

work programme 2010/11

For further information contact:
Celia de Klerk
Tel.: 012 310 8454
Strategic Planning

Statistics South Africa
Private bag X44
Pretoria 0001
South Africa

170 Andries Street
Pretoria
0002

User information service: 012 310 8600
Fax: 012 310 8500
Main switchboard: 012 310 8911
Fax: 012 321 7381

Website: www.statssa.gov.za
Email: info@statssa.gov.za

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Tel: (012) 310 8093
(012) 310 8251
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Fax: (012) 321 7381
Email: inadp@statssa.gov.za

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list of acronyms

AENE	Adjustment Estimates of National Expenditure
AfDB	African Development Bank
AFS	Annual Financial Statistics
AMESA	Association for Mathematics Education of South Africa
AsgiSA	Accelerated and Shared Growth Initiative for South Africa
ASSD	Africa Symposium on Statistical Development
AU	African Union
AUC	African Union Commission
BAS	Basic Accounting System
BSF	Business Sampling Frame
CAPEX	Capital Expenditure
CFO	Chief Financial Officer
CJS	Criminal Justice System
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CPI	Consumer price index
CPIX	Consumer price index (excluding interest rates on mortgage bonds)
CRM	Client Relationship Management
CS	Community Survey
CSAS	Census Survey and Administration System
CSIR	Council for Scientific and Industrial Research
DCMS	Data Collection Management System
DDG	Deputy Director-General
DEAT	Department of Environmental Affairs and Tourism
DES	Diary Evaluation Survey
DHA	Department of Home Affairs
DMID	Data Management and Information Delivery
DMT	Data Management and Technology
DPC	Data Processing Centre
DPSA	Department of Public Service and Administration
DTI	Department of Trade and Industry
DTS	Domestic Tourism Survey
EA	Enumeration area
EAP	Employee Assistance Programme
EAS	Economic Activity Survey

EBT	Electronic Bank Transfers
ECD	Early childhood development
EDMS	Electronic Document Management System
EDRMS	Electronic Document Records Management System
EEAs	Environmental Economic Accounts
EIA	Environmental Impact Assessment
EMIS	Education Management Information System
ENE	Estimates of National Expenditure
EPWP	Expanded Public Works Programme
ESDMF	End-to-end Statistical Data Management Facility
EWS	Early Warning System
EXCO	Executive Committee
FMLS	Facilities Management, Logistics and Security
FOSAD	Forum of South African Directors-General
GDP	Gross domestic product
GDPR	Gross domestic product (regional)
GFS	Government Financial Statistics
GHS	General Household Survey
GIS	Geographic Information System
HCD	Human Capacity Development
HDI	Historically Disadvantaged Individual
HR	Human Resources
HRM	Human Resources Management
ICBP	ISibalo Capacity Building Programme
ICT	Information Communication Technology
IES	Income and Expenditure Survey
IMF	International Monetary Fund
IS	Information Systems
ISI	International Statistical Institute
ISIC	International Standard Industrial Classification of all Economic Activities
ISLP	International Statistical Literacy Programme
IT	Information Technology
JWPs	Joint Working Parties
KZN	KwaZulu-Natal
LCS	Living Conditions Survey
LFS	Labour Force Survey

LFSR	Labour Force Survey Re-engineering
LMS	Learner Management System
LOGIS	Logistical Information System
LSS	Large Sample Survey
MAPS	Marrakech Action Plan for Statistics
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIS	Management Information System
MoU	Memorandum of Understanding
MTEF	Medium-term Expenditure Framework
MTSF	Medium Term Strategic Framework
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organisation
NMS	Network Management Services
NQF	National Qualifications Framework
NRA	Natural Resource Accounts
NSDS	National Statistical Development Strategy
NSS	National Statistics System
NSSD	National Strategy for Sustainable Development
OHSA	Occupational Health and Safety Act
OLA	Operating Level Agreement
PAA	Public Audit Act
PABX	Private Automatic Branch Exchange
PASA	Population Association of South Africa
PCAS	Policy Coordination and Advisory Services
PES	Post-enumeration Survey
PFMA	Public Finance Management Act
PIC	Public Investment Corporation
PMF	Project Management Framework
PMS	Publicity Management System
PPI	Producer price index
PSCBC	Public Service Coordinating Bargaining Council
PSETA	Public Service Sector Education and Training Authority
PSF	Provincial Statistics Forum
PSR	Public Service Regulations
PSUs	Primary sampling units

QES	Quarterly Employment Statistics
QFS	Quarterly Financial Statistics
QLFS	Quarterly Labour Force Survey
RFQ	Request for Quotation
RPHC	Round of Population and Housing Censuses
RTMS	Real Time Management System
SAC	Satellite Application Centre
SADC	Southern African Development Community
SALDRU	Southern Africa Labour and Development Research Unit
SALGA	South African Local Government Association
SAM	Social Accounting Matrix
SAMDI	South African Management Development Institute
SAMEA	South African Monitoring and Evaluation Association
SAN	Storage Area Network
SANSS	South African National Statistics System
SAQA	South African Qualifications Authority
SARS	South African Revenue Service
SASA	South African Statistics Association
SASCO	Standard Classification of Occupations
SASQAF	South African Statistical Quality Assessment Framework
SAT	South African Tourism
SCM	Supply Chain Management
SDDS	Special Data Dissemination Standards
SDIP	Service Delivery Improvement Plan
SDLC	Systems Development Life Cycle
SESE	Survey of Employers and the Self-employed
SG	Statistician-General
SHaSA	Strategy for the Harmonisation of African Statistics
SIC	Standard Industrial Classification
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Staff
SMS	Stakeholder Management System
SRM	Stakeholder Relationship Management
Stats SA	Statistics South Africa
TSA	Tourism Satellite Account

TUS	Time Use Survey
UAT	User Acceptance Testing
UCT	University of Cape Town
UNECA	United Nations Economic Commission for Africa
USS	User Satisfaction Survey
VAT	Value added tax
VCT	Voluntary Counselling and Testing
VLAN	Virtual Local Area Network
VPN	Virtual Private Network

the South Africa I know, the South Africa I understand

Foreword

Mr Trevor A Manuel

Minister in the Presidency: National
Planning

Section 5(1)a of the Statistics Act (Act No. 6 of 1999) reads that on the recommendation of the Statistician-General and on the advice of the Statistics Council and in accordance with section 3 of the said Act as regards the purpose of the Act, I must prioritise the Work Programme of Statistics South Africa (Stats SA).

I have duly received the Work Programme of Stats SA and I have found it to be ambitious and that it has accordingly taken into account the ten priorities of government. In this regard the Work Programme meets the statutory obligations as contemplated in section 3 of the Statistics Act.

Section 7(2)a of the Statistics Act prescribes that the Statistician-General must cause a population census to be taken. In 2011, South Africa will have a census undertaken, and in terms of the Act I am yet to determine the date. This coming census is a major undertaking and should assist in providing comprehensive measurement of where we are on our development endeavours, and I will rely on my counterparts in Cabinet and fellow Members of Parliament to cooperate as and when you are called upon to lend a hand. Another area that is highlighted in the Work Programme is the development of frames, and this is very important for us as we adopt an approach of evidence-based decision-making. The use of administrative records and data will increasingly be important, and I will appeal to members of the executive to drive the use of administrative records as the Statistics Act compels the Statistician-General to develop registers which could be useful in the production of statistics. In this regard section 14(a) and (b) of the Statistics Act and Chapter 3 of the Constitution enjoin us to work together.

A planning as well as a monitoring and evaluation environment presupposes that there would be new survey areas to be undertaken. In this regard the Work Programme has the development of an integrated fieldwork strategy that will serve as a footprint for collation of data for our evidence-based decision-making task. As regards a better Africa and a better world, Stats SA has made visible inroads in influencing developments and improvements in statistics undertakings, both in Africa and other parts of the world, and have acquitted themselves well in terms of the Statistics Act on matters of international cooperation as well as on principles 9 and 10 of the United Nations Fundamental Principles for Official Statistics. The Work Programme discusses continuity of this endeavour through the ISibalo Capacity Building Programme. I have chosen only a few highlights of the Work Programme and recognise that all the other activities will continue. The Work Programme suggests that our task of managing the state will progressively be better informed through this Work Programme.

I therefore approve the Work Programme of Stats SA in terms of section 5(1)a of the Statistics Act and duly submit it to Parliament for consideration. I thank the Chairperson of the Statistics Council, Mr Howard Gabriels and his Council members, and Mr Pali Lehohla, the Statistician-General and his team for bringing together this Work Programme and I wish them well in executing their task.



the South Africa I know, the South Africa I understand

Foreword

Mr Howard Gabriels

Chairperson of the Statistics Council

The Strategic Plan sets out a new direction for statistical development in South Africa over the next five years. In this context, the Work Programme of Stats SA for 2010/2011 is the first steps to establish the foundation on which the new strategy will be built.

There is a dual objective in the approach presented in the Strategic Plan, which is that Stats SA must continue to improve the quality and coverage of all the surveys and data series it produces to ensure that it remains relevant to the needs of users, and that institutions of the state must improve their capacity to deliver administrative data that are robust and useful for statistical purposes.

This Work Programme is therefore the key instrument to set out the practical steps Stats SA will take on this journey. In this journey there are four major challenges that must be addressed. They are:

Building trust in official statistics

Stats SA has made much progress over the last five years to build trust in official statistics. This is evident in the significant increase in the number of clients using these statistics and also in the gratifying increase in response rates in various surveys conducted by Stats SA. Much needs to be done in this respect to improve communication with the public and with the clients who use the data. The establishment of the Integrative Research and Analysis unit in this Work Programme will further support the capacity of Stats SA to deliver value to its clients.

Improve the quality of official statistics

Significant progress has been made in the quality of the data and surveys with the implementation of rigorous processes to ensure that fieldwork is done to a high standard, logistics and project management is improved and that the data processing and statistical analysis is on par with national and international methodological standards.

Intervene to ensure that appropriate skills are available

The drastic increase in the demand for data will require highly skilled people with the appropriate expertise in all institutions of the state to produce official statistics as well as to use the statistics to make policy and programme decisions. This is a major challenge as the capacity of the tertiary institutions to training statisticians and other related experts are diminishing. South Africa needs to make a major investment into delivering to this objective if we want to succeed in building the capacity of the state to measure the development outcomes.



Coordination

Build the capacity to effectively coordinate the work of key state institutions responsible for key datasets as envisaged in the Statistics Act.

In this Work Programme, Stats SA is putting in place the infrastructure for the Statistician-General to fulfil his legal obligation to coordinate the activities of organs of state to produce official statistics, primarily using the administrative data. Key in this agenda is the question of quality.

At its meeting on 9 March 2010, the Statistics Council considered both the Work Programme and the Strategic Plan in terms of section 5 of the Statistics Act, and recommends the approval of both documents by the Minister.

I thank the Minister and Statistician-General for their leadership and support.

the South Africa I know, the South Africa I understand

Introduction
Mr Pali Lehohla
Statistician-General

Statistics South Africa has adopted a new strategy for the period 2010–2014: 'The South Africa I know, the South Africa I understand'. This strategy is broken down into an annual Work Programme which has specific objectives and milestones to be achieved.

