.

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

### Medium-term outputs and milestones: Employment and job creation

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Statistical information on labour market trends	Frequency, accuracy and timeliness of reports	<i>Employment and Earnings</i> <ul style="list-style-type: none"> <li>Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month</li> </ul>	<i>Employment and Earnings</i> <ul style="list-style-type: none"> <li>Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month</li> </ul>	<i>Employment and Earnings</i> <ul style="list-style-type: none"> <li>Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after the reference month</li> </ul>
		<i>Quarterly Labour Force Survey (QLFS)</i> <ul style="list-style-type: none"> <li>Publish results of the 1<sup>st</sup> and 2<sup>nd</sup> quarters of the new LFS by August 2008 (including linking key labour market variables of the old LFS March series to the 1<sup>st</sup> quarter of the new LFS)</li> <li>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter by January 2009</li> <li>Annual release on labour market trends with a response rate of 85%, 6 months after the reference month by March 2009 (LFS 18)</li> </ul>	<i>Quarterly Labour Force Survey (QLFS)</i> <ul style="list-style-type: none"> <li>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter</li> </ul>	<i>Quarterly Labour Force Survey (QLFS)</i> <ul style="list-style-type: none"> <li>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter</li> </ul>

### Medium-term outputs and milestones: Employment and job creation (concluded)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Redesigned LFS	Improved labour market statistics	<p><i>Quarterly Labour Force Survey</i></p> <ul style="list-style-type: none"> <li>• Biannual reports on the maintenance of the master sample</li> <li>• Develop and test supplementary modules of quarterly LFS by March 2009: <ul style="list-style-type: none"> <li>○ SESE</li> <li>○ Earnings</li> <li>○ Agricultural model</li> <li>○ Additional aspects of key labour market indicators</li> </ul> </li> <li>• Develop labour market questions for GHS and the Living Conditions Survey by September 2008</li> </ul>	<p><i>Quarterly Labour Force Survey</i></p> <ul style="list-style-type: none"> <li>• Biannual reports on the maintenance of the master sample</li> <li>• Implementation of supplementary modules: <ul style="list-style-type: none"> <li>○ SESE</li> <li>○ Earnings</li> </ul> </li> <li>• Develop and test supplementary modules of the quarterly LFS: <ul style="list-style-type: none"> <li>○ Migrant labour</li> <li>○ Expanded Public Works Programme</li> </ul> </li> </ul>	<p><i>Quarterly Labour Force Survey</i></p> <ul style="list-style-type: none"> <li>• Biannual reports on the maintenance of the master sample</li> <li>• Implementation of supplementary modules: <ul style="list-style-type: none"> <li>○ Agricultural model</li> <li>○ Additional aspects of key labour market indicators</li> </ul> </li> <li>• Implementation of supplementary modules: <ul style="list-style-type: none"> <li>○ Migrant labour</li> <li>○ Expanded Public Works Programme</li> </ul> </li> <li>• Develop and test supplementary modules of the quarterly LFS: <ul style="list-style-type: none"> <li>○ Skills assessment</li> <li>○ Volunteer work</li> <li>○ Child labour</li> </ul> </li> </ul>

***(d) Life circumstances, service delivery and poverty***

*Policy context:* As a signatory to the Millennium Development Goals (MDGs), South Africa is committed to the goal of halving poverty by 2015 as one of the eight global objectives of the MDGs. South Africa's poverty reduction commitment was at the centre of the Reconstruction and Development Programme to "meeting basic needs".

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' need towards achieving a better life for all.

Investment in people needs to be accelerated, health and social development services improved, crime prevention reinforced and job creation and community development bolstered. Strong emphasis is placed on strengthening local government's ability to deliver basic municipal services. Allocations target expanded free basic services to poor households. Local government allocations also support infrastructure-related spending and the extension of basic services to poor communities.

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

The current annual General Household Survey (GHS) and the Labour Force Survey (LFS) provide some insight into livelihoods and living conditions in SA. Stats SA had no dedicated survey in the past to measure poverty in South Africa. A variety of data sources, such as the 1996 and 2001 censuses have been used to produce poverty reports and maps. Stats SA has prioritised measuring poverty in response to user needs.

**Poverty line:** The nature of poverty vulnerability and income inequality, and their shifts in response to economic trends and policy, need to be better understood if poverty reduction and social development programmes are to be well-designed and effective. An appropriate index to assist in measuring and tracking poverty over time is therefore a useful statistical instrument for research and analysis. Measuring the extent of poverty by reference to an explicit and consistent standard has a long historical legacy. Stats SA, in collaboration with National Treasury, has developed a poverty line to assist in measuring the extent of household poverty and monitoring progress in poverty reduction. The poverty line is only one of several poverty measurements that will be used to develop a better understanding of poverty and to begin to eradicate it in all its dimensions.

**Living Conditions Survey:** Stats SA is in the process of designing and testing a comprehensive statistical instrument to provide high quality, comprehensive data on most aspects of household welfare, in an integrated environment. This includes information on poverty levels, employment and unemployment patterns, household enterprises, school enrolment and educational attainment, healthcare, migration, housing and the living environment, access to public services, and other dimensions of living standards. The survey will be conducted in collaboration with other public policy initiatives that include stakeholders such as the Department of Social Development, National Treasury, the Presidency and institutions undertaking other government commissioned studies. The main survey will be conducted during 2008/09 and the results will be available in 2010.

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

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Statistical information on living conditions and poverty 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"> <li>Annual report on the life circumstances of South Africans with a response rate of at least 85%, 9 months after the reference month by June 2008</li> <li>Improve the quality and relevance of the GHS by investigating alternative methods of data dissemination, and improved turnover time of publications by March 2009</li> </ul>	<i>General Household Survey (GHS)</i> <ul style="list-style-type: none"> <li>Annual report on the the life circumstances of South Africans with a response rate of at least 85%, 6 months after the reference month by May 2009</li> <li>Implement recommendations</li> </ul>	<i>General Household Survey (GHS)</i> <ul style="list-style-type: none"> <li>Annual report on the the life circumstances of South Africans with a response rate of at least 85%, 6 months after the reference month by May 2010</li> </ul>
		<i>Service delivery at local level</i> <ul style="list-style-type: none"> <li>Annual release on the non-financial census of municipalities for 2006/07 with a response rate of 95% by December 2008</li> </ul>	<i>Service delivery at local level</i> <ul style="list-style-type: none"> <li>Annual release on the non-financial census of municipalities for 2007/08 with a response rate of 95% by December 2009</li> </ul>	<i>Service delivery at local level</i> <ul style="list-style-type: none"> <li>Annual release on the non-financial census of municipalities for 2008/09 with a response rate of 95% by December 2010</li> </ul>
		<i>Living Conditions Survey (LCS)</i> <ul style="list-style-type: none"> <li>Consultation with stakeholders by April 2008</li> <li>Finalisation of survey instruments by May 2008</li> <li>Finalisation of recruitment by September 2008</li> <li>Conduct publicity training from June 2008</li> <li>Conduct publicity from July 2008</li> <li>Conduct fieldwork training from September 2008</li> <li>Data collection from November 2008</li> <li>Systems development completed by January 2009</li> <li>Data processing from February 2009</li> </ul>	<i>Living Conditions Survey (LCS)</i> <ul style="list-style-type: none"> <li>Data collection completed by October 2009</li> <li>Data processing completed by January 2010</li> <li>Data analysis initiated by February 2010</li> </ul>	<i>Living Conditions Survey (LCS)</i> <ul style="list-style-type: none"> <li>Publish results of LCS (data set, statistical release and report)</li> </ul>

***(e) Demographic profile and population dynamics***

*Policy context:* The Social Clusters of the national, provincial and local government are working together to improve the quality of service delivery. The main beneficiaries of those initiatives will include orphans and vulnerable children, older persons, people with disabilities and other vulnerable groups. Notable outputs benefiting the poorest members of society include increased enrolment ratios for both primary and secondary schooling, and greater access to healthcare.

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 demographic changes; to underpin policy development and monitoring; to support the statistical infrastructure for the country; and to aid investment decisions. The changing patterns of migration, increasing mortality and declining fertility are key questions.

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

Population censuses are the backbone of any national statistical system and are vital to set baselines. A census establishes the size, nature and geographic location of a country's population and provides essential data for monitoring progress. It also provides key information on the geography and composition of the population, a fundamental need to plan efforts to provide key services for all.

The complexity and cost of a population census far exceeds any other statistical collection that a statistical office undertakes. Over the period leading to data collection in 2011, capacity development will be the overarching theme. The Community Survey 2007, conducted in February 2007, has been used as the recruiting and capacity-building platform. Some of the plans and methods developed for Census 2011 have been tested on this community survey.

Research to inform the development of content and methodologies has continued to provide useful insights into the improvements that need to be made to ensure the achievement of the ultimate goal of delivering a census. The following key milestones are envisaged to be reached:

- Development of systems, methodologies, policies and procedures taking into account lessons learnt during the Community Survey 2007 by March 2009;
- Pilot census conducted in October 2009 to test the layout and content of the questionnaire, field logistics and public ownership of the exercise;
- Demarcation of the country into Enumeration Areas by September 2010;
- Systems, methodologies, policies and procedures that incorporate lessons learnt in the pilot census, finalised by October 2010;
- Enumeration conducted in October 2011;
- Post enumeration survey conducted in November 2011;
- Evaluation of the data finalised by December 2012; and
- Results released by March 2013.

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: Demographic profile and population dynamics

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Number of reports published	<i>Census strategy, monitoring and evaluation</i> <ul style="list-style-type: none"> <li>Tactical plans finalised by March 2009</li> <li>Schedule of activities finalised by June 2008</li> <li>Communication plan finalised by September 2008</li> <li>Monitoring and evaluation system implemented by March 2009</li> <li>Resource management plans finalised by March 2009</li> </ul>	<i>Census strategy, monitoring and evaluation</i> <ul style="list-style-type: none"> <li>Tactical plans implemented</li> <li>Schedule of activities implemented</li> <li>Communication plan implemented</li> <li>Monitoring and evaluation system implemented</li> <li>Resource management plans finalised</li> </ul>	<i>Census strategy, monitoring and evaluation</i> <ul style="list-style-type: none"> <li>Tactical plans reviewed</li> <li>Schedule of activities reviewed</li> <li>Communication plan reviewed</li> <li>Monitoring and evaluation system reviewed</li> <li>Resource management plans finalised</li> </ul>
		<i>Census operations</i> <ul style="list-style-type: none"> <li>1 000 EAs researched for census pilot listing strategies</li> <li>Methodologies and procedures for data collection developed by March 2009</li> <li>Quality assurance methodologies and procedures for data collection developed by March 2009</li> <li>Contracts signed with service providers for goods and services for pilot census by March 2009</li> <li>Data processing plans reviewed and finalised by March 2009</li> <li>Post enumeration survey methodology, questionnaire and systems developed by March 2009</li> </ul>	<i>Census operations</i> <ul style="list-style-type: none"> <li>1 000 EAs listed for census pilot</li> <li>Methodologies and procedures for data collection tested in pilot</li> <li>Quality assurance methodologies and procedures for data collection tested in pilot</li> <li>Procurement of goods and services for pilot census</li> <li>Systems for pilot census developed and tested</li> <li>Procurement of IT equipment for pilot census (hardware, software, networks)</li> </ul>	<i>Census operations</i> <ul style="list-style-type: none"> <li>50 000 EAs listed</li> <li>Methodologies and procedures for data collection reviewed for main survey</li> <li>Quality assurance methodologies and procedures for data collection reviewed for main survey</li> <li>Tender specifications for goods and services for census reviewed</li> <li>Systems for census reviewed and enhanced</li> <li>Procurement of IT equipment for census (hardware, software, networks)</li> </ul>

### Medium-term outputs and milestones: Demographic profile and population dynamics (continued)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Number of reports published	<i>Census operations</i>	<i>Census operations</i> <ul style="list-style-type: none"> <li>Pilot post enumeration survey conducted</li> </ul>	<i>Census operations</i> <ul style="list-style-type: none"> <li>Post enumeration survey methodology reviewed</li> <li>Data Processing Centre set up</li> </ul>
		<i>Census input and output</i> <ul style="list-style-type: none"> <li>Fieldwork manuals for pilot census developed by March 2009</li> <li>Questionnaires for pilot census developed by March 2009</li> <li>Training of fieldwork staff in districts and provinces by March 2009</li> <li>Documentation of Census 2011 methodologies by March 2009</li> <li>Research on literacy schedule conducted by March 2009</li> <li>Tabulation plan developed by March 2009</li> <li>CSAS plan developed by March 2009</li> <li>ICT plan finalised by March 2009</li> </ul>	<i>Census input and output</i> <ul style="list-style-type: none"> <li>Fieldwork manuals for pilot census printed by</li> <li>Questionnaires for pilot census printed by March 2010</li> <li>Pilot census conducted by October 2010</li> <li>Debriefing document on pilot census by March 2009</li> <li>Documentation of Census 2011 methodologies completed</li> <li>Tabulation plan finalised</li> <li>CSAS tested in pilot</li> <li>ICT plan implemented</li> </ul>	<i>Census input and output</i> <ul style="list-style-type: none"> <li>Fieldwork manuals for census reviewed</li> <li>Documentation of Census 2011 methodologies adjusted with lessons learnt from pilot census</li> <li>Research on content issues arising from the pilot</li> <li>Tabulation plan reviewed</li> <li>CSAS implemented</li> <li>ICT fully functional in district offices</li> </ul>