This Work Programme follows on the six strategic objectives, namely:

- To expand the statistical information base by increasing its depth, breadth and geographic spread
- To enhance public confidence and trust in statistics
- To improve productivity and service delivery
- To lead the development and coordination of statistical production within the South African National Statistics System
- To invest in the learning and growth of the organisation
- To promote international cooperation and participation in statistics



To progressively realise the strategy in the year ahead, the following will be initiated:

- A census of the population of the Republic will be conducted in 2011, and plans are in place for this mammoth undertaking. South Africa, although a significant player in the global statistics fraternity, is notorious for its high undercount in censuses. Our act will be upped to reduce the undercount and to achieve this, public participation and cooperation is very important.
- A team of experts has been set up with the necessary resources to undertake a review of the producer price index to cover a broader industry that will include its services.
- A review of our Education and Health statistics has pointed out the need for coordination and professional management of the statistics of these sectors, and plans are afoot to do so in this year. A review of crime statistics will be undertaken, and a survey programme of victims of crime will be mounted in the first year of the strategy. A new cluster focusing on the implementation of the national statistics system has been established for this purpose after a period of incubation and experimentation.
- A unit in the office of the Statistician-General will be established to conduct independent quality assessments using the already gazetted South African Statistical Quality Assessment Framework (SASQAF).
- We have been poor in managing communications and marketing of what we do, and to respond to this deficiency we shall integrate communication, marketing and stakeholder management.
- To be more effective and efficient in our operations in the new year, we shall roll out integrated fieldwork and data processing, including the decentralisation of corporate services functions. A new cluster for fieldwork operations has been established to drive this integration process.

- Stats SA is a continental leader in the field of statistics and statistical development, and in this regard we shall continue to deepen statistical development in Africa in pursuit of the African integration agenda.
- The physical working conditions are undesirable and the Head Office of Stats SA will move to interim premises in the next year with plans to relocate in three years.
- To address grave limitations in statistical production and management, we shall intensify training and multilingualism in statistics for the purposes of achieving the African integration agenda.



Chapter 1: National Statistics

1.1 The strategic importance of statistics

Knowledge is essential for good decision-making and to understand the dynamics in the country, but to have knowledge you must have access to accurate information.

After 15 years of democracy, the country has made progress in relation to improved access to services, but as the review points out, these have not been converted into positive outcomes. One of the main reasons is that the absence of data and information limited the ability of policy-makers to optimise policy-making on the basis of evidence throughout the value chain. The supply and quality of statistical information in the country did not adequately meet the demand to inform good decision-making. This is a weakness that has to be corrected.

In its Strategic Plan for the period 2010–2014, Stats SA has committed to a major shift in the way it discharges its mandate. In the main it will focus on expanding its statistical coverage through coordination and as a consequence move towards exploiting administrative records as a source of statistical data consistent with section 7(2)b of the Statistics Act (Act No. 6 of 1999). This will be done in addition to the survey-based collation of statistics. The strategic shift was necessary to ensure that the evidence required for decisions in the country in the context of a planning, monitoring, and evaluation environment is adequately and rapidly met.

The shift in emphasis in the collection of statistics occurs in the context of a global recession that has had a serious impact on the economic growth of most countries. After five years of strong growth, during which about 2 million jobs were created, the country's economy shrank by an estimated 1,8 per cent in 2009. Mining output fell by about 7 per cent and manufacturing by over 12 per cent. Consumption and private investment contracted, and approximately 900 000 people lost their jobs. Although economic indicators suggest that the current status quo is gradually changing for the better, the economy and other areas are still in a fragile state. These include areas such as climate change, food crises, health and education. Government, together with the private sector and non-governmental organisations, has put in place various measures to relieve this economic pressure. Compounding the situation has been a series of service delivery protests in municipalities in the country.

The year 2010 has been described as a year of action, directed by performance, which revolves around evidence-based planning and decisions. In order to fulfil its monitoring and evaluation role, government needs reliable data and statistics. Stats SA, together with other partners, has to continuously and timeously provide relevant statistical information at all levels to inform on the development outcomes of the country.

1.2 Setting national priorities

Government has developed the Medium Term Strategic Framework (MTSF), under the theme *Together doing more and better*, and outlines government's strategy to improve the living conditions of South Africans. The MTSF identifies the development challenges facing South Africa and defines priorities for the next five years.

To give effect to the strategic objectives spelled out in the electoral mandate, ten priority areas have been identified in the MTSF. These were articulated in the President's State of the Nation Address as follows:

1. Ensuring more inclusive economic growth, decent work and sustainable livelihoods: The main objective with regard to this priority is to respond appropriately, promptly and effectively so that growth in decent employment and improvements in income security are reinforced, and investment sustained to build up national economic capability and improve industrial competitiveness. This has to be conducted in an environment of a stable macro-economy which provides conditions for higher rates of investment and the creation of decent jobs.

2. Economic and social infrastructure: In the period ahead government will continue with the infrastructure investment programme aimed at expanding and improving social and economic infrastructure to increase access, quality and reliability of public services and to support economic activities, while also considering environmental sustainability and pursuing maximum employment impact. The aim is to ensure sustained investment growth over the medium term so as to achieve the target of a fixed investment ratio above 25% of GDP by 2014. Such projects will be spatially referenced, planned for and implemented in an integrated manner. In addition, we will continue with programmes to provide and maintain health, education, library, sporting, recreation and other social infrastructure.

3. Rural development, food security and land reform: Between 10 and 15 million South Africans live in areas that are characterised by extreme poverty and underdevelopment. Recognising the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.

4. Access to quality education: Education has enjoyed the largest share of the national budget throughout the past 15 years. This significant investment in building human capital and capabilities has gradually improved the country's human resource and skills base. However, progress has not been optimal and the achievements have not taken place at the required scale. Our objective is thus to focus our skills and education system towards the delivery of quality outcomes. The focus will be on, amongst others, learner outcomes, early childhood development (ECD), improving schools management and monitoring and evaluation (M&E) systems, and supporting and developing a high-quality teaching profession.

5. Improved health care: In the current MTSF period we aim to transform the public health system so as to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV and AIDS, TB and other communicable diseases as well as lifestyle and other causes of ill-health and mortality. Elements of our strategy include the phasing in of a National Health Insurance System over the next five years and increasing institutional capacities to deliver health-system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, including particularly hospitals.

6. Fighting crime and corruption: Government is determined to curb levels of crime and corruption. Contact crimes, crimes against women and children and organised crime remain a key focus, and so is the combating of corruption. Key to our success would be the comprehensive revamp of the criminal justice system (CJS), including the strengthening of accountability systems and enhancement of citizen involvement and community mobilisation in the fight against crime.

7. Cohesive and sustainable communities: Social cohesion is important if we are to achieve developmental success. However, inequalities of condition and opportunity and weaknesses with regard to a sense of being part of a common enterprise, are placing severe stress and strain on social cohesion. In this MTSF period, we aim to meet our target of halving poverty and unemployment by 2014 and, in conjunction with other priorities, to strengthen human capabilities, promote shared values and social solidarity and strive to reduce overall inequality.

8. Creation of a better Africa and a better world: Over the medium term, the main goal with respect to this priority is to ensure that our foreign relations contribute to the creation of an environment conducive to economic growth and development domestically, within Africa and in other developing countries. Implementing NEPAD, promoting SADC regional integration, strengthening South-South relations and pursuing a developmental and investment-oriented approach to engagements with the North, are key aspects related to this priority.

9. Sustainable resource management and use: Like the rest of the world, we are vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. Interventions will include, amongst others, diversification of the energy mix in pursuit of renewable energy alternatives and the promotion of energy efficiency, enforcing a zero tolerance approach to illegal and unsustainable exploitation of resources, supporting local and sustainable food production, and promoting sustainable water use and preserving the quality of drinking water.

10. A developmental state including improvement of public services: In the previous mandate period, government committed itself to improving the capacity of the state for growth and development. This remains a priority. Whilst progress has been made, we continue to face significant challenges in transforming the system of governance. Challenges include capacity gaps in local government, poor quality of some of our public services, declining trust and confidence in public institutions such as the judiciary, legislatures and the executive branch of

government, and weak planning capacity across the three spheres of government. As we strive to overcome these hurdles, our long-term goal remains the building of an effective and accountable state as well as fostering active citizenship.

1.3 Measuring performance on national priorities

Data and insights will be the key determinants in measuring and monitoring the performance of development outcomes. Gathering this critical statistical information in a collective and synchronised way, depends on the capacity of the national statistical system to produce a comprehensive set of official statistics. Scaling up investments in building strong national statistical systems and in strengthening statistical capacity remains the overarching concern of the national statistical community.

Cabinet approved a set of key development indicators that provide evidence-based pointers to the changes and evolutionary movements of the South African society. These are the markers that help define the milestones in the journey of social change. The information has been clustered into ten broad themes which are:

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

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 the extent to which the quality of life of South Africans has improved. In particular, the Statistics Act (Act No. 6 of 1999) provides direct support to Chapter 3 of the constitution on corporative government. By leading the measurement environment Stats SA provides a level playing field for discourse. Stats SA implements measurement by leading and coordinating a national statistics system that:

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

1.4 Measuring performance on international priorities

As already mentioned, it is widely recognised that quality statistics are, amongst 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).

In 2006 at their annual meeting in Ouagadougou, Burkina Faso, African Ministers of Finance, Planning and Economic Development have renewed their support for statistical development on the continent. The contribution of PARIS21, the African Symposia for Statistical Development and the annual sessions of the United Nations Statistics Commission have all spurred the advent of measurement on the continent.

In his State of the Nation Address, the President emphasised South Africa's position within the international fraternity with specific reference to efforts to speed up the political and economic integration of the SADC region, promote intra-regional trade and investment, and play a leading role in continental efforts to strengthen the African Union and its organs. The country will focus its energy on revitalising the New Partnership for Africa's Development, as a strategy for economic development on the continent.

1.5 Stats SA's mandate

The role of Stats SA is to expand and deepen the evidential knowledge base in order for society to understand the socio-economic phenomena across time. By providing the state with information about the economic, demographic, social and environmental situation, policy can be equipped with knowledge and better understand the options and course of action to be taken. Most importantly, under the South African National Statistics System (SANSS), Stats SA is to increase the supply of official statistics to inform development outcomes by transforming statistical information in the public domain to official statistics. The production and management of official statistics should be in line with the Statistics Act and the United Nations Fundamental Principles of Official Statistics. With greater responsibility for regulation as decided by the world leaders in response to the financial and economic crisis, the context and response from Stats SA depends on how the organisation leads and coordinates the statistical production system in the country.

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.*



Chapter 2: Strategic direction

A new strategic direction for Stats SA

2.1 Legislative mandate

Stats SA is a national government department accountable to the Minister of National Planning in the Presidency. 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.

The Act makes provision for the appointment of a Statistician-General whose role in statistical production in the country can be summarised as follows:

Firstly, as the National Statistical Authority to inform stakeholders on the economy and society by:

- Collecting, compiling and disseminating a wide range of economic, social and population statistics;
- Developing and maintaining databases for national statistics on businesses and enumeration areas; and
- Promoting a culture of measurement in the public service.

Secondly, as the National Statistical Coordinator to promote coordination among producers of official and other statistics, to advance quality, comparability and optimum use of official statistics and to avoid duplication by:

- Formulating quality criteria and establishing standards, classifications and procedures;
- Providing statistical advice; and
- Liaising with other countries and statistical agencies and representing Stats SA internationally.

2.2 Strategic review

In line with government's planning cycle, Stats SA conducted a review of its strategy and performance over the last 15 years. The review focused on Stats SA's response to user needs and an analysis of the external and internal environment to identify gaps and challenges that impact on the production of statistics.

From an external perspective, it was identified that there were currently inadequate quality data that informed policies, strategies and decisions. As the official statistical agency in the country, Stats SA has refocused its strategy to address the information, quality and skills gap in the production of statistics.