### Medium-term outputs and milestones: Demographic profile and population dynamics (concluded)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
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"> <li>• Thematic report: Demography of South Africa by March 2009</li> <li>• Thematic report: Social trends by November 2008</li> <li>• Annual report on projected population estimates by July 2008</li> </ul>	<i>Demographic profile, population projections and estimates</i> <ul style="list-style-type: none"> <li>• Thematic report: Demography of South Africa by March 2010</li> <li>• Annual report on projected population estimates by July 2009</li> </ul>	<i>Demographic profile, population projections and estimates</i> <ul style="list-style-type: none"> <li>• Thematic report: Demography of South Africa by March 2011</li> <li>• Thematic report: Social trends by March 2011</li> <li>• Annual report on projected population estimates by July 2010</li> </ul>
		<i>Health and Vital Statistics</i> <ul style="list-style-type: none"> <li>• Annual release on 2006 mortality and causes of death by June 2008</li> <li>• Annual release on 2007 marriages and divorces by December 2008</li> <li>• Annual release on recorded live births for 2007, by October 2008</li> <li>• Monthly release on tourism and migration</li> <li>• Annual report on 2008 tourism and documented migration by March 2009</li> <li>• Thematic report on health information by December 2008</li> <li>• Assessment of the status of the country's health information systems by March 2009</li> <li>• Discussion document on stillbirths by December 2008</li> </ul>	<i>Health and Vital Statistics</i> <ul style="list-style-type: none"> <li>• Annual release on 2007 mortality and causes of death by June 2009</li> <li>• Annual release and report on 2008 marriages and divorces by December 2009</li> <li>• Annual release on recorded live births for 2008 by October 2009</li> <li>• Monthly release on tourism and migration</li> <li>• Annual report on 2009 tourism and migration by April 2010</li> <li>• Statistical release on stillbirths</li> </ul>	<i>Health and Vital Statistics</i> <ul style="list-style-type: none"> <li>• Annual release on 2008 mortality and causes of death by June 2010</li> <li>• Annual release and report on 2009 marriages and divorces by December 2010</li> <li>• Annual release on recorded live births for 2009 by October 2010</li> <li>• Monthly release on tourism and migration</li> <li>• Annual report on 2010 tourism and migration by April 2011</li> <li>• Extraction and integration of data from at least three platforms by December 2010</li> <li>• Statistical release on stillbirths</li> </ul>



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## 3.2 Enhancing the quality of products and services

Understanding user needs, 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:

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

In the long term Stats SA intends building collaborations with SARS and DTI towards 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 to enhance the quality of products and services.

### *(a) Managing stakeholder relations*

Stats SA's stakeholders (respondents to questionnaires, suppliers of administrative data and users of statistical information) are crucial to the organisation's vision to being perceived as the preferred supplier of quality statistics. Partnerships and effective communication are pivotal to obtaining quality data inputs in terms of completeness, accuracy and timeliness of responses, as well as high response rates. At the end of the statistical value chain, the outputs of surveys should be communicated in a manner that is well understood by different data users to the point where they are encouraged to use this information to inform decision making.

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Ensuring quality is part of the organisation's corporate culture. It is through continuous and effective two-way communication with stakeholders that this culture of quality is shared and appreciated. Stats SA may only be viewed as being responsive to stakeholders' data needs if it understands what those needs are. Stakeholders will view Stats SA as a credible, responsive and reliable source of statistics if the Stats SA brand is positioned appropriately.

A marketing and stakeholder relationship management strategy has been crafted to facilitate the establishment of channels for stakeholders to reach and interact with the relevant Stats SA staff for a range of information requirements. A two-way communication channel is vital for providing information to stakeholders, whilst receiving feedback from them, to tailor statistical outputs to better meet user needs. By retaining the history of interactions with stakeholders (both individuals and organisations) through employing a Stakeholder Relationship Management (SRM) system Stats SA will be able to respond better to the needs of a particular stakeholder, to create new outputs or formats for outputs so as to respond to individual preferences and to share information about stakeholders within the organisation. The SRM system will ultimately lead to a more proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users.

### *(b) Improving the business register*

Stats SA is one of the few national statistical offices that have a reliable business register on which business surveys are based. The defining facets of a reliable business register are that it is comprehensive in coverage, accurate in classification, and has updated contact information. In addition, such a register must be maintained so that new businesses are included, and dead units are removed. The accuracy of a business register, as a foundation of economic statistics, allows results of surveys to mirror economic reality on the ground as much as possible.



The sampling frame is derived from the various tax registers of the South African Revenue Services (SARS). The correct classification of the economic activity as well as the life-status of a business is important for reporting purposes; both criteria have to be maintained with minimum time-lags to ensure that reliable and accurate information is reported. Currently, the Business Sampling Frame (BSF) indicates turnover as the measure of size for each business. This information is required for sampling purposes.

Large and complex business organisations typically have funding, organisational and management structures that are quite different from statistical units of observation. Due to the economic dominance of such entities, statistical offices world-wide pay special attention to them through a process called profiling. This activity requires special skills in financial and business accounting. These skills are lacking in the organisation. A project which is aimed at building the necessary expertise and intellectual capability in business profiling is currently underway. This effort will assist business surveys to cover large and complex enterprises so that no duplication or gaps occur in the compilation of National Accounts.

The implementation of recommendations from a strategic review of the business register commenced during 2007/08, focusing on optimising the use of administrative data, revision of the conceptual framework, assessment of the system, re-engineering of survey frames and improving manuals and procedures. Implementation of recommendations will continue in 2008/09 with the development of guidelines and procedures to improve the quality of information of the sampling frame.

**Business Registration Reform:** Stats SA is involved in an important inter-departmental project that is aimed at reforming business registration in South Africa. Currently registration of entities that are engaged in the production of goods and services for the market place are spread across various government agencies, without any co-ordination. The need for establishing a business registration system characterised by a comprehensive, single national register containing reliable economic

information that enables the developmental state to fulfil socio-economic obligations has been recognised and accepted. The lack of such a system makes the sourcing and maintenance of a business register inefficient and costly. The introduction of a single registration arrangement in which tax registration becomes an integral part of business incorporation based on a national and unique identifier will be the desired outcome of this project.

### ***(c) 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 location of all dwellings in the country, which enables every household to be visited, thus ensuring that every person in 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 are collected, and for matching and cross-checking processed census records in the census post-enumeration survey.

It is imperative that a process of continuous maintenance of the frame is embarked upon to ensure a complete and updatable frame that meets the requirements for the survey programme for both household and economic statistical data. This continuous maintenance of frames will improve the operational effectiveness and 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 the Financial Intelligence Centre Act (FICA), and assisting with the improvement of service delivery at local municipality level.

The re-engineering of the Labour Force Survey has catalysed the creation of a new Master Sample for household surveys. Information on all the dwelling units in the 3 040 primary sampling units from which household samples are to be drawn needs to be captured. In contrast to the previous Master Sample, the exact locations of all dwelling units will be captured in the initial listing, as well as the maintenance of the listing of dwellings.

#### ***(d) 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. Sound methodology is the basis for quality statistical outputs.

The Methodology and Standards Cluster provides statistical expertise, methodological support and advice to the statistical production areas within the organisation and the National Statistics System.

Statistical standards are set according to which statistics are produced. Methodology and Standards is also tasked with an audit function of statistical products to ensure compliance with the prescripts of the South African Statistical Quality Assessment Framework (SASQAF). Audits will be conducted according to a comprehensive audit framework which is currently being developed and tested. A programme of regular audits of various statistical products is being introduced. In the short-term, priority will be given to surveys in Economic Statistics as well as the Quarterly Labour Force Survey (QLFS).

Statistical quality assurance and methodological and technical support are provided in survey areas through:

- Developing survey guidelines, frameworks and standards;
- Reporting on methodological compliance in the survey areas;
- Drawing of survey samples;
- Developing and implementing technical systems and solutions; and
- Researching current and international best practice.

A core activity of Methodology and Standards is to conduct control or evaluation surveys for most of the surveys undertaken by Stats SA. The principal aim of these surveys is to verify whether key data estimated through the respective surveys are reasonable and likely to inspire confidence in the integrity of the survey in question. In 2011, the cluster will conduct a post-enumeration survey (PES) for Census 2011.

A major challenge facing the organisation is the dearth of skills both at management and technical levels. The recruitment, training and retention of high calibre methodologists will continue to remain a top priority of the organisation. In particular, we will endeavour to promote on-the-job training in survey taking and survey methodology so that young statisticians are well grounded in good statistical practices. In addition, focused training in report writing, analysis and analytical thinking will be provided, as these will enhance the relevance of statistical products and improve the underlying statistical series.

The following table outline the medium-term outputs and targets for enhancing the quality of products and services.

### Medium-term outputs and milestones: Managing stakeholder relations

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Stakeholder management system	Stakeholder management system developed	<i>Stakeholder management system</i> <ul style="list-style-type: none"> <li>Stakeholders receiving SMSs for 5 key indicators by March 2009</li> <li>SRM system developed by June 2008</li> <li>Training on SRM system by March 2009</li> <li>SRM system implemented by March 2009</li> </ul>	<i>Stakeholder management system</i> <ul style="list-style-type: none"> <li>Stakeholders receiving SMSs for 5 key indicators by March 2010</li> <li>SRM Provincial implementation by June 2009</li> <li>SRM NSS implementation by September 2009</li> <li>Training of provincial and other Stats SA staff by December 2009</li> </ul>	<i>Stakeholder management system</i> <ul style="list-style-type: none"> <li>Stakeholders receiving SMSs for 5 key indicators by March 2011</li> </ul>
Increased stakeholder interactions	Number of departments on SMS system	<i>Stakeholder relations</i> <ul style="list-style-type: none"> <li>Stakeholder management plan developed by June 2008</li> <li>All national, provincial and local government contacts updated on Stakeholder Management System by October 2008</li> <li>Respondents to business surveys managed through SRM system by March 2009</li> </ul>	<i>Stakeholder relations</i> <ul style="list-style-type: none"> <li>Implementation of stakeholder management plan to include respondents to business surveys</li> <li>Key accounts established with 10 government departments</li> <li>Quality of information on SRM system monitored</li> </ul>	<i>Stakeholder relations</i> <ul style="list-style-type: none"> <li>Key accounts established with 10 government departments</li> <li>Information from SRM used to develop new products</li> </ul>
User satisfaction assessed	Percentage increase in user satisfaction	<i>User satisfaction</i> <ul style="list-style-type: none"> <li>User satisfaction survey conducted by March 2009</li> </ul>	<i>User satisfaction</i> <ul style="list-style-type: none"> <li>User satisfaction survey conducted by March 2010</li> </ul>	<i>User satisfaction</i> <ul style="list-style-type: none"> <li>User satisfaction survey conducted by March 2011</li> </ul>

### Medium-term outputs and milestones: Managing stakeholder relations (concluded)

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Increased accessibility and usage of statistical products	Number increase in visitor sessions  Number of publications downloaded	<i>StatsOnline</i> <ul style="list-style-type: none"> <li>• 4 million visitor sessions for the year</li> <li>• 400 000 publications downloaded</li> </ul>	<i>StatsOnline</i> <ul style="list-style-type: none"> <li>• 5 million visitor sessions for the year</li> <li>• 420 000 publications downloaded</li> </ul>	<i>StatsOnline</i> <ul style="list-style-type: none"> <li>• 6 million visitor sessions for the year</li> <li>• 450 000 publications downloaded</li> </ul>
Marketing strategy and plan implemented	Percentage increase in user satisfaction	<i>Marketing</i> <ul style="list-style-type: none"> <li>• 9 Statistical literacy workshops conducted by March 2009</li> <li>• 9 African Statistics Day workshops conducted by March 2009</li> <li>• Exhibitions and promotions:               <ul style="list-style-type: none"> <li>○ South African Statistical Association (SASA) 2008</li> <li>○ Rand Easter Show</li> <li>○ DEMSA 2008</li> <li>○ Tourism Indaba</li> </ul> </li> </ul>	<i>Marketing</i> <ul style="list-style-type: none"> <li>• 5 Statistical literacy workshops</li> <li>• 9 African Statistics Day workshops</li> <li>• Exhibitions and promotions:               <ul style="list-style-type: none"> <li>○ South African Statistical Association (SASA) 2009</li> <li>○ ISI 2009</li> <li>○ DEMSA 2009</li> <li>○ Tourism Indaba</li> </ul> </li> </ul>	<i>Marketing</i> <ul style="list-style-type: none"> <li>• 5 Statistical literacy workshops</li> <li>• 9 African Statistics Day workshops</li> <li>• Exhibitions and promotions:               <ul style="list-style-type: none"> <li>○ South African Statistical Association (SASA) 2010</li> <li>○ DEMSA 2010</li> <li>○ Tourism Indaba</li> </ul> </li> </ul>