2.3 Strategic shift

The new direction adopted by Stats SA is underpinned by four major strategic shifts:

- Expansion of the domain of statistical production, and increasing the supply of official statistics;
- Addressing the statistical information gap;
- Addressing the statistical quality gap; and
- Addressing the statistical skills/capacity gap.

2.4 A new vision and mission

To achieve the desired state of producing official statistics to inform decision-making, the current state of statistical production in the public domain needs to be transformed. Stats SA's new strategic direction is informed by its vision, which is:

'Your leading partner in quality statistics.'

Stats SA's contribution towards the measurement of development goals and outcomes is captured in its mission statement, which is:

'To lead and partner in statistical production systems for evidence-based decisions.'

2.5 Shared values

Our values are based on Batho Pele principles and we strive 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.

2.6 Strategic outcomes

Stats SA has defined the outcomes and results to be achieved throughout the journey. The following strategic outcomes will drive the strategic focus of the organisation:

2.6.1 Trust and public confidence in statistical information

Increased usage of official statistics, transparency in methods, independence in production and evidence-based decision-making will be key indicators for measuring trust.

2.6.2 Informed developmental state that strengthens democracy and accountability

A statistical system that enables the increased usage of official statistics in planning, monitoring and evaluation, policy development and decision-making will be a key indicator for informed development.

2.6.3 Sustained statistical capacity

A continuous and sustained supply of mathematical and statistical skills will increase the ability of the system to produce quality statistics.

2.6.4 Partnerships in the development and sharing of best practices in statistics

The usage of international best practice and standards will increase the supply and quality of official statistics produced in the statistical system.

2.7 Core competencies

Being a knowledge-based organisation, Stats SA will strive to excel in the following five capabilities:

- Intellectual capability: the knowledge and skills required in the fields of statistics, mathematics, economics, sociology and geography to produce official statistics.
- Technological capability: the people, information technology (IT) and information systems (IS) central to the production of statistical information.
- Logistical capability: the ability of organisational processes and systems to collect statistical information on a large scale from various sources in the field.
- Political astuteness: the ability to understand and respond to the political environment and related pressures.
- Administrative capability: the ability to manage in a statistical environment, including planning, communication and public relations, and governance.

2.8 Strategic objectives

In order to implement the new strategic direction, the following six strategic objectives will drive strategic change in the statistical system over the next five years:

2.8.1 Strategic objective 1: To expand the statistical information base by increasing its depth, breadth and geographic spread

The government has identified twelve distinct priority outcomes in the Medium Term Strategic Framework (MTSF). As part of a standardised system of production of statistics, Stats SA translated the measurement of these priority outcomes, together with international frameworks for statistical reporting and the needs of users, into ten statistical themes that constitute the universe of statistical production.

The key strategic thrust over the next five years will be to expand and improve the measurement of statistical information in the following ten areas:

- Economic growth and transformation
- Prices
- Employment, job creation and decent work
- Life circumstances, service delivery and poverty
- Population dynamics
- Sustainable resource management
- Health
- Education
- Safety and security
- Rural development, food security and land reform

Except for the population census, Stats SA's contribution to the statistical information base relates mainly to conducting business and household surveys and making use of administrative records to a lesser extent to inform on the outcomes on a national and provincial level.

This work programme mainly outlines the statistical products produced by Stats SA in the first five statistical themes. The other role players in the statistical system stretch from national and provincial departments to local authorities and other producers. A more detailed statistical programme with statistical offerings produced by partners for the remaining statistical themes will be compiled in collaboration and consultation with key partners.

2.8.2 Strategic objective 2: To enhance public confidence and trust in statistics

Trust in official statistics is essential in any healthy democratic society. Statistics encourage debate, inform decision-making and enable citizens and other stakeholders to assess whether government is delivering on its promises. For official statistics to play that role, the public need to have confidence in the figures themselves.

There are a number of factors that contribute to low confidence levels, but mainly it revolves around a perceived lack of accuracy of statistics as well as relevance and responsiveness of information produced.

Addressing the quality gap: Stats SA has to put in place a set of measures in the statistical system to manage, improve and address the quality gap. These measures include data items, standards and classifications. The formulation, adoption and implementation of a quality assurance framework are an important step towards quality improvement in the statistical system. Stats SA as the leading agency on statistical quality has developed the South African Statistical Quality Assessment Framework (SASQAF) and will be auditing the quality of statistical information produced by the organisation as well as other organs of state against SASQAF. Statistics will be declared as official if they are sustainable, meet the quality requirements and are relevant beyond the needs of the organ or agency that collected them.

Promoting the quality and coverage of frames: According to the Statistics Act (Act No. 6 of 1999), Statistics South Africa is required to develop and maintain registers or lists for producing statistics. The coverage and quality of these frames impact on the accuracy of statistical information produced, as frames form the cornerstone on which samples for surveys are designed. Stats SA currently maintains two frames, namely the geographic frame (for social surveys) and the business sampling frame (for economic surveys). The Dwelling Frame, Business Register and Population Register form the pillars of quality statistics.

Addressing the information gap: Public policy users have increasingly demonstrated that Stats SA needs to raise its profile in terms of developing a statistical infrastructure that will contribute to the body of knowledge required for 'well-researched, evidence-based inputs'. A strategy has been developed that will produce integrated, tertiary-level information for development planning through research, data integration and analysis. In short, it will deal with information on outcome and impact analysis but will, however, not pronounce on policy.

Improving our corporate image: Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Stats SA aims to position the organisation as a credible, responsive and reliable partner in quality statistics through an integrated approach to communication, marketing and stakeholder relations. The outcome we want to achieve is to create a receptive environment for the statistical information to inform evidence-based decision-making.

The key building blocks and strategic initiatives that the organisation will focus on over the next five years to ensure that statistics produced in the statistics system are fit for purpose are listed below:

- Rolling out a quality management system;
- Declaring statistics as official;
- Developing and maintaining the dwelling frame;
- Developing and maintaining the business sampling frame;
- Innovation management;
- Implementing integrative research and analysis; and
- Implementing integrated communication, marketing and stakeholder relations.

2.8.3 Strategic objective 3: To improve productivity and service delivery

The profound and deepening financial and economic crises that affected all countries, including South Africa, have resulted in government reducing budgets and putting stringent governance and financial controls in place. The overriding theme for the next five years will be marked by 'doing more with less'. In order to address the internal challenges but keep up the pace of delivering high-quality statistical information, the organisation adopted a number of strategies to ensure it becomes more effective and efficient in conducting its business.

Streamlining field collections: The process of collecting data in the field is fragmented and ineffective as resources are duplicated across surveys. An integrated fieldwork strategy has been developed to streamline data collection in the field, deliver better value for money and increase the quality of statistical output. This will lead to the creation of a unified and permanent fieldwork force resulting in better quality questionnaires feeding into processing and ultimately the production of quality outputs.

Optimising data processing: Data processing involves the conversion of statistical information from different collection tools such as questionnaires into electronic data that are clean, accurate, consistent and reliable. The success of data processing in the future is dependent on the design and development of a common generic platform consisting of various systems and resources that would then form the vital cog of data processing for any survey moving forward. The most vital characteristics of the future strategy are around the development of open standards and standardising content and processing methods. The implementation of a corporate data processing facility will be prioritised over the medium term.

Ensuring functional provincial and district offices: The effective and efficient functioning of provincial and district offices is key to the success of the organisation as all field collections are managed by these offices. Emphasis will be placed on ensuring readiness of provincial and district offices in preparation for the population census to be conducted in 2011.

Improving governance and accountability: Transparency and accountability are the dominant themes in governance. Efficient and accountable management of public funds is an important element of good governance. Good governance will be achieved through compliance to legislative and policy environments, and ensuring effective service delivery of the right things, at the right time, and the right place. The main challenge, however, is to ensure a balance between compliance and efficient service delivery. In order to achieve this, the organisation has designed a range of interventions to enhance, integrate and streamline its administrative, management and logistical processes and support services.

The following strategic initiatives are intended to improve the productivity and service delivery of Stats SA over the next five years:

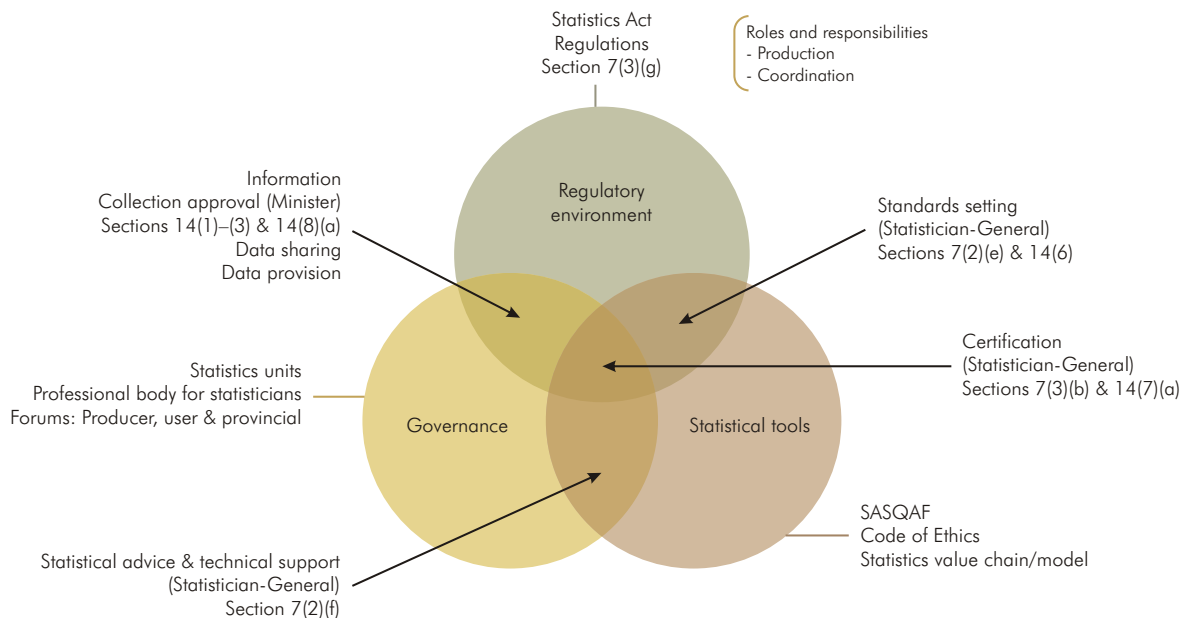
- Implementing an integrated approach to fieldwork;
- Implementing a corporate data processing facility;
- Improving governance and accountability; and
- Enhancing the functionality of provincial and district offices.

2.8.4 Strategic objective 4: To lead the development and coordination of statistical production within the South African National Statistics System

Statistical development to date has mainly focused on Stats SA as the official statistics agency in the country. The rationale for a strategic shift is to ensure that comprehensive statistics can be delivered to users meeting national, subnational, sectoral and international needs. The intended outcome is a coordinated national statistics system (NSS) with shared goals and cross-cutting strategies capable of efficiently and effectively monitoring development indicators.

The SANSS is the organising framework or mechanism for implementing statistical coordination. A major role of the SANSS is one of transforming the ineffective current state characterised by the three gaps (information, quality and capacity gaps) to a system of official and potentially official statistics that adequately serve a developmental state by meeting user needs, producing statistics of good quality, and by building statistical capacity (skills and infrastructure) to sustain production.

The strategic enablers to ensure statistical coordination in the country are presented below.