### Medium-term outputs and milestones: Improving the business register

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Updated sample frame for the collection of economic statistics	<p>Number of approved guidelines and procedures developed</p> <p>Percentage of investigations completed</p> <p>Updated Standard Industrial Classification (SIC) manual</p>	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> <li>Develop and implement guidelines and procedures to improve the quality of information in the business sampling frame</li> <li>80% of investigations completed by March 2009</li> <li>Comparison of versions 3.1 and 4.1 of the SIC manual by March 2009</li> </ul>	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> <li>85% of investigations completed by March 2010</li> <li>Revised SIC manual compiled</li> </ul>	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> <li>90% of investigations completed by March 2011</li> <li>Revised SIC manual approved</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Updated sample frame for the collection of social statistics	Percentage of EA links updated	<i>Geographic frame maintenance</i> <ul style="list-style-type: none"> <li>100% updated 2001 EA links to provincial, district council and municipal boundaries by September 2008</li> </ul>	<i>Geographic frame maintenance</i>	<i>Geographic frame maintenance</i>
	Percentage of place names database updated	<ul style="list-style-type: none"> <li>25% place names updated by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>50% place names updated by March 2010</li> </ul>	
	Percentage of Enumerator areas demarcated	<ul style="list-style-type: none"> <li>25% EA demarcation by March 2009</li> <li>1 000 EAs researched for census pilot listing strategies</li> </ul>	<ul style="list-style-type: none"> <li>50% EA demarcation and updates</li> <li>1 000 EAs listed for census pilot</li> </ul>	<ul style="list-style-type: none"> <li>100% EA demarcation by September 2010</li> </ul>
	Percentage of dwelling units to which numbers are assigned	<i>National integrated geo-referenced dwelling frame</i> <ul style="list-style-type: none"> <li>Implementation of IT system to support the dwelling frame fieldwork by June 2008</li> <li>50% dwelling units with numbers assigned by March 2009</li> <li>43% of dwelling frame completed by March 2009</li> </ul>	<i>National integrated geo-referenced dwelling frame</i> <ul style="list-style-type: none"> <li>50% dwelling units with numbers assigned by March 2010</li> <li>100% of dwelling frame completed by December 2009 (cumulative)</li> </ul>	<i>National integrated geo-referenced dwelling frame</i>

### Medium-term outputs and milestones: Providing methodological support

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Statistical quality and methodological support services to producers of statistics	Percentage of survey samples delivered as per user specifications	<i>Methodological and systems support to Economic and Social surveys</i> <ul style="list-style-type: none"> <li>Samples drawn annually for all social and economic surveys based on a sound sampling frame</li> </ul>	<i>Methodological and systems support to Economic and Social surveys</i> <ul style="list-style-type: none"> <li>Samples drawn annually for all social and economic surveys based on a sound sampling frame</li> </ul>	<i>Methodological and systems support to Economic and Social surveys</i> <ul style="list-style-type: none"> <li>Samples drawn annually for all social and economic surveys based on a sound sampling frame</li> </ul>
	Number of survey areas reviewed	<ul style="list-style-type: none"> <li>Review and report on methodological compliance in the survey areas</li> </ul>	<ul style="list-style-type: none"> <li>Review and report on methodological compliance in the survey areas</li> </ul>	<ul style="list-style-type: none"> <li>Review and report on methodological compliance in the survey areas</li> </ul>
	Percentage of technical solutions implemented as per user requirements	<ul style="list-style-type: none"> <li>100% of technical solutions developed as per requests from survey areas</li> </ul>	<ul style="list-style-type: none"> <li>100% of technical solutions developed as per requests from survey areas</li> </ul>	<ul style="list-style-type: none"> <li>100% of technical solutions developed as per requests from survey areas</li> </ul>





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### 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 the 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:

- Identifying statistical units, implementing common standards, definitions and classifications;
- Developing a National Strategy for Development of Statistics (NSDS); and
- Participation in SADC, Africa and the rest of the world.

#### ***(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 uniform standards in the management and storage of data and metadata.

Through innovative data management and programming techniques, development and implementation; statistical production will be streamlined, optimised and automated, thus eliminating, where possible, redundant human intervention. Product quality will be driven by metadata and a well-defined set of policies and procedures across the entire organisation. Consistency, coherence and accuracy of statistical products are important tenets of quality that have been envisaged in the SASQAF.

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 uniform 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.

The successful implementation of the DMID project involves:

- Developing and implementing an End-to-End Statistical Data Management Facility (ESDMF) consisting of a set of tools for retrieval, analysis and report-generation, in which statistical data are 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 the loading, archiving, updating, deleting, revising and disseminating of data and metadata.

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	2008/09	2009/10	2010/11
Statistical data management – a set of data management tools to be used throughout the statistical value chain	Percentage of products with standardised metadata in the metadata repository	<i>Data governance</i> <ul style="list-style-type: none"> <li>Workflow policies for data management approved and implemented for 90% of all projects by March 2009</li> </ul>	<i>Data governance</i> <ul style="list-style-type: none"> <li>Workflow policies approved and implemented for all surveys in the ESDMF</li> </ul>	<i>Data governance</i> <ul style="list-style-type: none"> <li>Implementation and review</li> </ul>
	Percentage roll-out of data management facility	<i>Data management facility/ Metadata management/ Standards development and implementation</i> <ul style="list-style-type: none"> <li>Phases 6 to 10 of ESDMF delivered by October 2009</li> <li>90% of projects/surveys use functional metadata capturing tool as part of the ESDMF by March 2009</li> <li>Concepts and Definitions reviewed as part of the ESDMF (3<sup>rd</sup> version) by March 2009</li> <li>80% of priority standards developed by October 2009</li> </ul>	<i>Data management facility/ Metadata management/ Standards development and implementation</i> <ul style="list-style-type: none"> <li>Phases 11 and 12 of ESDMF delivered</li> <li>All projects within the ESDMF use functional metadata capturing tool</li> <li>Maintenance and review of Concepts and Definitions</li> <li>Maintenance and review of standards</li> </ul>	<i>Data management facility/ Metadata management/ Standards development and implementation</i> <ul style="list-style-type: none"> <li>Implementation and maintenance of ESDMF</li> </ul>

***(b) Developing a National Strategy for Development of Statistics (NSDS)***

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.

The state of national statistics in South Africa is characterised by:

- A decentralised but fragmented system of production resulting in duplication and wastage due to a mismatch between existing output and user needs;
- A statistical information gap in the sense that there is not sufficient information for use by policy makers and other stakeholders;
- A quality gap in the statistics currently produced; and
- Insufficient capacity to produce the required statistics.

Stats SA has prioritised the development of a NSDS that will provide a framework for building and sustaining capacity to produce national statistics that is fit for use according to defined quality standards. The added value of the NSDS approach is that it looks at statistical capacity building through a development and management lens; and looks at development policy and best management practices through a statistical lens – all in pursuit of better development outcomes. It streamlines strategic planning and priority setting within the context of the entire statistical system, including statistics produced by line ministries, as well as addressing essential organisational and institutional challenges that hamper the production of quality statistics.

The governance arrangements for national statistics are very important to garner trust in the system. A National Statistics Committee (NSC) has been established within the Governance and Administration Cluster. The aim of the NSC is to consolidate priorities and activities within the NSS within the context of the national policy priorities for monitoring and evaluation and to agree on the development strategy and action plan.

Stats SA will continue to focus on supporting and improving the NSS by providing strong statistical leadership to producers and users.

Providing statistical training and methodological support to partners to assist with projects and activities that are of key importance to the NSS will be addressed in the NSDS.

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	2008/09	2009/10	2010/11
Statistical advocacy and partnerships within the National Statistics System (NSS)	Approved NSDS strategy	<i>National Strategy for Development of Statistics(NSDS)</i> <ul style="list-style-type: none"> <li>Draft NSDS by March 2009</li> </ul>	<i>National Strategy for Development of Statistics(NSDS)</i> <ul style="list-style-type: none"> <li>Approved NSDS by the National Steering Committee</li> <li>Roll-out of Phase 1 of NSDS</li> </ul>	<i>National Strategy for Development of Statistics(NSDS)</i> <ul style="list-style-type: none"> <li>Rollout of Phase 2</li> </ul>
	Number of capacity audits	<i>Capacity audits</i>	<i>Capacity audits</i> <ul style="list-style-type: none"> <li>Technical reports on statistical capacity development</li> </ul>	<i>Capacity audits</i> <ul style="list-style-type: none"> <li>Technical reports on statistical capacity development</li> </ul>
	Number of reports on registers and administrative records	<i>Registers and administrative records</i> <ul style="list-style-type: none"> <li>Reports on registers and administrative records of three departments by March 2009 (Health, Education, Home Affairs)</li> </ul>	<i>Registers and administrative records</i> <ul style="list-style-type: none"> <li>Reports on registers and administrative records of three departments</li> </ul>	<i>Registers and administrative records</i> <ul style="list-style-type: none"> <li>Reports on registers and administrative records of three departments</li> </ul>
	Coverage and maintenance of compendium of indicators	<i>Compendium of indicators</i> <ul style="list-style-type: none"> <li>Compendium of indicators reviewed and updated in collaboration with PCAS by March 2009</li> </ul>	<i>Compendium of indicators</i> <ul style="list-style-type: none"> <li>Compendium of indicators reviewed and updated in collaboration with PCAS</li> </ul>	<i>Compendium of indicators</i> <ul style="list-style-type: none"> <li>Compendium of indicators reviewed and updated in collaboration with PCAS</li> </ul>
	Number of organs of state trained in the SASQAF application	<i>Training in SASQAF</i> <ul style="list-style-type: none"> <li>Three organisations trained in the application of SASQAF by March 2009</li> </ul>	<i>Training in SASQAF</i> <ul style="list-style-type: none"> <li>Three organisations trained in the application of SASQAF</li> </ul>	<i>Training in SASQAF</i> <ul style="list-style-type: none"> <li>Three organisations trained in the application of SASQAF</li> </ul>



***(c) Participation in SADC, Africa and the world***

Stats SA has developed an international relations strategy that is both developmental and comparative in relation to upholding international standards, learning from best practice, advocacy, knowledge sharing and management. At the African level, Stats SA seeks to participate actively in the development of statistics. Beyond Africa, Stats SA seeks to learn and share experiences with other agencies. The strategy aims to enable Stats SA to influence and contribute to the governance and operation of the global and African statistical systems; contribute to the development of official statistics and the promotion of statistical development and statistical capacity building in SADC and Africa; ensure that we continue to reflect international best practice; and share core technology with other national statistical offices in the region.

In the medium term, the international programme will focus on:

- The SADC statistical programme;
- Africa statistical programme;
- ISlballo capacity building programme;
- Bilateral and multilateral programme; and
- Knowledge management, research and development.

**International Statistical Institute (ISI)**

In August 2009, South Africa will be hosting the 57th session of the ISI in Durban, KwaZulu-Natal. This will be the first ISI session to be held in sub-Saharan Africa in the ISI's 122-year-old history. This historic session will mark a significant milestone in South Africa's critical path towards the development of statistical human capacity. The ISI session (which is held once in 2 years) provides a platform for the gathering of over 5 000 of the world's statisticians to share experiences in a diverse range of statistics among public and private research and educational institutions.

The ISlballo Capacity Building Programme has been developed as a principal activity of the 57th Session of the ISI. It takes on an integrated approach to statistical capacity building in South Africa, the southern African region and Africa in its entirety. The specific objectives of ISlballo are:

- Facilitating the broader participation of Africans at the ISI 2009;
- The development of segmented cadres of statisticians and demographers in Africa;
- Developing statistical education in Africa;
- Promoting research in science with a fragmented history of African achievement; and
- Promoting statistical data utilisation in Africa for evidence-based policy making and creating a diverse range of sharing best practice.

The following table outlines the medium-term outputs and targets for international relations.



### Medium-term outputs and milestones: International Relations

Output	Measure/ Indicator	2008/09	2009/10	2010/11
International relations	Participation in international activities	<i>Participation in SADC (Sharing, learning and leadership)</i> <ul style="list-style-type: none"> <li>• Millennium statistical capacity development programme in relation to MDG monitoring</li> </ul>	<i>Participation in SADC (Sharing, learning and leadership)</i> <ul style="list-style-type: none"> <li>• Millennium statistical capacity development programme in relation to MDG monitoring</li> </ul>	<i>Participation in SADC (Sharing, learning and leadership)</i> <ul style="list-style-type: none"> <li>• Millennium statistical capacity development programme in relation to MDG monitoring</li> </ul>
		<i>Participation in Africa (Sharing, learning and leadership)</i> <ul style="list-style-type: none"> <li>• Participation in 2010 Round of Census and Household Surveys</li> </ul>	<i>Participation in Africa (Sharing, learning and leadership)</i> <ul style="list-style-type: none"> <li>• Participation in 2010 Round of Census and Household Surveys</li> </ul>	<i>Participation in Africa (Sharing, learning and leadership)</i> <ul style="list-style-type: none"> <li>• Participation in 2010 Round of Census and Household Surveys</li> </ul>
		<i>ISI 2009</i> <ul style="list-style-type: none"> <li>• Approved registration fees and entitlements by April 2008</li> <li>• ISI Bulletin published in May 2008 and February 2008</li> <li>• Sponsorships approved by March 2009</li> <li>• ISlbaló Programme rolled out:               <ul style="list-style-type: none"> <li>○ Women in statistics</li> <li>○ Research programme for young statisticians and demographers</li> <li>○ Maths, stats and the girl child</li> <li>○ Data analysis forum</li> <li>○ ISlbaló statistics education</li> </ul> </li> </ul>	<i>ISI 2009</i> <ul style="list-style-type: none"> <li>• ISI conference hosted in August 2009</li> <li>• ISlbaló Programme rolled out:               <ul style="list-style-type: none"> <li>○ Women in statistics</li> <li>○ Research programme for young statisticians and demographers</li> <li>○ Maths, stats and the girl child</li> <li>○ Data analysis forum</li> <li>○ ISlbaló statistics education</li> </ul> </li> </ul>	<i>ISI 2009</i> <ul style="list-style-type: none"> <li>• ISlbaló Programme rolled out:               <ul style="list-style-type: none"> <li>○ Women in statistics</li> <li>○ Research programme for young statisticians and demographers</li> <li>○ Maths, stats and the girl child</li> <li>○ Data analysis forum</li> <li>○ ISlbaló statistics education</li> </ul> </li> </ul>



### 3.4 Building human capacity

A key challenge remaining in South Africa today is a shortage of mathematical and statistical skills.

Stats SA is in the process of rolling out its human capacity development strategy addressing the lack of statistical skills in the country.

In the medium term Stats SA will focus on:

- Improving the foundation of statistical literacy at school level;
- Establishing partnerships with tertiary institutions;
- Building capacity within Stats SA including establishing a Statistical Training Institute;
- Building capacity within the NSS; and
- Participating in statistical development initiatives in SADC.

#### ***(a) Improving the foundation of statistical literacy at school level***

Stats SA has initiated various programmes to contribute to the establishment of a mathematics culture in South Africa. These programmes include:

- i) Mathematics for Statistics (Maths4Stats) towards a nation that counts; and
- ii) Census at School (Census@School).

#### ***(b) Building capacity within Stats SA***

The production of high quality statistics depends on a skilled and motivated workforce. Building capacity requires a long-term 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;
- Strengthening internal statistical development and training;
- Strengthening statistical and analytical capabilities through partnerships with national and international agencies, and international statistical forums;

- Establishing a Statistical Training Institute;
- Enhancing leadership and management capacity; and
- Obtaining accreditation for courses conducted by Stats SA.

**The Internship Programme** is intended to address a skills shortage in the organisation, especially in the core areas of statistical production. Suitable university graduates are identified and recruited, and given intensive training for a period of twelve months. During this period, the interns are assessed regularly on a number of tasks with a view to ascertain their suitability for permanent employment within Stats SA. The Internship Programme has become an important tool for filling positions at the entry-level of professional ranks across the organisation.

**The internal statistical development and training programme** aims to enhance the competencies and qualifications of employees and includes capacity development in both core and non-core areas of work. It focuses on training in the four streams, which are:

- Process training such as the survey methodology and sampling training;
- Content training focusing on improving knowledge in content areas;
- Generic training which includes training in support areas such as IT; and
- The roll-out of a Management and Leadership training programme targeting senior managers in the organisation.

**Statistical Training Institute:** In line with other national statistical organisations, Stats SA is planning to establish a Statistical Training Institute that will perform its core training functions. Amongst other things, the institute plans to offer training courses that are accredited with the South African National Qualifications Framework.

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

### Strengthening analytical and methodological capabilities in Stats SA

Stats SA lacks the required skills in field operations, collection management and statistical analysis. The organisation has embarked on a number of initiatives to strengthen our analytical and methodological capacity. These include an internship programme, a bursary programme to study at local and international institutions of higher learning and short courses in questionnaire design and sampling.

In addition to the above mentioned initiatives we are planning to:

- Strengthen our partnerships with research institutions to assist with analysing statistical information. We will ensure that these partnerships go hand-in-hand with learning outcomes for our staff in future;
- Utilise the services of retired academics to partner and mentor young and upcoming statisticians, methodologists and demographers;

- Develop and pilot a training course in analysis, in collaboration with international experts, using data sets such as the Community Survey to develop policy papers to be presented at the ISI 2009. We plan to put in place a sustainable training programme in analysis in response to key policy priorities using Stats SA data;
- Second our staff to statistical agencies to gain work experience in institutions such as Statistics Canada, the Australian Bureau of Statistics, Statistics Sweden and New Zealand Statistics; and
- The Economic Commission for Africa (ECA), United Nations Statistical Division (UNSD) and the International Monetary Fund (IMF) will also receive candidates for exposure to international systems.

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	2008/09	2009/10	2010/11
Increased statistical capacity in Stats SA	Number of staff recruited and trained through the internship programme	<i>Internship programme</i> <ul style="list-style-type: none"> <li>• 34 interns appointed</li> </ul>	<i>Internship Programme</i> <ul style="list-style-type: none"> <li>• 50 interns appointed</li> </ul>	<i>Internship Programme</i> <ul style="list-style-type: none"> <li>• 50 interns appointed</li> </ul>
	Number of staff trained	<i>Training in Stats SA</i> <ul style="list-style-type: none"> <li>○ Leadership and management development training (55)</li> <li>○ Statistical training (315)</li> <li>○ Generic training courses (525)</li> <li>○ IT training courses (300)</li> <li>○ SADC survey methodology courses (50)</li> </ul>	<i>Training in Stats SA</i> <ul style="list-style-type: none"> <li>○ Leadership and management development training (55)</li> <li>○ Statistical training (370)</li> <li>○ Generic training courses (545)</li> <li>○ IT training courses (300)</li> <li>○ SADC survey methodology courses (50)</li> </ul>	<i>Training in Stats SA</i> <ul style="list-style-type: none"> <li>○ Leadership and management development training (55)</li> <li>○ Statistical training (415)</li> <li>○ Generic training courses (495)</li> <li>○ IT training courses (300)</li> <li>○ SADC survey methodology courses (50)</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Learning established	Learner Management System implemented	<i>E-Learning</i> <ul style="list-style-type: none"> <li>Learner Management System (LMS) piloted by June 2008</li> <li>E-learning solution implemented by October 2008</li> <li>Modular content for E-learning developed by September 2008</li> <li>Pilot on-line training by September 2008</li> </ul>	<i>E-Learning</i> <ul style="list-style-type: none"> <li>LMS implemented</li> <li>Enhance and expand on content development</li> <li>Develop training modules for E-learning</li> </ul>	<i>E-Learning</i> <ul style="list-style-type: none"> <li>LMS reviewed and updated</li> <li>Enhance and expand on content development</li> <li>Enhance and expand on content development</li> </ul>
Training institute established	Statistical Training Institute	<i>Statistical Training Institute</i> <ul style="list-style-type: none"> <li>30% of curriculum for Official Statistics Programme implemented by March 2009</li> </ul>	<i>Statistical Training Institute</i> <ul style="list-style-type: none"> <li>50% of curriculum for Official Statistics Programme implemented by March 2010</li> </ul>	<i>Statistical Training Institute</i> <ul style="list-style-type: none"> <li>95% of curriculum for Official Statistics Programme implemented by March 2011</li> </ul>
Stats SA accredited as a service provider	Number of training and development activities aligned with South African Qualifications Authority (SAQA) requirements	<ul style="list-style-type: none"> <li>Interim accreditation for Stats SA as a training provider by September 2008</li> <li>Alignment and assessment of training materials with SAQA requirements by October 2008</li> </ul>	<ul style="list-style-type: none"> <li>Full accreditation as a training provider</li> </ul>	
Enhanced statistical awareness at school	100% participation of sampled schools	<i>Statistical literacy at school level</i> <ul style="list-style-type: none"> <li>Conduct a Census@School survey in September 2008</li> </ul>	<i>Statistical literacy at school level</i> <ul style="list-style-type: none"> <li>Data processing completed by April 2009</li> <li>Results of Census@School disseminated by June 2009</li> </ul>	<i>Statistical literacy at school level</i> <ul style="list-style-type: none"> <li>Planning for Census@School</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Enhanced statistical awareness at school	Number of Maths4Stats workshops  Accessibility of website	<ul style="list-style-type: none"> <li>Monthly provincial training workshops</li> <li>Develop and maintain website for Census@School and Maths4Stats by October 2008</li> </ul>	<ul style="list-style-type: none"> <li>Monthly provincial training workshops</li> <li>Maintain website for Census@Schools and Maths4Stats</li> </ul>	<ul style="list-style-type: none"> <li>Monthly provincial training workshops</li> <li>Maintain website for Census@Schools and Maths4Stats</li> </ul>
Report on skills gap in Stats SA	Approved plan for submission to PSETA  Number of training areas identified  Approved training plan  Number of bursaries awarded	<i>Inside Stats SA</i> <ul style="list-style-type: none"> <li>Workplace skills plan submitted by June 2008</li> <li>Skills audit report completed by April 2008</li> <li>Training plan for Stats SA implemented by April 2008 and monitored quarterly</li> <li>12 learner bursaries awarded</li> <li>15 learner bursaries awarded for foreign studies</li> </ul>	<i>Inside Stats SA</i> <ul style="list-style-type: none"> <li>Workplace skills plan submitted by June 2009</li> <li>Training plan for Stats SA implemented by April 2009 and monitored quarterly</li> <li>15 learner bursaries awarded</li> <li>20 learner bursaries awarded for foreign studies</li> </ul>	<i>Inside Stats SA</i> <ul style="list-style-type: none"> <li>Workplace skills plan submitted by June 2011</li> <li>Training plan for Stats SA implemented by April 2010 and monitored quarterly</li> <li>20 learners bursaries awarded</li> <li>25 learner bursaries awarded for foreign studies</li> </ul>





The South Africa I know



## chapter 4: governance and accountability



## 4.1 Introduction

Stats SA has shown progressive improvement in its governance arrangements from receiving a disclaimer in 2001/02, followed by two consecutive qualified audit reports in 2002/03 and 2003/04. In the two subsequent financial years the audit reports obtained matters of emphases.

In its efforts to become a governance oriented organisation, Stats SA has developed and implemented risk management, improved financial administration and management, human resource management; and leadership and management practices. The success of this effort has been evident in the clean audit report that the organisation received in 2006/07.

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 provides 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 goals are to:

- Improve communication and media relations;
- Roll-out the integrated fieldwork strategy to improve, coordinate and manage collections in the field;
- Establish a Corporate Data Processing Centre;
- Optimise the application of technology to improve the quality of statistics;
- 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 effective career pathing and staff retention strategies and developing a succession plan;
- Implement risk management focusing on identified risk categories (organisational reputation, quality of products and services, information technology, governance and human resources and capacity building); and
- Improve service delivery and statistical support to key stakeholders at provincial and local levels.

## 4.2 Management support services

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

### *(a) Communication strategy*

The fundamental outcome of the organisation's communication activities is to create a receptive environment for the products and services rendered by Stats SA and thereby to impact positively on societal opinions, attitudes and behaviours.

This will be achieved through a dynamic communication interaction with the multiplicity of people and groups that either impact on the work of the organisation or are beneficiaries of the work of the organisation.

The proposed communication interventions will be done through the use of both formal and informal channels of communication and the development of coherent messages that will be consistently communicated through a variety of media platforms.

The objectives of these communication interventions are:

- To develop a public image commensurate with the organisation's performance and position in society;

- To close the gap between this position and the residual negativity that continues to persist about the organisation's public image; and
- To increasingly assert and demonstrate the organisation's relevance to the South African society.

The following table outlines the medium-term outputs and milestones to ensure effective and efficient management of the department.