The key strategic initiatives over the next five years to lead statistical coordination in South Africa are described below:

- Creating an enabling regulatory environment;
- Coordinating statistical planning across organs of state;
- Coordinating statistical production among organs of state;
- Coordinating statistical reporting among organs of state; and
- Raising the profile and status of statistics.

2.8.5 Strategic objective 5: To invest in the learning and growth of the organisation

In the global market environment, intangible assets are raising the basis of competitive advantages and growth opportunities of the organisation.

People, data and knowledge are important to the success and sustainability of the organisation. There is a need to invest in these intangible assets to drive a new strategic direction for statistical development in the country. Three categories of capital that create organisational value are human capital, organisational capital and information capital.

Human capital: Comprises all the skills, expertise and competences required to respond to the needs of stakeholders, including leadership and management capability. People are our most important asset. Stats SA is competing with a dynamic market, both in the business and government sectors, for professional skills in mathematics and statistics. Stats SA's human capacity building framework and strategy is geared towards optimising employee learning and knowledge. It addresses statistical capacity building holistically as the skills gap is not only applicable to Stats SA, but also to partners in the SANSS. The framework includes capacity building at schools level, tertiary level, inside Stats SA, the SANSS and SADC.

Information capital: Comprises all the information technology, systems, data and information required within a statistical environment. One of the key strategies that the organisation has adopted to improve its productivity and service delivery is to modernise the way the organisation conducts its business, supported by technology, but also about modernising the way systems, data and information are developed and managed across the organisation.

Organisational capital: Comprises the capability of the organisation, its organisational structure, culture and organisational management processes to drive change and delivery. The organisational capital creates the necessary environment in which the organisation should perform. Driving change will be based on shared values that engender trust and link the organisation and people together.

The organisation will invest in the following learning and growth initiatives over the next five years to build a high-performing organisation:

- Develop human capacity;
- Invest in information capital; and
- Create a conducive organisational environment.

2.8.6 Strategic objective 6: To promote international cooperation and participation in statistics

The past decade has witnessed a trend towards the 'globalisation of the demand for official statistics'. The global economy as well as social and environmental development challenges such as climate change and the economic and financial crises, that do not recognise borders, have increased our 'information interdependence'. Governments, the private sector, researchers and the public at large demand comparable and reliable data, not only for their own country, but also for other countries and for regional and global aggregates.

At an African level, Stats SA will participate, share and learn from other countries in upholding international standards and best practice.

Stats SA will invest in the following initiatives over the next five years to promote international participation in statistics:

- Promoting statistical development in Africa;
- Promoting a culture of evidence-based policy formulation and decision-making; and
- Building international partnerships.

2.9 Implementing the plan

2.9.1 Key priorities for 2010/11

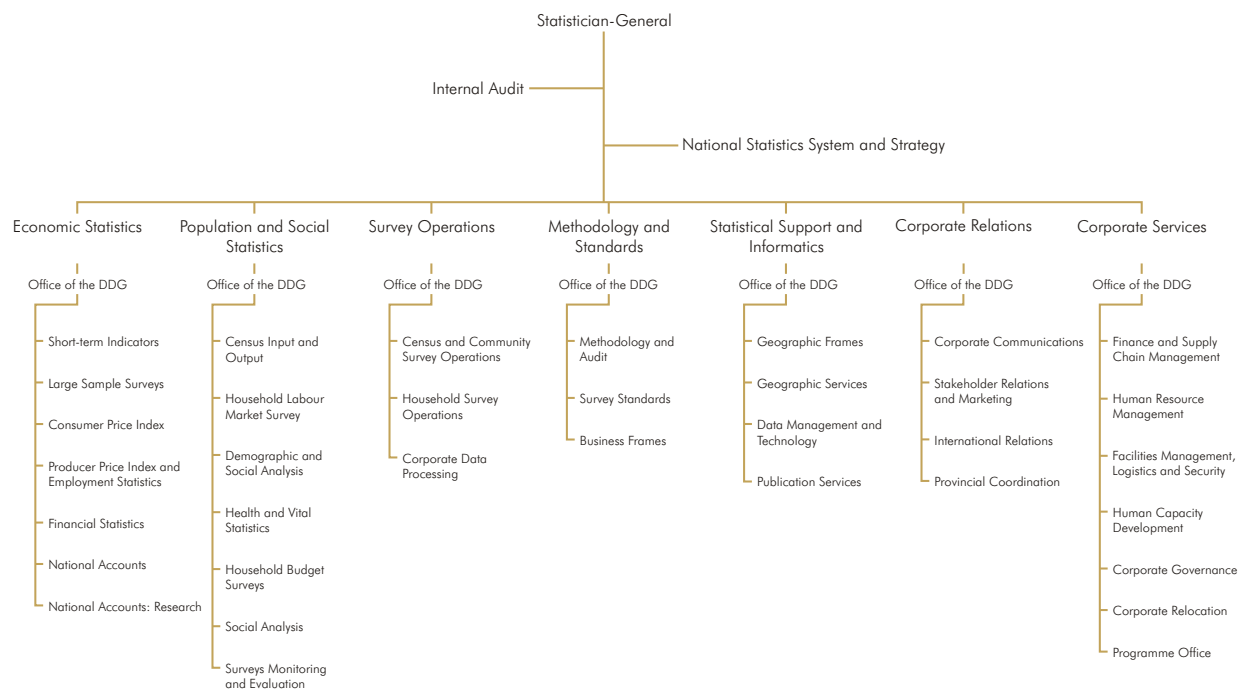
The strategy has outlined what we want to achieve over the next five years. The key priorities that the organisation will focus on during the 2010/11 financial year are outlined below:

- Conduct a population census in 2011;
- Review the production price index;
- Coordinate the production of education, health and crime statistics;
- Develop and maintain frames;
- Conduct independent quality assessments using SASQAF;
- Integrate communication, marketing and stakeholder management;
- Roll out integrated fieldwork, implement a corporate data processing facility and decentralise corporate services functions;
- Participate in statistical development in Africa;
- Preparatory phase: relocation of Stats SA; and
- Build statistical capacity:
 - o Establish a Statistical Training Institute; and
 - o Strengthen analytical and methodological capability.

2.9.2 Aligning the organisational structure to the strategy

The structure below reflects the approved structure for 2010/11. Stats SA will be reviewing its organisational structure during the next MTEF process to ensure that it is aligned to the redefined vision, mission and strategic objectives.

Stats SA's organogram





From left to right:
Dr J Arrow (Deputy Director-General: Methodology & Standards)
Ms K Masiteng (Deputy Director-General: Population and Social Statistics)
Dr R Cassim (Deputy Director-General: Economic Statistics)
Mr A Jenneker (Deputy Director-General: Statistical Support and Informatics)
Mr R Maluleke (Deputy Director-General: Corporate Relations)
Ms N Mokoena (Deputy Director-General: Corporate Services)

2.10 Planning, monitoring and reporting

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

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:

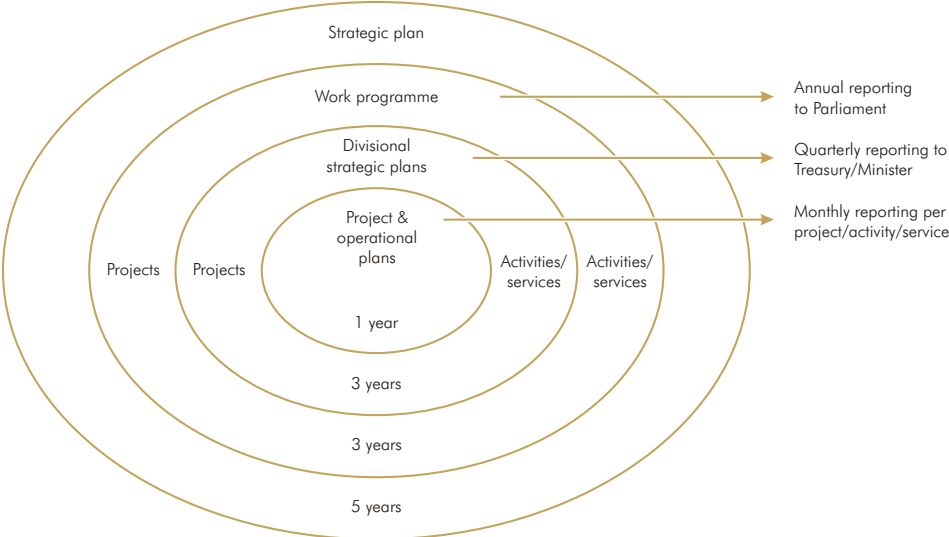
- a. Strategic planning – A five-yearly strategic plan and annual work programme are compiled and tabled in Parliament.
- b. Business planning – Divisional plans are compiled outlining outputs and targets to be achieved over the MTEF period.
- c. Integrative operational planning – Detailed project and operational plans are compiled outlining activities and tasks to be conducted monthly.

Monitoring and reporting

In order for Stats SA to achieve its vision of being 'Your partner in 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.

- a. 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.
- b. Quarterly reporting – Quarterly reports are compiled and submitted to the Minister and Treasury, outlining progress made against targets as stated in the work programme.
- c. Monthly reporting – Monthly reports are compiled as an early warning system and are submitted to the internal executive committee of the organisation.

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



Strategy in brief

Strategic objective	Strategic focus	Outputs
To expand the statistical information base by increasing its depth, breadth and geographic spread	Economic growth and transformation	<ul style="list-style-type: none"> • GDP • Industry and Trade Statistics • Financial Statistics • National Accounts
	Prices	<ul style="list-style-type: none"> • Consumer Price Index • Producer Price Index • Income and Expenditure Survey
	Employment, job creation and decent work	<ul style="list-style-type: none"> • Quarterly Employment Statistics • Quarterly Labour Force Survey
	Life circumstances, service delivery and poverty	<ul style="list-style-type: none"> • General Household Survey (GHS) • Living Conditions Survey (LCS) • Municipal survey on non-financial statistics
	Population dynamics	<ul style="list-style-type: none"> • Population Census 2011 • Mid-year population estimates • Health and Vital Statistics
	Health	<ul style="list-style-type: none"> • Statistical support: Health statistics subsystem
	Education	<ul style="list-style-type: none"> • Statistical support: Education statistics subsystem • Map of dataflow in Education statistics subsystem • Draft statistical work programme for education
	Safety and security	<ul style="list-style-type: none"> • Victims of Crime 2011 • Statistical support: Safety and security statistics subsystem
	Sustainable resource management and use	<ul style="list-style-type: none"> • Environmental economic accounts • Discussion papers on water, minerals and energy
	Rural development, food security and land reform	<ul style="list-style-type: none"> • Strategy for independent estimates of agriculture

Strategy in brief (continued)

Strategic objective	Strategic focus	Outputs
To enhance public confidence and trust in statistics	Quality management system	<ul style="list-style-type: none"> Quality management framework, policy and strategy Methodological support, standards development and systems solutions Surveys monitoring and evaluation framework and programme
	Declaring statistics as official	<ul style="list-style-type: none"> Statistics assessed and certified as official
	Dwelling frame	<ul style="list-style-type: none"> Sampling frame for household surveys Dwelling framework product for distribution to the various stakeholders Georeferenced addresses Standard Geographical Frame Geographical services
To enhance public confidence and trust in statistics	Business Register	<ul style="list-style-type: none"> Sampling frame for business surveys New business sampling frame system Quarterly snapshot Georeferenced businesses Register-based statistics at lower level
	Innovation management	<ul style="list-style-type: none"> Knowledge management Business Registration Reform
	Integrative research and analysis	<ul style="list-style-type: none"> Integrated, development-themed knowledge products Research reports and related visual products Integrated primary data outputs to generate integrative information on cross-cutting issues Technical support and advisory services Knowledge research and innovation on key development themes
	Integrated communication, marketing and stakeholder relations	<ul style="list-style-type: none"> Branding of Stats SA Advocacy programme for respondents StatsOnline User satisfaction index Internal communication programme Communication and marketing campaign