### Medium-term outputs and milestones: Management support services

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Planning, monitoring and reporting	Number of reports compiled and submitted to relevant stakeholders	<i>Planning</i> <ul style="list-style-type: none"> <li>• Work programme tabled in Parliament by May 2008</li> <li>• Business plans per division compiled by January 2009</li> </ul>	<i>Planning</i> <ul style="list-style-type: none"> <li>• Strategic plan tabled in Parliament by May 2009</li> <li>• Business plans per division compiled by January 2010</li> </ul>	<i>Planning</i> <ul style="list-style-type: none"> <li>• Work programme tabled in Parliament by May 2010</li> <li>• Business plans per division compiled by January 2011</li> </ul>
		<i>Monitoring and reporting</i> <ul style="list-style-type: none"> <li>• Annual report tabled in Parliament by October 2008</li> <li>• Quarterly reports submitted to Minister and Treasury</li> </ul>	<i>Monitoring and reporting</i> <ul style="list-style-type: none"> <li>• Annual report tabled in Parliament by October 2009</li> <li>• Quarterly reports submitted to Minister and Treasury</li> </ul>	<i>Monitoring and reporting</i> <ul style="list-style-type: none"> <li>• Annual report tabled in Parliament by October 2010</li> <li>• Quarterly reports submitted to Minister and Treasury</li> </ul>
Enhanced communication and collaboration	Staff satisfaction survey	<i>Internal communication</i> <ul style="list-style-type: none"> <li>• Monthly newsletter and Exco bulletin</li> <li>• Biannual staff meeting (June, December)</li> <li>• Annual communication management interaction plan developed and implemented by September 2008</li> <li>• Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> <li>○ Change management on relocation of Stats SA</li> <li>○ 57<sup>th</sup> ISI session</li> <li>○ Divisions for specific releases</li> </ul> </li> </ul>	<i>Internal communication</i> <ul style="list-style-type: none"> <li>• Monthly newsletter and Exco bulletin</li> <li>• Biannual staff meeting</li> <li>• Annual communication management interaction plan reviewed and updated</li> <li>• Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> <li>○ Change management on relocation of Stats SA</li> <li>○ 57<sup>th</sup> ISI session</li> <li>○ Divisions for specific releases</li> </ul> </li> </ul>	<i>Internal communication</i> <ul style="list-style-type: none"> <li>• Monthly newsletter and Exco bulletin</li> <li>• Biannual staff meeting</li> <li>• Annual communication management interaction plan reviewed and updated</li> <li>• Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> <li>○ Change management on relocation of Stats SA</li> <li>○ 57<sup>th</sup> ISI session</li> <li>○ Divisions for specific releases</li> </ul> </li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Enhanced communication and collaboration	Staff satisfaction survey	<ul style="list-style-type: none"> <li>Extend communication initiatives to the provincial and district offices by November 2008</li> <li>Review and improve electronic communication channels (plasma screens, intranet, TV broadcast system) by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>Extend and improve communication initiatives to provincial and district offices</li> <li>Review and improve electronic communication channels (plasma screens, intranet, TV broadcast system)</li> </ul>	<ul style="list-style-type: none"> <li>Extend communication initiatives to the provinces provincial and district offices</li> <li>Review and improve electronic communication channels (plasma screens, intranet, TV broadcast system)</li> </ul>
	User satisfaction survey	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> <li>Weekly news article</li> <li>Update media practitioners database by June 2008</li> <li>Monthly report on Stats SA's media coverage</li> <li>Develop and implement a media engagement plan to improve media relations by June 2008</li> <li>Develop Crisis Communication strategy by May 2008</li> <li>Launch of external newsletter by August 2008</li> </ul>	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> <li>Weekly news article</li> <li>Update media practitioners database</li> <li>Monthly report on Stats SA's media coverage</li> <li>Quarterly interactions with media</li> <li>Implement Crisis Communication strategy</li> <li>Distribute external newsletter quarterly</li> </ul>	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> <li>Weekly news article</li> <li>Update media practitioners database</li> <li>Monthly report on Stats SA's media coverage</li> <li>Review media engagement plan</li> <li>Review Crisis Communication strategy</li> <li>Distribute external newsletter quarterly</li> </ul>



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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Enhanced communication and collaboration	<p>User satisfaction survey</p> <p>Improved response rates through informed household respondents</p>	<ul style="list-style-type: none"> <li>Quarterly reports on media skills training for Senior Management and Information Officers in provinces</li> <li>Annual communication plan compiled and implemented for key statistical releases by May 2008</li> </ul> <p><i>Publicity and advocacy</i></p> <ul style="list-style-type: none"> <li>Develop and implement publicity and advocacy strategies for:               <ul style="list-style-type: none"> <li>The Living Conditions Survey</li> <li>Census 2011</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on media skills training for Senior Management and Information Officers in provinces</li> <li>Annual communication plan compiled and implemented for key statistical releases</li> </ul> <p><i>Publicity and advocacy</i></p> <ul style="list-style-type: none"> <li>Publicity and advocacy strategy and plan reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on media skills training for Senior Management and Information Officers in provinces</li> <li>Annual communication plan compiled and implemented for key statistical releases</li> </ul> <p><i>Publicity and advocacy</i></p> <ul style="list-style-type: none"> <li>Publicity and advocacy strategy and plan reviewed</li> </ul>
Internal audit services	Number of internal audits conducted	<p><i>Internal audit</i></p> <ul style="list-style-type: none"> <li>Population and Social Statistics               <ul style="list-style-type: none"> <li>Audit of surveys</li> <li>Audit of advisory and consultant services relating to Census 2011 activities</li> </ul> </li> <li>Provincial and regional offices:               <ul style="list-style-type: none"> <li>Auditing of Provincial offices and district offices (1 audit per province and selected district offices)</li> </ul> </li> <li>Financial Management - SCM and FMLS (4 audits)</li> <li>Human Resource Management and Human Capacity Development (2 audits)</li> <li>Data Management and Technology               <ul style="list-style-type: none"> <li>1 audit on high-level controls</li> </ul> </li> <li>Governance relating to core business (3 audits)</li> </ul>	<p><i>Internal audit</i></p> <ul style="list-style-type: none"> <li>Audits will be dependent on follow-up of audits conducted in 2008/09 and the outcome of the organisational risk assessment</li> </ul>	<p><i>Internal audit</i></p> <ul style="list-style-type: none"> <li>Audits will be dependent on follow-up of audits conducted in 2009/10 and the outcome of the organisational risk assessment</li> </ul>



### 4.3 Statistical support services

The production of official statistics is underpinned by effective and efficient statistical support services. Stats SA will 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. Strategies to improve statistical support services are discussed below.

#### ***(a) Information and Communication Technology (ICT) strategy***

Data /Information is Stats SA's most valuable asset and the need to protect and secure such assets is critical. Various security measures are undertaken to protect and secure infrastructure, applications and data. Relevant skills are important to ensure optimal implementation and management of ICT systems.

The enhanced management of data through employing ICT is an essential strategy adopted by Stats SA to improve the quality of data and official statistics. The strategy supports the efficient management and communication of information through data management and governance, providing facilities that enable and support the production of statistics through the entire statistical value chain.

The ICT strategy places emphasis on stabilising and rationalising existing systems. This includes improved management of data storage, faster and more reliable networks for improved communication and data access across the entire organisation, a disaster recovery plan to mitigate the effects of a disaster which impacts on stored data, networks and peripherals, as well as the development and maintenance of a storage area network allowing for centralised and rational storage and retrieval of data.

The Data Management and Information Delivery (DMID) project lies at the centre of Stats SA's overall ICT strategy. It is through DMID that data management and governance, rational storage and access, automation of routine statistical processes, infrastructure for analysis and technology come together and are standardised in what is known as an 'End-to-End Statistical Data Management Facility' (ESDMF).

#### ***(b) Integrated fieldwork strategy***

Stats SA has embarked on a process to change the routines, capabilities, and quality standards of its provincial network and survey operations. Whereas previously local offices worked on the principle that household surveys were 'once-off', the appointment of permanent fieldworkers for CPI and QLFS has necessitated the organisation to re-examine its survey operations in the field.

The ever-increasing demand and need for fieldwork operations in the organisation culminates in competition for resources internally and externally. Fieldwork operations are fragmented due to the lack of a well-defined coordinating structure that can promote integration during fieldwork operations. These fragmentations perpetuate duplication of resources and unclear reporting lines that impede on the organisation to direct resources where they are most needed to advance strategic objectives.

Stats SA has developed an integrated fieldwork strategy to address the challenges in the field. During 2008/09, sharing of resources in district offices will be a priority. The integrated fieldwork strategy suggests establishing an annual household, a periodic household and an economic survey programme. The strategy aims to establish the necessary statistical infrastructure on provincial and district levels to support the survey programmes and will be rolled out over the medium to long term.

#### ***(c) Corporate data processing strategy***

Data processing involves the conversion of statistical information from different collection tools, such as questionnaires; into electronic data that is clean, accurate, consistent and reliable.

Data processing of all surveys and operations are currently managed independently. This leads to inefficient scheduling of data processing operations and inefficient use and duplication of infrastructure, facilities, documentation centres, supervisory establishments, data processing systems, communications, training facilities, etc.

Stats SA has developed a strategy for the integration and coordination of processing of information collected from households and farmers

through field and postal censuses, and data from administrative sources. The implementation of a corporate data processing facility will be prioritised over the medium term.

The following table outlines the medium-term outputs and targets for effective and efficient statistical support services.

### Medium-term outputs and milestones: Statistical support services

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Provincial support services	Number of completed questionnaires collected for surveys	<i>Provincial support to surveys</i> <ul style="list-style-type: none"> <li>Population and Social Surveys (approximately 120 000 questionnaires) (GHS, LFS, Tourism and Poverty)</li> <li>Economic Surveys (100% coverage): <ul style="list-style-type: none"> <li>Quarterly financial statistics</li> <li>Non-financial statistics</li> <li>Annual financial statistics</li> <li>CAPEX</li> <li>CPI</li> </ul> </li> </ul>	<i>Provincial support to surveys</i> <ul style="list-style-type: none"> <li>Population and Social Surveys (approximately 90 000 questionnaires) (GHS, LFS, Tourism and Poverty)</li> <li>Economic Surveys (100% coverage): <ul style="list-style-type: none"> <li>Quarterly financial statistics</li> <li>Non-financial statistics</li> <li>Annual financial statistics</li> <li>CAPEX</li> <li>CPI</li> </ul> </li> </ul>	<i>Provincial support to surveys</i> <ul style="list-style-type: none"> <li>Population and Social Surveys (approximately 90 000 questionnaires) (GHS, LFS and Tourism)</li> <li>Economic Surveys (100% coverage): <ul style="list-style-type: none"> <li>Quarterly financial statistics</li> <li>Non-financial statistics</li> <li>Annual financial statistics</li> <li>CAPEX</li> <li>CPI</li> </ul> </li> </ul>
	Number of dwellings	<i>Provincial support to Geographic operations</i> <ul style="list-style-type: none"> <li>Master sample updates (approximately 30 000 dwellings)</li> </ul>	<i>Provincial support to Geographic operations</i> <ul style="list-style-type: none"> <li>Master sample updates (approximately 30 000 dwellings)</li> </ul>	<i>Provincial support to Geographic operations</i> <ul style="list-style-type: none"> <li>Master sample updates (approximately 30 000 dwellings)</li> </ul>
	Percentage of EAs demarcated	<ul style="list-style-type: none"> <li>25% EA demarcation by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>50% EA demarcation by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>100% EA demarcation by September 2010</li> </ul>
	Number of Provincial Statistical Forums	<i>Provincial support to NSS operations</i> <ul style="list-style-type: none"> <li>Establishment of 9 Provincial Statistical Forums</li> </ul>	<i>Provincial support to NSS operations</i> <ul style="list-style-type: none"> <li>Coordination of Provincial Statistical Forum meetings</li> </ul>	<i>Provincial support to NSS operations</i> <ul style="list-style-type: none"> <li>Coordination of Provincial Statistical Forum meetings</li> </ul>
	Number of workshops	<i>Provincial support to Census</i> <ul style="list-style-type: none"> <li>Coordinate 9 user consultation workshops</li> </ul>	<i>Provincial support to Census</i> <ul style="list-style-type: none"> <li>Pilot Census (90% response rate)</li> </ul>	<i>Provincial support to Census</i>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Provincial support services	Research report	<ul style="list-style-type: none"> <li>Conduct Census research: Literacy schedule</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Census research: Publicity schedule</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Census research: Content research</li> </ul>
		<i>Provincial support to Statistical Information Services</i>	<i>Provincial support to Statistical Information Services</i>	<i>Provincial support to Statistical Information Services</i>
	Number of workshops and marketing initiatives	<ul style="list-style-type: none"> <li>Coordinate 9 stakeholder workshops and marketing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate 9 stakeholder workshops and marketing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate 9 stakeholder workshops and marketing initiatives</li> </ul>
	Number of Community and Provincial Profiles	<ul style="list-style-type: none"> <li>Compilation of 9 Community and Provincial Profiles</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of 9 Community and Provincial Profiles</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of 9 Community and Provincial Profiles</li> </ul>
Statistical information services		<i>Publishing, printing and distribution</i>	<i>Publishing, printing and distribution</i>	<i>Publishing, printing and distribution</i>
	Number of publications	<ul style="list-style-type: none"> <li>225 publications printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>225 publications printed and distributed</li> </ul>	<ul style="list-style-type: none"> <li>225 publications printed and distributed</li> </ul>
	Approved standards	<ul style="list-style-type: none"> <li>Develop and implement standards for the publication of releases by September 2008</li> </ul>	<ul style="list-style-type: none"> <li>Review of standards</li> </ul>	<ul style="list-style-type: none"> <li>Review of standards</li> </ul>
	Accessibility of time series data	<ul style="list-style-type: none"> <li>Time-series data available in 3 electronic formats and made available in other formats on request</li> </ul>	<ul style="list-style-type: none"> <li>Time-series data available in 3 electronic formats and made available in other formats on request</li> </ul>	<ul style="list-style-type: none"> <li>Time-series data available in 3 electronic formats and made available in other formats on request</li> </ul>
	Number of publications and questionnaires available in other official languages	<ul style="list-style-type: none"> <li>Translation of statistical concepts into 10 official languages</li> </ul>	<ul style="list-style-type: none"> <li>Translation of questionnaires into 10 official languages</li> </ul>	<ul style="list-style-type: none"> <li>Translation of publications into 10 official languages</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Information technology support services	Percentage decrease in server downtime	<i>IT infrastructure</i> <ul style="list-style-type: none"> <li>Storage Area Network (SAN) upgraded and stabilised</li> <li>Systems upgraded, maintained and reviewed</li> </ul>	<i>IT infrastructure</i> <ul style="list-style-type: none"> <li>SAN maintained and upgraded</li> <li>Systems upgraded, maintained and reviewed</li> </ul>	<i>IT infrastructure</i> <ul style="list-style-type: none"> <li>SAN maintained and upgraded</li> <li>Systems upgraded, maintained and reviewed</li> </ul>
	Percentage implementation of VPN	<ul style="list-style-type: none"> <li>70% implementation of Virtual Private Network expansion by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>100% implementation of Virtual Private Network expansion</li> </ul>	<ul style="list-style-type: none"> <li>Stabilise and maintain VPN</li> </ul>
	Percentage of Network Management Services (NMS) completed	<ul style="list-style-type: none"> <li>80% NMS implemented by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>100% NMS implemented September 2010</li> </ul>	<ul style="list-style-type: none"> <li>Expansion, maintenance and review</li> </ul>
Information technology support services	Percentage of Electronic Document Records Management System (EDRMS) implemented	<i>Corporate applications and databases</i> <ul style="list-style-type: none"> <li>EDRMS implemented in Stats SA by March 2009</li> </ul>	<i>Corporate applications and databases</i> <ul style="list-style-type: none"> <li>Maintain, enhance and review</li> </ul>	<i>Corporate applications and databases</i> <ul style="list-style-type: none"> <li>Maintain, enhance and review</li> </ul>
	Percentage decrease in loss of computer equipment	<i>ICT security</i> <ul style="list-style-type: none"> <li>Develop and implement an information security strategy by September 2008</li> <li>Compile an IT asset register by December 2008</li> </ul>	<i>ICT security</i> <ul style="list-style-type: none"> <li>Maintain, enhance and review</li> <li>Maintain and review</li> </ul>	<i>ICT security</i> <ul style="list-style-type: none"> <li>Maintain, enhance and review</li> <li>Maintain and review</li> </ul>
Management information system	Number of management information reports	<i>Management information system</i> <ul style="list-style-type: none"> <li>2 management information modules realigned by March 2009</li> <li>Monthly management information reports provided</li> </ul>	<i>Management information system</i> <ul style="list-style-type: none"> <li>1 management information module realigned by March 2010</li> <li>Monthly management information reports provided</li> </ul>	<i>Management information system</i> <ul style="list-style-type: none"> <li>2 management information modules realigned by March 2011</li> <li>Monthly management information reports provided</li> </ul>





#### 4.4 Corporate support services

Stats SA requires highly skilled and experienced people, as well as effective human resource, financial management and administrative systems and processes, to achieve its strategic outcomes in a continually changing environment.

Corporate Services in Stats SA encompasses various support functions in the organisation which include Human Resource Management, Human Capacity Building, Financial Management and Supply Chain Management, Facilities Management, Fleet Management and Security, and overall Corporate Governance including Risk Management and Legal Services.

Key priorities over the medium term are listed below:

- **Reducing the vacancy rate** - Stats SA's high vacancy rate is linked to the overall shortage of specialised skills in the country. Increased emphasis will be placed on the internship programme and collaborations with statistical training institutes and specialists will be further strengthened and established;
- **Institutionalising performance management** to become an integral part of people development and impact on career development and human resource retention;
- Reviewing **the job grading processes** to streamline the approach to job grading;
- **Conducting a skills audit** to establish skills required in the organisation. The audit will assist in the identification of scarce skills and feed into the succession planning of the organisation;
- Developing and implementing a **staff retention strategy** to ensure the retention of scarce skills;
- Developing and implementing an **integrated demand management plan** to enable effective and efficient delivery of the goods and services at the right time and place;

- Developing and piloting a **fleet management system** to enable a reliable and cost effective fleet and travel service;
- **Improving corporate governance which** includes the provision of a reliable reporting mechanism and a well defined process for the development, review and implementation of organisational policies; and
- **Relocating Stats SA** to provide a more conducive working environment.

The following table outlines the medium-term outputs and milestones to ensure effective and efficient corporate support services.