Strategy in brief (continued)

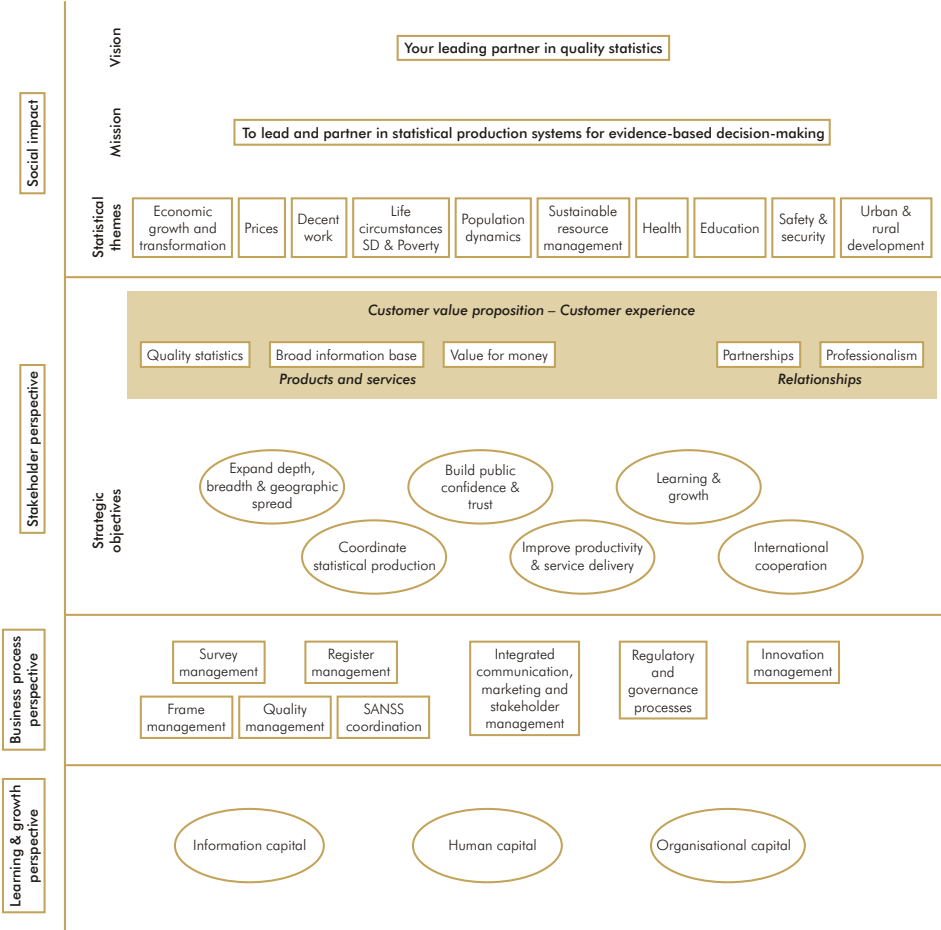
Strategic objective	Strategic focus	Outputs
To improve productivity and service delivery	Integrated approach to fieldwork	<ul style="list-style-type: none"> • Annual household survey programme • Periodic household survey programme • Economic survey programme • Dwelling frame programme
	Corporate data processing facility	<ul style="list-style-type: none"> • Common data processing platform • Standardised data processing instruments, systems and methodologies
	Governance and accountability	<ul style="list-style-type: none"> • Integrated planning, monitoring and reporting • Programme and project management • Human resource management • Facilities management, security and logistics • Financial administration and management • Risk management • Policy coordination • Legal services
	Functionality of provincial and district offices	<ul style="list-style-type: none"> • Dissemination and information services • Provincial statistical system • Decentralised corporate support
To lead the development and coordination of statistical production within the South African National Statistics System	An enabling regulatory environment	<ul style="list-style-type: none"> • Statistics Act reviewed • Statistical regulation and policy developed
	Statistical planning across organs of state	<ul style="list-style-type: none"> • National Strategy for the Development of Statistics (NSDS) • Statistical programmes for statistical themes • Information collection approval
	Statistical production amongst organs of state	<ul style="list-style-type: none"> • Economic and Social Statistics subsystems defined • Governance structures • Standards for statistical system • Methodological, technical and systems support and advice to partners • Data provision and data sharing amongst stakeholders • User-producer and producer-producer forums • Statistical capacity development initiatives for partners • Statistics units in other government departments • Management system for statistical information (MSSI)
	Statistical reporting amongst organs of state	<ul style="list-style-type: none"> • MDG country report coordinated • Development indicators for SA
	Raise the profile and status of statistics	<ul style="list-style-type: none"> • Advocacy programme developed

Strategy in brief (concluded)

Strategic objective	Strategic focus	Outputs
To invest in the learning and growth of the organisation	Human capital	<ul style="list-style-type: none"> • Schools programme: <ul style="list-style-type: none"> ○ Maths4Stats ○ Census@School • Tertiary programme: <ul style="list-style-type: none"> ○ Training and research partnerships/chair • Inside Stats SA <ul style="list-style-type: none"> ○ Internship ○ Internal training programme ○ E-learning • Statistical Training Institute <ul style="list-style-type: none"> ○ Accreditation for training courses ○ National certificate in official statistics
	Information capital	<ul style="list-style-type: none"> • Functional server and network infrastructure • ICT user-focused services • Innovation ICT Lab • Business modernisation
	Organisational capital	<ul style="list-style-type: none"> • New premises for Stats SA's Head Office • Organisational and management structure • Organisational values
To promote international cooperation and participation in statistics	Statistical development in Africa	<ul style="list-style-type: none"> • ASSD • ISIBalo Capacity Building Programme • Strategy for the Harmonisation of African Statistics (SHaSA)
	Culture of evidence-based policy formulation and decision-making	<ul style="list-style-type: none"> • 2010 Round of Population and Housing Censuses • Benchmarking framework
	International partnerships	<ul style="list-style-type: none"> • International Comparisons Programme • International events calendar • International participation in United Nations Statistics Commission Programme

Strategy map

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

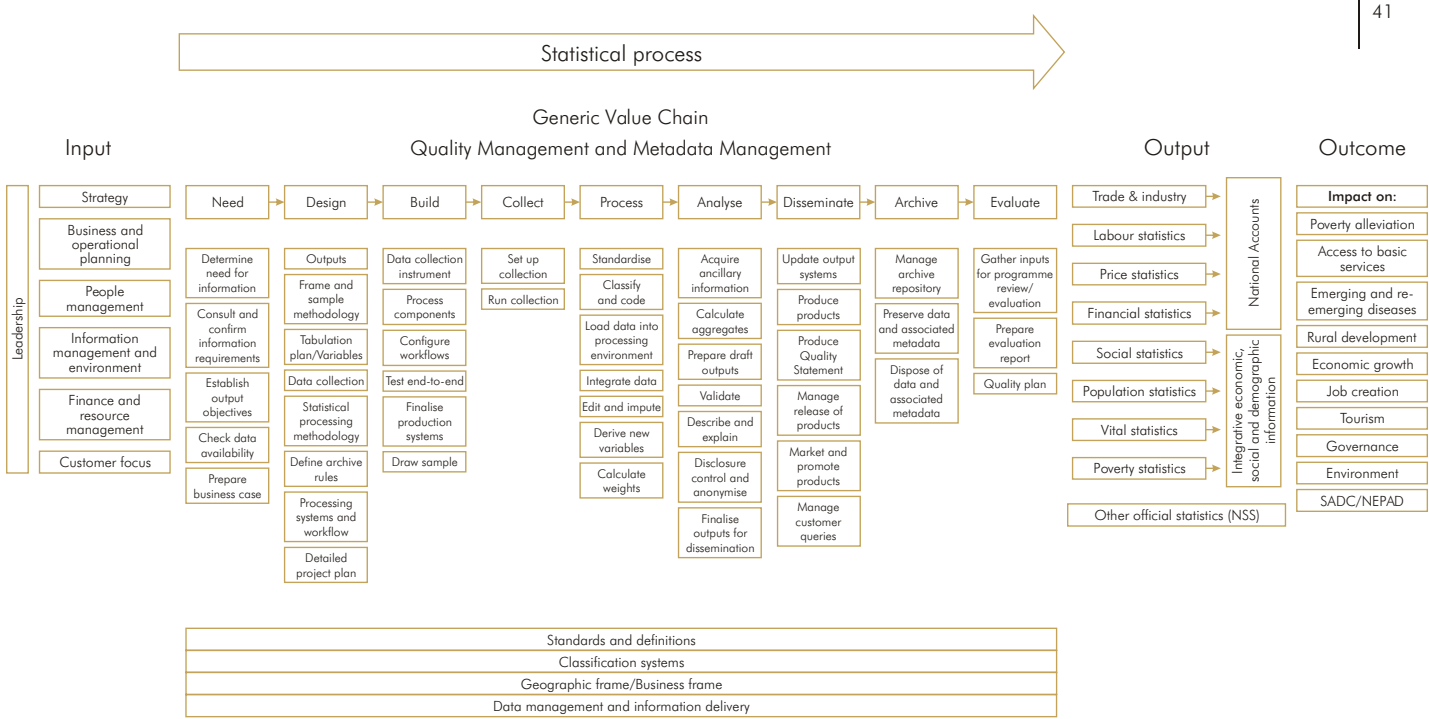


Stats SA's statistical production process

Stats SA produces and disseminates statistics under two broad statistical programmes, namely 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.





Chapter 3: Estimates of National Expenditure

Aim

The aim of Stats SA is to provide a relevant and accurate body of statistics to inform users on the dynamics in the economy and society by applying internationally acclaimed practices.

Programme purposes

Programme 1: Administration

Purpose: Manage the department and provide centralised support services.

Programme 2: Economic Statistics

Purpose: Produce economic statistics to meet user requirements.

Programme 3: Population and Social Statistics

Purpose: Produce population, demographic, labour market and social statistics to meet user requirements in line with internationally recognised practices.

Programme 4: Methodology and Standards

Purpose: Provide expertise on quality and methodology for official statistics, standards for conducting surveys and a 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.

Programme 6: Corporate Relations

Purpose: Provide statistical information to support policy-makers. Manage stakeholders and interact with international statistical agencies. Provide effective communication activities.

Programme 7: Survey Operations

Purpose: Provide collection and processing support to produce official statistics.

Strategic overview: 2006/07 – 2012/13

Stats SA aims to inform South Africa's development outcomes by leading and partnering in statistical production systems to provide accurate and quality statistical information on economic, demographic, social and environmental developments in South Africa. The information is used to inform planning, public policy and decision-making, as well as for monitoring and evaluating programmes. Stats SA's overall strategic goal is to increase the supply of official statistics to better meet user needs.

The department's programme structure was amended after a review of the organisational structure. This resulted in name changes of programmes as well as amendments to programme purposes.

Key strategic priorities

Improving statistical information

Stats SA's core deliverable is relevant, reliable and quality statistical information on the economy and society to enable informed planning and decision-making. The organisation is committed to improving measurements in the following areas: economic growth; prices; decent work; life circumstances; service delivery and poverty; population profile; health; education; safety and security; sustainable resource management and food security; and land reform and rural development. A key priority in producing baseline statistical information is the population census. The next population census is scheduled for October 2011.