### Medium-term outputs and milestones: Corporate support services

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Effective policy coordination	Number of policies approved and reviewed	<i>Policy coordination</i> <ul style="list-style-type: none"> <li>Gap analysis of required and existing policies conducted by September 2008</li> <li>Quarterly reports on existing policies reviewed and new policies developed</li> <li>Update organisational policy register quarterly</li> <li>Implement the policy framework by May 2008</li> <li>Implement a policy on policies by May 2008</li> </ul>	<i>Policy coordination</i> <ul style="list-style-type: none"> <li>Gap analysis of required and existing policies conducted</li> <li>Quarterly reports on existing policies reviewed and new policies developed</li> <li>Update organisational policy register</li> </ul>	<i>Policy coordination</i> <ul style="list-style-type: none"> <li>Gap analysis of required and existing policies conducted by September 2008</li> <li>Update organisational policy register</li> <li>Review policy framework</li> <li>Review the policy on policies</li> </ul>
Effective risk management in line with PFMA requirements and best practice	Unqualified audit report  Decrease in overall risk profile	<i>Risk management</i> <ul style="list-style-type: none"> <li>Quarterly risk management report to Exco and Audit Committee</li> <li>Risk plans per division compiled by April 2008</li> <li>Top ten organisational risks compiled by May 2008</li> <li>Organisational risk register compiled by June 2008</li> <li>Fraud prevention plan developed by June 2008</li> </ul>	<i>Risk management</i> <ul style="list-style-type: none"> <li>Quarterly risk management report to Exco and Audit Committee</li> <li>Annual risk assessment conducted by April 2009</li> <li>Operational risk plans revised</li> <li>Organisational risk register updated</li> <li>Fraud prevention plan implemented</li> </ul>	<i>Risk management</i> <ul style="list-style-type: none"> <li>Quarterly risk management report to Exco and Audit Committee</li> <li>Annual risk assessment conducted by April 2009</li> <li>Operational risk plans revised</li> <li>Organisational risk register updated</li> <li>Fraud prevention plan reviewed</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Legal services	Compliance to SCM guidelines	<i>Legal support</i> <ul style="list-style-type: none"> <li>Contracts with service providers 80% compliant with SCM guidelines</li> </ul>	<i>Legal support</i> <ul style="list-style-type: none"> <li>Contracts with service providers 80% compliant with SCM guidelines</li> </ul>	<i>Legal support</i> <ul style="list-style-type: none"> <li>Contracts with service providers 80% compliant with SCM guidelines</li> </ul>
	Amended Stats Act	<i>Review and compliance</i> <ul style="list-style-type: none"> <li>Commence review of Statistics Act for relevance by April 2008</li> <li>Quarterly reports on the implementation of the Promotion of Access to Information Act in Stats SA</li> </ul>	<i>Review and compliance</i> <ul style="list-style-type: none"> <li>Quarterly reports on the review of the Stats Act</li> <li>Review and monitor compliance to the Promotion of Access to Information Act in Stats SA</li> </ul>	<i>Review and compliance</i> <ul style="list-style-type: none"> <li>Finalise review of the Statistics Act for submission to Parliament</li> <li>Review and monitor compliance to the Promotion of Access to Information Act in Stats SA</li> </ul>
Project management and support	Effective project management	<i>Project management</i> <ul style="list-style-type: none"> <li>Support provided to 5 projects in accordance with Stats SA's Project Management Framework (PMF)</li> <li>5 clusters supported in operational planning, monitoring and reporting</li> <li>Annual master project plan for 2008/09 compiled</li> <li>Annual operational planning process facilitated across Stats SA</li> <li>20 Staff members trained in project management</li> </ul>	<i>Project management</i> <ul style="list-style-type: none"> <li>Support provided to 5 projects in accordance with Stats SA's Project Management Framework</li> <li>5 clusters supported in operational planning, monitoring and reporting</li> <li>Annual master project plan for 2009/10 compiled</li> <li>Annual operational planning process facilitated across Stats SA</li> <li>20 Staff members trained in project management</li> </ul>	<i>Project management</i> <ul style="list-style-type: none"> <li>Support provided to 5 projects in accordance with Stats SA's Project Management Framework</li> <li>5 clusters supported in operational planning, monitoring and reporting</li> <li>Annual master project plan for 2010/11 compiled</li> <li>Annual operational planning process facilitated across Stats SA</li> <li>20 Staff members trained in project management</li> </ul>
Provide effective financial management in line with relevant legislation	Timely submission of the MTEF budget and the ENE	<i>Effective financial management</i> <ul style="list-style-type: none"> <li>MTEF reflecting the strategy and funding requirements of the department compiled by August 2008</li> <li>Estimates of National Expenditure compiled to reflect reprioritisation of funds and additional unforeseen expenditures by December 2008</li> </ul>	<i>Effective financial management</i> <ul style="list-style-type: none"> <li>MTEF reflecting the strategy and funding requirements of the department compiled by August 2009</li> <li>Estimates of National Expenditure compiled to reflect reprioritisation of funds and additional unforeseen expenditures by December 2009</li> </ul>	<i>Effective financial management</i> <ul style="list-style-type: none"> <li>MTEF reflecting the strategy and funding requirements of the department compiled by August 2010</li> <li>Estimates of National Expenditure compiled to reflect reprioritisation of funds and additional unforeseen expenditures by December 2010</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Improve internal controls to reduce losses in the department	Percentage of loss cases investigated	<ul style="list-style-type: none"> <li>50% of 2007/08 loss cases investigated and written off March by 2009</li> <li>50% of 2008/09 loss cases investigated and written off by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>50% of 2008/09 loss cases investigated and written off</li> <li>50% of 2009/10 loss cases investigated and written off</li> </ul>	<ul style="list-style-type: none"> <li>50% of 2009/10 loss cases investigated and written off</li> <li>50% of 2010/11 loss cases investigated and written off</li> </ul>
Expenditure and budget reporting	Early warning system (EWS) in place	<ul style="list-style-type: none"> <li>Monthly submission of EWS and Minister's report</li> </ul>	<ul style="list-style-type: none"> <li>Monthly submission of EWS and Minister's report</li> </ul>	<ul style="list-style-type: none"> <li>Monthly submission of EWS and Minister's report</li> </ul>
Provide quality accounting information on financial activities in the department	Unqualified audit report  Published financial statements  Percentage increase in turnaround time for processing payments	<i>Effective financial administration</i> <ul style="list-style-type: none"> <li>Develop procedure manuals to improve internal controls by March 2009</li> <li>Submission of 2007/08 Annual Financial Statements by May 2008</li> <li>100% of the suppliers paid within 30 days</li> </ul>	<i>Effective financial administration</i> <ul style="list-style-type: none"> <li>Consolidation of procedure manuals</li> <li>Submission of 2008/09 Annual Financial Statements by May 2009</li> <li>100% of the suppliers paid within 30 days</li> </ul>	<i>Effective financial administration</i> <ul style="list-style-type: none"> <li>Review and update procedure manuals</li> <li>Submission of 2008/09 Annual Financial Statements by May 2010</li> <li>100% of the suppliers paid within 30 days</li> </ul>
Client Relationship Management centre	Functional Client Relationship Management centre (CRM)	<ul style="list-style-type: none"> <li>CRM centre for service providers established by July 2008</li> </ul>	<ul style="list-style-type: none"> <li>CRM centre for service providers maintained</li> <li>Develop a client feedback tool</li> <li>CRM centre for internal stakeholders and debtors established by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>CRM centre for service providers maintained and reviewed</li> <li>Implement 1<sup>st</sup> module of the client feedback tool</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Effective procurement procedures in compliance with National Treasury guidelines and the Supply Chain Management Framework	Unqualified audit report	<p><i>Supply Chain Management</i></p> <ul style="list-style-type: none"> <li>Decentralise the following SCM functions to provinces by June 2008:               <ul style="list-style-type: none"> <li>Capturing on service providers database</li> <li>Site visits to service providers</li> <li>Obtaining quotations</li> <li>Receipt of stock</li> </ul> </li> <li>Maintain and review contract management by August 2008</li> </ul>	<p><i>Supply Chain Management</i></p> <ul style="list-style-type: none"> <li>Decentralise the following SCM functions to provinces by April 2009:               <ul style="list-style-type: none"> <li>Approval of requests on LOGIS</li> <li>Creation of orders below R100 000</li> </ul> </li> <li>Maintain and review contract management by March 2010</li> </ul>	<p><i>Supply Chain Management</i></p> <ul style="list-style-type: none"> <li>Decentralise warehouses</li> <li>Review and improve decentralised functions</li> <li>Maintain and review contract management by March 2011</li> </ul>
Effective control of assets	Unqualified audit report	<p><i>Asset Management</i></p> <ul style="list-style-type: none"> <li>Develop asset acquisition strategy by June 2008</li> <li>Conduct asset verification on a biannual basis in September 2008 and February 2009</li> <li>Conduct asset disposal in October 2008 and March 2009</li> </ul>	<p><i>Asset Management</i></p> <ul style="list-style-type: none"> <li>Update asset acquisition strategy by June 2009</li> <li>Conduct asset verification on a biannual basis in September 2009 and February 2010</li> <li>Conduct asset disposal in October 2009 and March 2010</li> </ul>	<p><i>Asset Management</i></p> <ul style="list-style-type: none"> <li>Update asset acquisition strategy by June 2010</li> <li>Conduct asset verification on a biannual basis in September 2010 and February 2011</li> <li>Conduct asset disposal in October 2010 and March 2011</li> </ul>
Coordination and monitoring of financial activities in the provincial and district offices	<p>Availability of funds for projects</p> <p>Reduction in misuse of funds</p>	<p><i>Provincial financial and advisory support</i></p> <ul style="list-style-type: none"> <li>Effective management of cash flows in the provinces</li> <li>Review of cash management procedures by March 2009</li> </ul>	<p><i>Provincial financial and advisory support</i></p> <ul style="list-style-type: none"> <li>Effective management of cash flows in the provinces</li> <li>Review of cash management procedures by March 2010</li> </ul>	<p><i>Provincial financial and advisory support</i></p> <ul style="list-style-type: none"> <li>Effective management of cash flows in the provinces</li> <li>Review of cash management procedures by March 2011</li> </ul>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Effective human resource management	Improved recruitment processes	<i>Recruitment and retention</i> <ul style="list-style-type: none"> <li>Recruitment policy approved by June 2008</li> <li>E-recruitment system developed by March 2009</li> </ul>	<i>Recruitment and retention</i> <ul style="list-style-type: none"> <li>Recruitment policy reviewed</li> <li>E-recruitment system reviewed and enhanced</li> </ul>	<i>Recruitment and retention</i> <ul style="list-style-type: none"> <li>Recruitment policy reviewed</li> <li>E-recruitment system reviewed and enhanced</li> </ul>
	Decrease in vacancy rate	<ul style="list-style-type: none"> <li>Head-hunting policy implemented by June 2008</li> </ul>	<ul style="list-style-type: none"> <li>Succession plan compiled for levels 13–16 (1<sup>st</sup> and 2<sup>nd</sup> quarter)</li> </ul>	<ul style="list-style-type: none"> <li>Succession plan compiled for levels 1–12</li> </ul>
	Percentage compliance with EE Plan	<ul style="list-style-type: none"> <li>85% compliance with Employment Equity Plan by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>90% compliance with Employment Equity Plan by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance with Employment Equity Plan by March 2011</li> </ul>
	Improved performance management processes	<i>Performance management</i> <ul style="list-style-type: none"> <li>Performance contracts compiled for all staff by April 2008</li> <li>New performance management system approved by May 2008</li> <li>Biannual performance reviews conducted in May 2008 (2007/08) and October 2008 (2008/09)</li> </ul>	<i>Performance management</i> <ul style="list-style-type: none"> <li>Performance contracts compiled for all staff by April 2009</li> <li>Review of performance management system</li> <li>Biannual performance reviews conducted in May 2009 (2008/09) and October 2009 (2009/10)</li> </ul>	<i>Performance management</i> <ul style="list-style-type: none"> <li>Performance contracts compiled for all staff by April 2010</li> <li>Review of performance management system</li> <li>Biannual performance reviews conducted in May 2010 (2009/10) and October 2010 (2010/11)</li> </ul>
	Number of permanent and contract staff recruited	<i>HR Support to planned projects and surveys</i> <ul style="list-style-type: none"> <li>Geography (250)</li> <li>Living Conditions Survey (634)</li> <li>Quarterly LFS (55)</li> <li>Census of Agriculture (Exit management of 31 staff)</li> <li>Causes of Death (Exit management of 60 staff)</li> </ul>	<i>HR Support to planned projects and surveys</i> <ul style="list-style-type: none"> <li>Census Pilot</li> <li>Geography (550)</li> </ul>	<i>HR Support to planned projects and surveys</i>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Effective human resource management	Staff opinion survey	<i>Employee relations</i> <ul style="list-style-type: none"> <li>Implement the employee wellness programme through the services of the appointed service provider by April 2009</li> <li>In-house care and support group established by March 2009</li> <li>HIV/AIDS peer group education programme reviewed by July 2008</li> <li>International Disability Strategy implemented from July 2008</li> <li>Disability intranet website developed by August 2008</li> <li>Pilot staff rotation/study placement programme from April 2008</li> </ul>	<i>Employee relations</i> <ul style="list-style-type: none"> <li>Maintenance and review of the employee wellness programme</li> <li>Counselling and professional support provided</li> <li>HIV/AIDS peer group education programme reviewed by July 2009</li> <li>Implement and review the International Disability Strategy</li> <li>Disability intranet website reviewed and maintained</li> <li>Implement approved staff rotation /study placement programme by April 2009</li> </ul>	<i>Employee relations</i> <ul style="list-style-type: none"> <li>Maintenance and review of the employee wellness programme</li> <li>Counselling and professional support provided</li> <li>HIV/AIDS peer group education programme reviewed by July 2010</li> <li>Implement and review the International Disability Strategy</li> <li>Disability intranet website reviewed and maintained</li> <li>Implement approved staff rotation /study placement programme by April 2010</li> </ul>
		<i>Benefit administration</i> <ul style="list-style-type: none"> <li>Electronic leave management system implemented by March 2009</li> </ul>	<i>Benefit administration</i> <ul style="list-style-type: none"> <li>Review and update leave management system</li> </ul>	<i>Benefit administration</i> <ul style="list-style-type: none"> <li>Review and update leave management system</li> </ul>
		<i>Remuneration</i> <ul style="list-style-type: none"> <li>Job evaluation procedure compiled by May 2008</li> </ul>	<i>Remuneration</i> <ul style="list-style-type: none"> <li>Job evaluation procedure reviewed</li> </ul>	<i>Remuneration</i> <ul style="list-style-type: none"> <li>Job evaluation procedure reviewed</li> </ul>
	Unqualified audit report	<i>Human resource planning</i> <ul style="list-style-type: none"> <li>Develop and review HR policies (10) by March 2009</li> <li>Change management programme developed by May 2008 and implemented from June 2008</li> </ul>	<i>Human resource planning</i> <ul style="list-style-type: none"> <li>Develop and review HR policies</li> <li>Change management strategy implemented and reviewed</li> </ul>	<i>Human resource planning</i> <ul style="list-style-type: none"> <li>Develop and review HR policies</li> <li>Change management strategy implemented and reviewed</li> </ul>



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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Promotion of sound labour relations	<p>Number of staff trained</p> <p>Improved turnaround time for disciplinary cases (30 days)</p>	<p><i>Labour relations management</i></p> <ul style="list-style-type: none"> <li>• 100 staff members trained on labour relations by March 2009</li> <li>• Develop a disciplinary procedure manual by June 2008</li> <li>• Quarterly reports on the management of grievances and disciplinary cases</li> </ul>	<p><i>Labour relations management</i></p> <ul style="list-style-type: none"> <li>• 100 staff members trained on labour relations</li> <li>• Review disciplinary procedure manual by June 2009</li> <li>• Quarterly reports on the management of grievances and disciplinary cases</li> </ul>	<p><i>Labour relations management</i></p> <ul style="list-style-type: none"> <li>• 100 staff members trained on labour relations</li> <li>• Review disciplinary procedure manual by June 2010</li> <li>• Quarterly reports on the management of grievances and disciplinary cases</li> </ul>
Efficient facilities management and logistical service	Improved fleet management	<p><i>Fleet management</i></p> <ul style="list-style-type: none"> <li>• Develop and implement a fleet and travel management strategy by June 2008</li> <li>• Compile a fleet management supply schedule as per customer needs by June 2008</li> <li>• Conduct staff awareness workshops on fleet and travel management by September 2008</li> </ul>	<p><i>Fleet management</i></p> <ul style="list-style-type: none"> <li>• Monitoring and review</li> <li>• Compile a fleet management supply schedule as per customer needs by June 2009</li> </ul>	<p><i>Fleet management</i></p> <ul style="list-style-type: none"> <li>• Monitoring and review</li> <li>• Compile a fleet management supply schedule as per customer needs by June 2010</li> </ul>
	Level of safety and security of working environment	<p><i>Improved working environment</i></p> <ul style="list-style-type: none"> <li>• Develop and implement a security management policy by June 2008</li> <li>• Develop and implement an outsourcing plan for physical security by September 2008</li> <li>• Source and implement upgraded access and asset control by June 2008</li> </ul>	<p><i>Improved working environment</i></p> <ul style="list-style-type: none"> <li>• Monitoring and review</li> <li>• Monitor SLAs with service providers</li> <li>• Monitoring and review</li> </ul>	<p><i>Improved working environment</i></p>

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

Output	Measure/ Indicator	2008/09	2009/10	2010/11
Efficient facilities management and logistical service	Improved management of stakeholders	<i>Service providers</i> <ul style="list-style-type: none"> <li>Conduct an audit of all service providers' contracts by 30 June 2008</li> <li>Develop Service Level Agreements (SLAs) with service providers by October 2008</li> <li>Monitor delivery in line with SLAs</li> </ul>	<i>Service providers</i> <ul style="list-style-type: none"> <li>Review service providers' contracts by 30 June 2009</li> <li>Monitor and review SLAs for continuous improvement</li> <li>Monitor delivery in line with SLAs</li> </ul>	<i>Service providers</i> <ul style="list-style-type: none"> <li>Review service providers' contracts by 30 June 2010</li> <li>Monitor and review SLAs for continuous improvement</li> <li>Monitor delivery in line with SLAs</li> </ul>
New building for Stats SA	Stats SA relocated to new premises	<i>Relocation of Stats SA</i> <ul style="list-style-type: none"> <li>Public transport evaluation by April 2008</li> <li>Staff orientation event by May 2008</li> <li>Document storage and archiving needs by June 2008</li> <li>Final building design model by July 2008</li> <li>Coordinate the signing of the financial proposal by the Public Investment Corporation (PIC) and University of Pretoria (UP) by July 2008</li> <li>Appointment of Relocation Service Provider by September 2008</li> <li>Treasury approval of lease funding by November 2008</li> <li>Completion of town planning phase by December 2008</li> <li>Sign-off of building lease (DPW and Stats SA) by March 2009</li> <li>IT, Communications, Security infrastructure layout plan completed by March 2009</li> </ul>	<i>Relocation of Stats SA</i> <ul style="list-style-type: none"> <li>Commence building construction by April 2009</li> <li>Installation of IT and Security systems</li> <li>Installation/testing of communications networks</li> <li>Unveiling ceremony by August 2009</li> <li>Data Processing Centre relocated by August 2009</li> <li>Phased-in relocation per cluster</li> </ul>	<i>Relocation of Stats SA</i> <ul style="list-style-type: none"> <li>Phased-in relocation of remaining remaining clusters</li> <li>Project closure</li> </ul>



The South Africa I know



## chapter 5: stakeholders and the environment



## 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 work programme to implement these strategies and take them forward. 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 to achieve these.

### 5.1 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 among 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.

### 5.2 Statistics Council

Section 8 of the Statistics Act provides for the establishment of a Statistics Council consisting of 18 to 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; and
- d) Issue public statements on any matter relating to its functions in terms of the Act, but only after consultation with the organ of state, business or organisation involved.

### 5.3 Stakeholders and their needs

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

- **Government:** National, provincial and local 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 challenge for Stats SA is to promote its information outputs to the general public in a manner that inspires them to participate willingly in household surveys.