Increasing public confidence in official statistics

The quality of economic and social statistics rests on comprehensive sampling frames, sound methodological practices and quality administrative data. Over the medium term, independent quality assessments will be introduced and rolled out and measured against the South African Statistical Quality Assessment Framework (SASQAF). Stats SA will increase its emphasis on interacting and communicating with stakeholders and marketing its statistical products.

Improving productivity

Stats SA is integrating its fieldwork across household survey operations, which will create efficiency savings over the medium term. To streamline fragmented data processing, a corporate data processing centre has been established. Key processes and technology will be standardised across projects and surveys to ensure the best use of resources.

Leading the development and coordination of statistical production

National demand for statistical evidence for monitoring government performance, informing development planning, and for decision-making, greatly outstrips supply. As the official statistics agency, Stats SA is mandated to coordinate the production of national statistics. The organisation will lead South Africa's statistical system by collaborating with stakeholders and providing official statistics. This will involve working in partnership with other organisations to expand and improve the quality of statistical information. Stats SA is also responsible for declaring statistical information official, according to set quality criteria.

Skills development

The lack of statistical skills in South Africa continues to be a significant challenge. Stats SA has compiled a comprehensive statistical skills development framework to improve statistical literacy and engender an enthusiasm for numbers. Over the medium term, the organisation will focus on improving the foundation of statistical literacy at schools, establishing partnerships with tertiary institutions, building capacity within Stats SA and the national statistics system, and participating in statistical development initiatives in the Southern African Development Community.

Promoting international cooperation and participation in statistics

Stats SA seeks to participate actively in the development of statistics in Africa and to promote a culture of evidence-based policy formulation and decision-making. Beyond Africa, Stats SA seeks to learn and share experiences with other agencies, while participating in several international programmes that contribute to elevating statistics in defining the measurement standards of development globally.

Selected performance indicators

Indicator	Programme most closely linked to achievement of indicator	Annual performance						
		Past			Current	Projections		
		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Number of economic sectors reported on: quarterly and annual GDP estimates	Economic Statistics	34	34	34	34	34	34	34
Number of economic sectors reported on: industry and trade statistics	Economic Statistics	7	7	9	9	9	9	9
Number of economic sectors reported on: financial statistics	Economic Statistics	8	8	8	8	8	8	8
Number of commodities price movements collected: CPI	Economic Statistics	1 500	1 100	1 110	400	400	400	400
Number of commodities price movements collected: PPI	Economic Statistics	1 700	1 700	1 645	1 645	1 645	1 645	1 640
Number of industries reported on: labour market trends	Economic Statistics	8	8	8	8	8	8	8
Number of releases on labour market dynamics	Population and Social Statistics	2	2	2	4	4	4	4
Number of releases on the changing profile of the population	Population and Social Statistics	17	18	18	18	18	18	16
Number of releases on the living conditions survey	Population and Social Statistics					2		
Total percentage of municipalities demarcated	Statistical Support and Informatics				50% (129)	70% (180)	100% (257)	100% (257)
Number of questionnaires collected during the pilot (2009/10) and the main census (2011/12)	Survey Operations				120 000		14 400 000	

Programme 2: Economic Statistics

- *Economic Statistics Management*.
- *Short-term Indicators* provides information on turnover and volumes in various economic sectors on a monthly and quarterly basis.
- *Large Sample Surveys* provides information on turnover and volumes in various economic sectors periodically.
- *Producer Price Index and Employment Statistics* provides information on the producer price index and on employment levels in the formal non-agricultural sector.
- *Consumer Price Index* provides information on the level of inflation by producing various consumer price indices.
- *Financial Statistics* tracks public sector spending and the financial performance of private sector organisations.
- *National Accounts* produces GDP data and other integrative statistical products.
- *National Accounts: Research* integrates and analyses information from various data sources.

Funding in all subprogrammes is distributed according to the various economic series. The main cost drivers are remuneration, travel and communication.

Objectives and measures

- Inform economic decision-making by providing accurate, relevant and timely economic statistical information through the application of internationally recognised practices, specifically by publishing:
 - o quarterly and annual gross GDP estimates providing information on 10 sectors of the economy; and
 - o regular 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 recognised practices, specifically by publishing:
 - o monthly statistical releases on the consumer price index, covering approximately 400 products; and
 - o monthly statistical releases on the producer price index, covering approximately 1 600 products.

Service delivery focus

Stats SA's economic measurement objective is to ensure that the levels of growth and GDP are credible. It has produced the quarterly and annual GDP estimates, providing information on 10 sectors of the economy. Statistical releases on employment and earnings, financial information and short-term indicators on industry and trade were released as scheduled in 2009/10.

Conducting large sample surveys is a rolling three-year programme that provides input for benchmarking the GDP. These statistics are compiled on a periodic and annual basis in the primary, secondary and tertiary sectors. The rebased GDP data were released in November 2009. Monthly producer and consumer price indices were released as scheduled. A review of the producer price index will be available in 2010/11.

Programme 3: Population and Social Statistics

- *Population and Social Statistics Management*.
- *Census Input and Output* publishes population statistics collected through the population census.
- *Health and Vital Statistics* publishes statistics on births, deaths, marriages, divorces, tourism and migration, based on administrative records.
- *Social Analysis* provides information on living conditions and tourism through the general household and tourism surveys.
- *Demographic and Social Analysis* collates and analyses data from census, survey and administrative data, generates a knowledge base on social and population themes, and compiles mid-year population estimates.
- *Surveys Monitoring and Evaluation* monitors and assures the quality of field operations of household surveys and censuses.
- *Household Labour Market Survey* provides information on labour market trends in South Africa through the labour force survey.
- *Household Budget Survey* provides information on poverty levels, and income and expenditure trends.

Funding in all subprogrammes is distributed according to the various population and social series. The main cost drivers are remuneration and communication.

Objectives and measures

- Inform social and economic development planning by providing accurate, relevant and timely statistical information through the application of internationally recognised practices, specifically by publishing:
 - o regular information on the labour market, vital registrations, living conditions, and service delivery; and
 - o regular information on population dynamics and demographic trends.

Service delivery focus

The Quarterly Labour Force Survey (QLFS) is a household survey and is the primary instrument to measure unemployment in South Africa. Additional modules such as child labour, the expanded public works programme and volunteer work are added in some quarters to expand the statistical information collected.

Stats SA receives data monthly from the Department of Home Affairs on vital registrations, tourism and migration, which it processes and publishes annually. The data collection phase of the Living Conditions Survey (LCS) ended in September 2009 and results will be published in 2010. Mid-year population estimates are published annually.

Programme 4: Methodology and Standards

- *Methodology and Standards Management*.
- *Methodology and Audit* provides technical expertise on methodologies and technical solutions for producing official statistics and conducts reviews of surveys.
- *Survey Standards* develops standards, classifications and definitions for publishing official statistics.
- *Business Frames* maintains and improves the sampling frame for economic statistics.

Funding is used for developing methodologies, series standards and frames for economic surveys. The main cost driver is remuneration.

Objectives and measures

- Improve the comparability and accuracy of statistical information by reviewing and auditing methodological compliance in three survey areas and 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.

Service delivery focus

Since 2007/08, Stats SA has developed guidelines, standards and benchmarks for all quality dimensions in line with SASQAF to enhance the quality of statistical information. A number of quality reviews were conducted, and advice and expertise were rendered to survey areas. Various survey areas were provided with technical solutions to enhance production. 95 per cent of samples for economic statistics were drawn from the business register as per user specifications. Guidelines and procedures were developed to improve the quality of the business register and investigations were completed.

Programme 5: Statistical Support and Informatics

- *Statistical Support and Informatics Management.*
- *Geography Services* provides a mapping and information service to the department and other users.
- *Geography Frames* provides a sampling frame for household surveys and censuses.
- *Publication Services* provides editing, publishing and distribution services to survey areas.
- *Data Management and Technology* provides technology infrastructure for the department and supports data management across statistical series.

Funding is used for developing frames for social surveys. The main cost drivers are IT related services and equipment.

Objectives and measures

- Ensure a reliable sampling frame for household surveys by updating 70 per cent of the spatial frame and database by March 2011.
- Support the production of official statistics by:
 - Stabilising and upgrading ICT infrastructure including implementing disaster recovery by March 2011; and
 - Continuously ensuring 90 per cent network availability.

Service delivery focus

The dwelling frame was not completed in 2008/09 as scheduled due to a change in the way data were collected in the project. Fieldwork is currently in progress and approximately 60 per cent of enumeration areas and points will be completed by June 2010. All 2 001 enumeration areas were linked to new provincial, district council and municipal boundaries in preparation for Census 2011. After an audit of its ICT infrastructure, Stats SA embarked on an ongoing project in 2008/09 to reform its ICT environment, including upgrading ICT infrastructure, developing ICT enterprise architecture and focusing on business continuity. This new ICT infrastructure strategy will be rolled out over the medium term.

Programme 6: Corporate Relations

- *Corporate Relations Management*.
- *International Relations* manages relations with international statistical agencies.
- *Provincial Coordination* provides provincial capacity to support the collection and use of official statistics.
- *Stakeholder Relations and Marketing* maintains relations with stakeholders across the country.
- *Corporate Communications* manages media relations and communication to staff.

Funding is distributed to provide support for all social surveys. The main cost drivers are remuneration and communication

Objectives and measures

- Increase awareness and the use of official statistics by maintaining and improving stakeholder relations and managing external and internal communications by:
 - conducting stakeholder workshops in all 9 provinces to inform and consult with stakeholders on statistical products; and
 - improving website visitor sessions by 10 per cent per year.
- Provide an integrated data collection service and disseminate quality statistics through statistical technical support services to provincial and local stakeholders.
- Ensure alignment with international standards, best practice and statistical skills development by increasing participation, sharing and learning in international statistical initiatives on an ongoing basis.

Service delivery focus

Stats SA hosted the 57th session of the International Statistics Institute conference in August 2009. More than 2 000 delegates attended from more than 100 countries. In 2009, Stats SA developed an ongoing legacy project, the ISbalo Capacity Building Programme, which aims to create opportunities in statistical capacity building for Africans, youth and females. Provincial Stats SA offices, with district offices reporting to them, collect approximately 250 000 questionnaires from individuals annually, depending on the survey programme. They also provide provincial support to the dwelling frame project in capturing dwelling-unit information and maintaining georeferenced information.

Equal access to statistical information is provided to all stakeholders in line with the fundamental principles of official statistics. In 2008/09, visitors to StatsOnline totalled over 5 million, and 583 653 publications were downloaded. A number of statistical literacy workshops and exhibitions were held in 2008/09 across the country to raise awareness and increase usage and application of statistical information in evidence-based decision-making.

Programme 7: Survey Operations

- *Survey Operations Management*.
- *Census and Community Survey Operations* conducts periodic population censuses and surveys.
- *Survey Operations Household* coordinates and integrates collection activities across surveys.
- *Corporate Data Processing* manages the editing and processing of data.

Objectives and measures

- Increase the statistical information base by conducting a population census in 2011.
- Ensure the efficiency and effectiveness of survey operations by coordinating and integrating household survey operations annually.
- Improve the quality of editing and processing data by standardising and optimising the use of technology in four survey areas annually.

Service delivery focus

A pilot census was conducted in 2009/10 to test an integrated approach to census taking. In 2010/11, Stats SA will prioritise the demarcation of the country, instituting the necessary infrastructure at provincial and district levels for the census in 2011. An integrated fieldwork strategy was developed in 2008/09 to ensure the optimal utilisation of resources across surveys. The first phase of the strategy was implemented in 2008/09. Efficiency savings will be achieved over the medium term through an integrated fieldwork force that can work across various surveys. A corporate data processing facility was established in 2008/09 to streamline and standardise editing and processing across surveys. Standardising methodologies and technology will improve the production of quality statistics.