- **The media:** The media plays an important role in the publication of statistical information both nationally and locally. Stats SA has embarked on a communication and development strategy to empower key role-players in the media arena. This ensures that the right information is published at the right time and that it is properly described and imparted in the appropriate form to the public.
- **Business:** The business community shares similar interests in quantitative information; and in principle, all economic variables are potential subjects for comparison. Important indicators include the number of those 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. Convincing businesses of the importance of their information in arriving at economic and financial indicators remains a challenge.
- **The academic sector:** The academic sector uses statistical information for research, analysis and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated and what the data shows over time. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics among students.
- **Parliamentarians:** Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. They are also interested in what statistics say about specific policies that were introduced by the democratic government of the day. Researchers in Parliament conduct research to obtain information on behalf of the political parties. Parliament's library collects and files political and national information that can be used by parliamentarians and visiting international delegates.
- **Non-governmental organisations (NGOs):** NGOs 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.

## 5.4 Service delivery improvement plan (SDIP)

Since 1994, government has targeted the acceleration of service delivery to communities. The major policy instrument in this regard has been the White Paper on the Transformation of the Public Service, 1995 (Batho Pele). This policy sets out eight transformation priorities, amongst which transforming service delivery is regarded as key. The document provides a policy framework and practical implementation strategy for the improvement of service delivery.

Stats SA's SDIP focuses on improving accessibility to statistics and improving stakeholder management by:

- Defining response times with regards to requests for information and developing a customer complaints mechanism;
- Formalising consultation arrangements with stakeholders;
- Communicating key statistical information through an emailed newsletter;
- Increasing transparency of statistical releases through the implementation of approved quality criteria as described in the South African Statistical Quality Assurance Framework (SASQAF);



- Increasing Stats SA's presence at university exhibitions and open days; and
- Conducting additional stakeholder workshops at provincial level for improved communication with stakeholders.

To this end, a compendium of services document has been compiled and published that describes the service delivery standards in terms of response times. The website, StatsOnline, has been designed to make it easy for stakeholders to lodge queries and complaints with Stats SA. These queries and complaints are responded to within the specified time frames. Key indicators are now communicated weekly to over 18 000 subscribers to the StatsOnline newsletter, both nationally and internationally. A concerted effort has been made by Stats SA to ensure that all publications are published with comprehensive metadata, so as to promote transparency, understanding and usage of our data. Communication with stakeholders is encouraged through consultation and statistical literacy workshops, as well as exhibitions and presentations throughout the country.

## 5.5 Providing statistical information

Stats SA aims to assist and encourage informed decision-making, research and discussion within the state and the community by providing high quality, objective, reliable and responsive statistical products and services. 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 digital products such as PX-Web. Stats SA's commitment to improved service delivery is described below:

### *(a) Information service*

User Information Services is the first point of direct contact with our customers. This centre is the gateway to personal access to statistical information, especially if the information required is not easily retrieved from the website. 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. The current turnaround time for responding to user requests ranges from 80% within 24 hours for simple requests to 100% within one month

for international/country-specific statistical information. Stats SA intends to improve turnaround time to 90% within 24 hours for simple requests to 60% within 1 week for international/country-specific statistical information with the remaining 40% responded to within one month. Additional Information Officers will be employed and ongoing generic competency training will be conducted with frontline staff to improve their efficiency. 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](mailto: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. The number of statistical releases distributed through this medium is expected to decrease as Stats SA plans to implement a Short Message Service (SMS) system which will send messages on key indicators to subscribers (CPI, CPIX, PPI, GDP, Unemployment rate and Population estimates).

### *(c) StatsOnline*

Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from Stats SA's website at [www.statsonline.gov.za](http://www.statsonline.gov.za). Statistical information is placed on the website at the exact time of release, so as to ensure that everyone has equal access to information. A newsletter is emailed each week to inform stakeholders of the current activities and releases for the following week. The number of downloads of publications from StatsOnline is expected to decrease with the introduction of the SMS system.

### *(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, the Head Office provides a library facility to users. This facility is mainly used for research purposes.

### ***(e) Consultation***

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Through a better understanding of Stats SA's stakeholders, our interactions with suppliers and users of information will become more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. The outputs of surveys will be communicated in a way that is well understood by users and that meets their information needs. Stats SA plans to conduct a total of 14 national and provincial workshops, combining training and information-sharing about both economic and social statistical data products. Stats SA also participates in exhibitions in an effort to increase awareness.

### ***(f) Openness and transparency***

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. The introduction of the SASQAF will improve the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

## **5.6 Consultation arrangements**

The Statistics Council represents a range of stakeholders and users, and meets four times a year to provide advice to the Minister and the Statistician-General on statistical matters including the needs of users. 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.

Stats SA has established a number of advisory committees comprising of key stakeholders that meet periodically to advise on statistical series. Stats SA also conducts periodic workshops in order to seek advice, comments and suggestions from broader stakeholder groups.

The National Statistics System division is in the process of establishing partnerships with organs of state, which are aimed at ensuring coherence in statistical information produced by different producers of statistics, and promoting the use of statistics in evidence-based decision-making.

Stats SA aims to systematise and structure user consultations as part of the statistical production process as well as to monitor the usage of our statistical products.

## **5.7 Resource plan**

Stats SA's Head Office is located in Pretoria. There are also nine provincial offices. Fifty-five regional offices were recently established and are in the process of being resourced. Provincial and regional offices play a key role in user liaison and data collection at provincial and municipal level.

### **5.7.1 Proposed acquisitions of movable capital assets and maintenance of physical assets**

In an effort to ensure savings and cost-containment from its 2008/09 budget allocation, Stats SA has centralised an amount of R12,734 million, for the proposed acquisition and maintenance of furniture, and R10,835 million, for computer equipment. Furthermore, the department will source in bulk, where possible, in order to attain the economies of scale benefits.

### **5.7.2 Improved service delivery and MTEF**

Stats SA has centralised R11,094 million for printing and publication, R141,229 million for fleet management, R10,114 million for training and R4,745 million for recruitment. The total budget of R192,531 million for non-capital items has been centralised in order to ensure efficient utilisation, sourcing and cost-saving measures, wherein, the savings will be redirected to key priorities in the organisation.

### 5.7.3 IT acquisition and expansion plan

In the medium term Stats SA will focus on acquisition and expansion in the following IT areas:

- Network points at the regional offices to facilitate Local and Wide Area Network connectivity;
- Network Server Management tools to monitor the performance of the servers in the Provincial and Regional Offices;
- Security tools to protect systems and data in the regional offices;
- Network monitoring tools to manage the capacity and throughput in the network;
- Servers and switches intelligent cabinets (enviro-racks) with ability to regulate temperature and provide security alerts in the server rooms for the Regional Offices;
- Optimisation tools for DPC and Provincial Offices to improve movement of data across various areas in the network;
- Information Life Cycle Management infrastructure and software to provide the basis for full archiving, information retrieval, security, back-up acceleration, control and storage capacity management;
- Software license management tools; and
- Data replication across disaster recovery site and Head Office.

Below is the projected expenditure to execute the strategy:

### Expenditure estimates

#### Expenditure by programme and economic classification

Programme classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
R (thousand)	2004/05	2005/06	2006/07	2007/08		2008/09	2009/10	2010/11
1. Administration	101 369	138 844	158 625	232 524	227 015	391 852	412 765	510 766
2. Economic Statistics	56 238	89 918	108 843	142 620	138 992	141 757	150 163	167 671
3. Population and Social Statistics	93 675	240 279	640 970	417 376	407 736	341 844	587 789	778 674
4. Methodology and Standards	18 775	24 316	31 036	46 173	45 079	44 428	45 963	48 720
5. Statistical Support and Informatics	55 761	65 791	73 114	215 413	210 310	227 397	261 206	332 752
6. Corporate Relations	45 416	84 769	84 017	103 180	100 736	124 941	161 541	153 763
Total for programmes	371 234	643 917	1 096 605	1 157 286	1 129 868	1 272 219	1 619 427	1 992 346
Direct charge against the National Revenue Fund	-	-	-	-	-	-	-	-
Departmental Total	371 234	643 917	1 096 605	1 157 286	1 129 868	1 272 219	1 619 427	1 992 346
Change to 2007 Budget Estimate				56 997	29 579	21 223	74 071	354 228

### Expenditure estimates (continued)

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
R (thousand)	2004/05	2005/06	2006/07	2007/08		2008/09	2009/10	2010/11
<b>Current payments</b>	<b>356 450</b>	<b>598 334</b>	<b>1 057 554</b>	<b>1 101 338</b>	<b>1 073 920</b>	<b>1 247 922</b>	<b>1 584 306</b>	<b>1 925 897</b>
Compensation of employees	195 051	302 052	436 912	498 130	470 712	714 254	817 474	883 519
Goods and services which consist of:	159 913	295 564	619 491	603 208	603 208	533 668	766 832	1 042 378
Communication	15 262	19 722	28 291	31 219	31 219	29 811	36 149	48 074
Computer services	20 971	22 757	35 764	51 377	51 377	61 939	55 952	87 842
Consultants, contractors and special services	25 069	69 365	167 756	162 656	162 656	82 403	198 230	253 263
Inventory	9 146	19 716	36 480	28 190	28 190	19 799	52 815	91 780
Maintenance, repairs and running costs	3 014	4 857	7 053	8 908	8 908	7 313	36 211	41 143
Operating leases	31 140	29 705	32 043	53 209	53 209	72 757	71 311	103 658
Travel and subsistence	26 775	82 647	224 758	174 905	174 905	174 204	200 462	173 870
Equipment <R5000	3 233	11 960	8 357	14 245	14 245	15 245	19 365	57 577
Personnel agency fees	9 372	2 131	775	613	613	6 309	660	683
Other	15 931	32 704	78 214	77 886	77 886	63 888	95 677	184 488
Interest and rent on land	1 380	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	106	718	1 151	-	-	-	-	-

### Expenditure estimates (concluded)

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited					
R (thousand)	2004/05	2005/06	2006/07	2007/08		2008/09	2009/10	2010/11
<b>Transfers and subsidies to:</b>	<b>868</b>	<b>1 552</b>	<b>817</b>	<b>1 301</b>	<b>1 301</b>	<b>52</b>	<b>27</b>	<b>29</b>
Provinces and municipalities (Cur)	642	1 012	293	-	-	-	-	-
Non-profit institutions (Cur)	-	72	55	125	125	-	-	-
Households (Cur)	226	468	469	1 176	1 176	52	27	29
<b>Payment for capital assets</b>	<b>13 916</b>	<b>44 031</b>	<b>38 234</b>	<b>54 647</b>	<b>54 647</b>	<b>24 245</b>	<b>35 094</b>	<b>66 420</b>
Machinery and equipment	13 036	38 566	37 860	45 765	45 765	23 331	33 352	64 575
Software and other intangible assets	880	5 465	374	8 882	8 882	914	1 742	1 845
<b>Total</b>	<b>371 234</b>	<b>643 917</b>	<b>1 096 605</b>	<b>1157 286</b>	<b>1 129 868</b>	<b>1 272 219</b>	<b>1 619 427</b>	<b>1 992 346</b>

## Annexure – Stats SA's publications

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### Monthly

Consumer Price Index (headline)  
 Consumer Price Index (rural areas and total country)  
 Mining: Production and sales  
 Manufacturing: Production and sales  
 Generation and consumption of electricity  
 Tourism and migration  
 Wholesale trade sales  
 Retail trade sales  
 Motor trade sales  
 Liquidation and insolvencies  
 Building plans passed and completed  
 Civil cases for debt  
 Production Price Index

### Annual

Gross Domestic Product  
 Gross Domestic Product (Regional)  
 Financial statistics of private sector enterprises  
 Financial statistics of consolidated general government  
 Financial statistics of extra-budgetary accounts and funds  
 Financial census of municipalities  
 Financial statistics of higher education institutions  
 Financial statistics of provincial government  
 Non-financial census of municipalities  
 Capital expenditure of the public sector  
 Financial statistics of national Government  
 Economic Activity Survey  
 Selected building plans passed and completed, including municipal information  
 Buildings completed per annum  
 Supply and use tables

Social accounting matrix  
 General Household Survey  
 Mortality and causes of death in South Africa  
 Recorded live births  
 Mid-year population estimates  
 Marriages and divorces  
 South African Statistics  
 Stats in brief

### Quarterly

Gross domestic product  
 Employment and earnings and average monthly earnings  
 Financial statistics of private sector enterprises  
 Manufacturing: Utilisation of production capacity by large enterprises  
 Financial statistics of municipalities  
 Tourist accommodation  
 Food and beverages  
 Labour Force Survey  
 Bulletin of statistics

### Periodic (2–3 yearly)

South African Community Survey  
 Survey of employers and the self-employed  
 Large sample surveys on selected industries

### Periodic (5–10 yearly)

Population and housing census  
 Income and Expenditure Survey  
 Living Conditions Survey  
 Census on Agriculture