Chapter 4: Annual Performance Plan

Implementing the Annual Performance Plan

4.1 Expanding the statistical information base by increasing its depth, breadth and geographic spread

Stats SA's strategy is informed by emerging priorities as set out in the Medium Term Strategic Framework, taking into consideration strategic and policy changes announced by the President in his State of the Nation Address. In summary, the framework seeks to measure the social, cultural and economic welfare of all South Africans. The core of Stats SA's strategy is to lead and coordinate the provision of relevant, reliable and quality statistical information that enables users to understand the dynamics of the economy and society.

Stats SA's key focus is to improve the measurement of:

- Economic growth and transformation
- Prices
- Employment, job creation and decent work
- Life circumstances, service delivery and poverty
- Population dynamics
- Health
- Education
- Safety and security
- Sustainable resource management
- Rural development, food security and land reform

(a) Economic growth and transformation

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 are difficult to achieve.

The overarching objective of measuring the economy is to ensure that both the level and growth of GDP are 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 an evolving economy; and
- To enhance the relevance of economic statistics to meet the demands of users and policy-makers by focusing on the most relevant aspects of the economy.

Initiatives and developments to improve the measurement of economic growth and transformation

The suite of statistical series relevant to the measurement of the growth of the South African economy and its components may be categorised as follows:

- Measures concerned primarily with the structure and performance of the economy and its component industrial sectors. These measures comprise the Annual Financial Statistics (AFS) publication, collecting a range of financial data from the formal market sector of the economy; and the Large Sample Survey (LSS) programme of industry surveys covering most industry sectors of the formal market economy every three to four years. The LSSs have much greater industry detail than the AFS, but the financial data are the same. In addition, they collect the value and quantity for product inputs and outputs of industries in the scope of the surveys.
- A range of timely monthly and quarterly current indicator surveys focusing on short-term change.

The two categories are complementary. The current indicator surveys feed into the measurement of quarterly GDP, while the annual and less frequent surveys underpin the annual measures of GDP.

The most important initiatives for improving the quality of quarterly GDP will be both the introduction of new current indicator surveys as resources permit and the re-engineering of quarterly information by improving timeliness. Stats SA also plans to improve the series that feed into the estimation of GDP through a systematic programme of conceptual, methodological and operational reviews of its suite of surveys, identifying the aspects in most urgent need of improvement and following through with a programme of initiatives, for example the introduction of seasonal adjustment in retail sales with effect from February 2010, and beyond that the rolling out of new seasonal adjustment techniques to other areas.

The 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, particularly for the analysis of the series. However, in the current tight resource climate, improvements in capacity can only be incremental.

Several scoping and feasibility exercises will be undertaken. These include ongoing work on the regional dissection of economic data as well as the foreign trade sector, particularly foreign trade in goods. These initiatives will gain momentum since the National Accounts benchmarking exercise has been concluded.

Stats SA measures economic growth in the following ten sectors:

- Agriculture, hunting, forestry and fishing
- Mining and quarrying
- Manufacturing
- Electricity, gas and water supply
- Construction
- Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants
- Transport, storage and communication
- Financial intermediation, insurance, real estate and business services
- Community, social and personal services
- Government services

Outputs and milestones: Economic growth and transformation

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Gross Domestic Product</i>				
National Accounts (Programme 2)	Provide information about the level of economic activity	GDP estimates	Frequency and number of sectors reported on	<p>Quarterly release on GDP estimates on 10 sectors of the economy</p> <p>Independent annual GDP estimates on 34 sectors of the economy by November 2010</p> <p>Annual release on GDP estimates on 10 sectors of the economy by November 2010</p>
<i>Agriculture, hunting, forestry and fishing</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the primary sector of the economy	Statistical information on agriculture	<p>Number of economic sectors reported on</p> <p>Frequency, accuracy and timeliness of reports</p>	<p>9 provincial reports on the 2007 Census of Agriculture by November 2010</p> <p>1 release on the 2009 LSS on agriculture by November 2010</p> <p>2010 LSS on agriculture commences in September 2010</p>

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Mining and quarrying</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the primary sector of the economy	Statistical information on mining: production and sales	Number of economic sectors reported on	Monthly release on mining: production and sales, 6 weeks after the reference month based on administrative sources
		Statistical information on mining and quarrying	Frequency and timeliness of reports	1 release on the 2009 LSS on mining and quarrying by November 2010
<i>Manufacturing</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the secondary sector of the economy	Statistical information on manufacturing: production and sales	Number of economic sectors reported on	Monthly release on manufacturing: production and sales with a response rate of at least 80% (75% in special months), 6 weeks after the reference month
		Statistical information on manufacturing: utilisation of production capacity by large enterprises	Frequency, accuracy and timeliness of reports	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
		Statistical information on manufacturing		Financial report on the 2008 LSS on manufacturing by September 2010 Product report on the 2008 LSS on manufacturing by December 2010

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Electricity, gas and water supply</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the secondary sector of the economy	Statistical information on generation and consumption of electricity	Number of economic sectors reported on	Monthly release on generation and consumption of electricity with a response rate of at least 95%, 5 weeks after the reference month
		Statistical information on electricity, gas and water supply	Frequency, accuracy and timeliness of reports	2010 LSS on electricity, gas and water supply commences in September 2010
<i>Construction</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the secondary sector of the economy	Statistical information on building plans passed and completed	Number of economic sectors reported on	Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after the reference month
		Statistical information on buildings completed per annum	Frequency, accuracy and timeliness of reports	Annual release on selected building plans passed and completed (2009), including municipal information, with a response rate of at least 90%, 6 months after year end Annual report on buildings completed per annum for 2008 , with a response rate of at least 95%, 20 months after year end

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on retail trade sales	Number of economic sectors reported on	Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after the reference month
			Frequency, accuracy and timeliness of reports	Release on the 2009 LSS on retail trade by November 2010
		Statistical information on motor trade sales		Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after the reference month
				Release on the 2009 LSS on motor trade by November 2010
		Statistical information on wholesale trade sales		Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after the reference month
		Release on the 2009 LSS on wholesale trade by November 2010		
		Statistical information on food and beverages		Monthly release on food and beverages with a response rate of at least 80%, 10 weeks after the reference month
				Release on the 2009 LSS on food and beverages by November 2010
		Statistical information on accommodation		Monthly release on tourist accommodation with a response rate of at least 80%, 8 weeks after the reference month

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on accommodation	Number of economic sectors reported on	Release on the 2009 LSS on accommodation by November 2010
Social Analysis (Programme 3)		Statistical information on tourism	Frequency, accuracy and timeliness of reports	Tourism Survey conducted by September 2010 Annual release on domestic tourism by March 2011
<i>Transport, storage and communication</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on transport	Number of economic sectors reported on	Monthly release on transport with a response rate of at least 80%, 8 weeks after the reference month
		Statistical information on post and telecommunications	Frequency, accuracy and timeliness of reports	2010 LSS on transport and storage commences in September 2010 Release on the 2010 LSS on post and telecommunications by November 2011
<i>Financial intermediation, insurance, real estate and business services</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on liquidations and insolvencies	Number of economic sectors reported on	Monthly release on liquidations and insolvencies, 8 weeks after the reference month
			Frequency, accuracy and timeliness of reports	

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Financial intermediation, insurance, real estate and business services</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on civil cases for debt	Number of economic sectors reported on	Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after the reference month
		Statistical information on real estate and business services	Frequency, accuracy and timeliness of reports	2010 LSS on real estate and business services commences in September 2010
<i>Community, social and personal services</i>				
Short-term Indicators and Large Sample Surveys (Programme 2)	Provide statistical information on the tertiary and transport sectors of the economy	Statistical information on other community, social and personal services	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	1 report on the 2008 LSS on other community, social and personal services by December 2010
<i>Forestry and fishing; mining; manufacturing; electricity; construction; trade; transport; business services, personal and related services</i>				
Financial Statistics (Programme 2)	Provide financial information on private sector businesses	Financial statistics of private sector enterprises	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	Annual release on financial statistics of private sector enterprises for 2009 with an overall response rate of 80% (of sample) by October 2010 Quarterly financial statistics of private sector enterprises published with an overall response rate of 80% (of sample) with a quarterly lag

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Government services</i>				
Financial Statistics (Programme 2)	Provide financial information on government	Financial statistics of national government	Number of economic sectors reported on	Annual release on the financial statistics of national government for 2008/09 with audited data by June 2010
		Financial statistics of extra-budgetary accounts and funds	Frequency, accuracy and timeliness of reports	Annual release on the financial statistics of extra-budgetary accounts and funds 2008/09 with audited data by August 2010
		Financial statistics of provincial government		Annual release on the financial statistics of provincial government for 2008/09 with audited data by September 2010
		Financial statistics of higher education institutions		Annual release on the financial statistics of higher education institutions for 2009 with audited data by October 2010
		Financial statistics of consolidated general government		Annual release on the financial statistics of consolidated general government for 2008/09 with audited data by November 2010
		Financial statistics on capital expenditure of the public sector		Annual release on capital expenditure of the public sector for 2008/09 with a response rate of 95% by July 2010
		Financial census of municipalities		Annual release on the financial census of municipalities for 2008/09 with a response rate of 95% by September 2010
		Financial statistics of municipalities		Quarterly release on the financial statistics of municipalities published with a response rate of 80% with a quarterly lag

Outputs and milestones: Economic growth and transformation (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Social Accounting Matrix</i>				
<i>Supply and use tables</i>				
National Accounts (Programme 2)	Provide information about the level of economic activity	Biannual release on supply and use tables	Frequency and number of sectors reported on	Biannual release on the supply and use tables on 10 sectors of the economy by November 2010 and February 2011
		Report: Benchmarking SAM for 2005	Timeliness and number of documents	1 report on the SAM for 2005 (benchmarked National Accounts) by March 2011
<i>Satellite Accounts</i>				
National Accounts (Programme 2)	Provide information on satellite accounts	Discussion document on information and communication technology	Timeliness and number of documents	1 discussion document on information and communication technology by March 2011
		Discussion document on non-profit institutions		1 discussion document on non-profit institutions by March 2011
		Discussion document on updated TSAs for South Africa		1 report on updated TSAs for South Africa by March 2011
<i>Environmental Economic Accounts</i>				
National Accounts (Programme 2)	Provide information on sustainable resource management and use	Research report on the availability of water data	Timeliness and number of documents	1 feasibility study on the availability of water data from the Water Boards by March 2011
		Discussion document on minerals		1 discussion document on minerals by March 2011
		Discussion document on energy		1 discussion document on energy by March 2011

Outputs and milestones: Economic growth and transformation (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Economic Analysis and Research</i>				
National Accounts Research (Programme 2)	Conduct research on sectoral information in the economy	Research paper on the independent calculation of GDP estimates	Timeliness and number of documents	1 research paper on the independent calculation of all GDP estimates through the production approach by March 2011
		Report on the compilation of a detailed SUT		1 report on the compilation of a detailed SUT by September 2010
		Report on cross-classification of value added by industry and classification		1 report on cross-classification of value added by industry and classification by September 2010
		Report on the impact of 2008 SNA on South African National Accounts		1 report on the impact of 2008 SNA on South African National Accounts by March 2011
		SAS annual module for GDP		Module on annual GDP in the SNA on SAS project by March 2011
<i>Socio-economic integration</i>				
National Accounts Research (Programme 2)	Conduct research on the factors affecting economic activity	Integrative research reports	Timeliness and number of documents	6 integrative research reports; 3 by September 2010 and 3 by March 2011

(b) Prices

Policy context: Timely and accurate information on price changes is an important prerequisite for determining monetary policy. It would not be possible to determine appropriate interest rates in the absence of a comprehensive consumer price index. Similarly, the compilation of producer prices plays an important role in determining where price pressures in the production side of the economy are coming from. Any policy instrument relies on evidence from these price changes.

Initiatives to improve the measurement of price stability

The consumer price index (CPI) and producer price index (PPI) are the key economic indicators informing price stability.

Consumer price index: The CPI measures the change each month in the prices of a basket of goods and services purchased by South African households. The CPI is used to analyse consumer inflation pressures in the economy and to adjust the prices of many long-term contracts. The unit is continuously working at enhancing its accuracy, the frequency of weights and an extension of services through offering detailed industry-specific price series. Over the medium term it will focus on researching and implementing an electronic data collection methodology, alternative sources for domestic workers wages and adjustment for quality change.

Income and Expenditure Survey (IES): Stats SA will conduct a 12-month survey of household expenditure in 2010/11. The IES 2010/11 aims to provide appropriate and statistically reliable information on households' acquisition and consumption expenditure patterns from all types of settlements, which are used to update the CPI basket. Preparations for the survey commenced during 2009 with a pilot survey to test methodologies and processes.

Field operations for the IES 2010/11 will commence in July 2010 and are scheduled to be completed in September 2011. A clean dataset will be provided to CPI by March 2012. The final data will be released in 2012. Over the medium term, a number of research projects will be undertaken to expand the statistical information base as well as to improve processes and methodologies. These research projects include:

- Introducing a continuous survey with a core of detailed expenditure information that will provide the necessary data for measuring living conditions and updating the CPI basket of goods and services;
- Improving data quality for income and financial data; and
- Conducting research on the feasibility of the new master sample to provide reliable estimates at metro and other urban areas (excluding rural and informal) for CPI purposes.

Process improvements include:

- Improving COICOP coding of expenditure items during data processing;
- Developing and implementing performance-linked indicators for field staff; and
- Decentralising publicity and data collection information on the Survey Management System to PSU level.

Producer price index: The PPI measures the change each month in the prices of a basket of commodities at producer level. The PPI also measures monthly changes in the prices of imported and exported commodities. The PPI is used as a deflator in the national accounts, and is also used extensively by producers as a deflator in the formulation of long-term contracts. Although some improvements were made to the PPI in 2008, it still has a number of methodological limitations which have led to the conclusion that a complete redevelopment of the PPI is needed, and planning has commenced to achieve this. Stats SA expects to collect a full set of prices in 2011 for use in the compilation of a parallel PPI, for publication in 2012.

Outputs and milestones: Price stability

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Consumer Price Index</i>				
Consumer Price Index (Programme 2)	Provide statistical information on price changes	Statistical information on consumer price changes	Frequency, accuracy and timeliness of reports	Monthly CPI releases published on the last Wednesday of every month with an imputation rate of less than 2%
<i>Income and Expenditure Survey</i>				
Household Budget Surveys (Programme 3)	Provide statistical information on household consumption expenditure patterns	Statistical information on household consumption expenditure	Number of reports produced	IES pilot report finalised by April 2010
			Frequency, accuracy and timeliness of reports	Survey instruments finalised by May 2010 Data collection commences August 2010 Data editing and analysis commence in December 2010
<i>Producer Price Index</i>				
Producer Price Index and Employment Statistics (Programme 2)	Provide statistical information on price changes	Statistical information on producer price changes	Number of commodities' price movements collected Frequency, accuracy and timeliness of reports	Monthly PPI releases covering approximately 1 640 producer products with a response rate of about 80%, 4 weeks after the reference month

(c) Employment, job creation and decent work

Policy context: Employment remains a cross-cutting policy priority for the South African government. 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 2014.

Growth in decent employment and income security should be reinforced and investment sustained to build up national economic capability and improving industrial competitiveness. The creation of decent work opportunities will become the primary focus of economic policies.

Initiatives to improve the measurement of employment, job creation and decent work

Statistics about work provide information relevant for discussion of both economic and social issues and to inform the development of social and economic policies in more or less equal measure (Hunter, 2008).

Stats SA measures the dynamics of the South African labour market through conducting two surveys, namely the Quarterly Labour Force Survey (QLFS) and the Quarterly Employment Survey (QES).

Quarterly Labour Force Survey: The QLFS, which is a household survey, is used as the primary instrument for collecting labour market information in South Africa. It collects data on the labour market activities of individuals aged 15 years and above who live in South Africa. The labour market information relates to the following categories: employment, unemployment and inactivity. On employment, the QLFS measures levels of employment and descriptors to employment such as sector (formal or informal), industry, occupation and hours of work. On unemployment (apart from levels of unemployment and duration of unemployment), the survey covers the unemployment rate by province, population group and age. A profile is also provided in relation to whether the unemployed are job losers, job leavers, new entrants or re-entrants into the labour market. The 'not economically' active group is made up mostly of students, discouraged work seekers, the ill and disabled, homemakers and pensioners.

Initiatives to expand the statistical information base over the medium term include: New modules and surveys that will measure volunteer work, child labour, and time use; research on what 'decent work' means in the South African context in the absence of an international standard; as well as conducting research on longitudinal analysis of QLFS data.

Quarterly Employment Statistics: The Quarterly Employment Survey is a business survey and collects statistical information on employment and earnings in formal non-agricultural industries. The need to improve employment data at the detailed industry level remains an important priority. A major review of the QES 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.

Initiatives to expand the statistical information base over the medium term include: Research into industry details on a lower level for selected industries; provincial data at a lower level; investigating the business sampling frame for accuracy; and conducting research to collect new indicators on turnover rate, job flow and hours of work.

Outputs and milestones: Employment, job creation and decent work

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Employment and Earnings</i>				
Producer Price Index and Employment Statistics (Programme 2)	Provide statistical information on labour market trends	Statistical information on employment and earnings, and average monthly earnings	Number of industries on which labour market trends are reported (8 industries)	Quarterly release on employment and earnings, and average monthly earnings with a response rate of 80%, 12 weeks after the reference month
<i>Quarterly Labour Force Survey</i>				
Household Labour Market Survey (Programme 3)	Provide statistical information on labour market trends	Statistical information on the labour market	Frequency, accuracy and timeliness of releases	<p>Quarterly release on labour market information with a response rate of at least 85%, 4 weeks after the end of the quarter (last publication will be released 8 weeks after the end of the quarter)</p> <p>Publication of annual report – Labour Market Dynamics in South Africa, 2009 by July 2010</p> <p>Develop and test supplementary modules:</p> <ul style="list-style-type: none"> • Child labour by May 2010 • Time use by August 2010 <p>Implementation of supplementary modules:</p> <ul style="list-style-type: none"> • Provide EPWP data to Department of Public Works by September 2010 • Volunteer work module by June 2010 • Child labour module by September 2010 • Time Use Survey by December 2010 • Survey of Employers and Self-employed report by August 2010 • Report on volunteer work by March 2011

(d) Life circumstances, service delivery and poverty

Policy context: One of the country's key objectives is to halve poverty by 2014. This is also 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'.

More than 10 million South Africans live in areas that are characterised by poverty and underdevelopment. There is a danger that the current economic crises may place a burden on the shoulders of the poor, deepening poverty and inequality. A number of programmes have been put in place to address the life circumstances of the poor. These include universal access to electricity, water and sanitation by 2014; developing physical infrastructure in rural areas; revamping the public transport system; provision of low-cost and affordable housing; enhancing rural livelihoods and food security; improving service delivery to ensure quality of life, to mention a few. Measurement on the outcomes of these programmes will provide valuable insights into the effectiveness of the policy choices as well as whether the quality of life of the poor has improved.

Initiatives and developments to improve the measurement of life circumstances, service delivery and poverty

General Household Survey (GHS): The GHS is an annual household survey measuring multiple facets of the life circumstances of South African households as well as the quality of service delivery in a number of key service sectors. The GHS covers six broad areas, namely education, health, activities related to work and unemployment, non-remunerated activities, housing, and household access to services and facilities. In response to growing user demands and ensuring high-quality timely products, Stats SA embarked on a process of reviewing the content of the questionnaire and the survey methodology. These new innovations have been tested during 2009/10 and will be implemented over the medium term.

Living Conditions Survey (LCS): The absence of official statistics on the poverty profile of the country has created a serious data gap that prevents proper measurement of poverty levels and trends, as well as the ability to monitor the impact of government's programmes and policies aimed at addressing issues around poverty reduction.

In addition, South Africa participates in international comparisons related to the country's development profile, for instance: reporting on the Millennium Development Goals, economic investment decisions, development assistance, and peer-review processes such as the African Peer-Review Mechanism. Multi-dimensional poverty statistics are an essential component of the country's profile.

International and local definitions of poverty are increasingly expressed in multi-dimensional terms. Stats SA deemed it necessary to develop and conduct a multi-topic poverty survey in order to capture such multi-dimensionality. The data collection for the first large-scale Living Conditions Survey was completed in October 2009. Dissemination of the statistical release is planned for 2010.

Outputs and milestones: Life circumstances, service delivery and poverty

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>General Household Survey</i>				
Social Analysis (Programme 3)	Provide statistical information on living conditions in South Africa	Statistical information on the life circumstances of South Africans	Frequency, accuracy and timeliness of reports	Annual report on the life circumstances of South Africans with a response rate of at least 90%, 6 months after the reference month (GHS 2010)
<i>Non-financial census of municipalities</i>				
Financial Statistics (Programme 2)	Provide statistical information on service delivery	Statistical information on service delivery of municipalities	Frequency, accuracy and timeliness of reports	Annual release on the non-financial census of municipalities for 2008/09 with a response rate of 95% by October 2010
<i>Living Conditions Survey</i>				
Household Budget Surveys (Programme 3)	Provide statistical information on living conditions, life circumstances and poverty	Statistical information on poverty levels in South Africa	Number of reports produced Frequency, accuracy and timeliness of reports	Results of LCS (dataset, statistical release and report) published by July 2010

(e) 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, mortality and fertility are key datasets where policy responses would seek understanding for informed and appropriate interventions.

Initiatives and developments to provide information on the population dynamics of South Africa

Population Census: The most important aspect in any society is human capital. In order to provide a numerical profile of the nation which is the outcome of evidence-based decision-making at all levels, the following questions need to be answered:

- How many are we?
- Who are we? In terms of age, sex, education, occupation, economic activity and other important characteristics; and
- Where do we live? In terms of housing, access to water, availability of essential facilities, etc.

The availability of this information at small area, regional and national level is essential for any democracy and measuring social change. The population census represents one of the pillars for data collection on the number and characteristics of the population of the country. It is part of an integrated national statistics system and forms the benchmark for the population count at national and local levels.

Census information becomes the demographic, population and economic baseline information that is collected periodically to inform planning, monitoring and evaluation at all three spheres of government. Census information is also indispensable for monitoring universally recognised and internationally adopted MDGs.

The population census is the most complex and massive exercise a national statistical office undertakes. It requires mapping the entire country, mobilising and training a considerable number of enumerators, conducting a comprehensive publicity campaign, canvassing all households to participate, collecting individual information, compiling vast amounts of

completed questionnaires, and analysing and disseminating the data to the lowest level. For many people, the census may be the only time that the state reaches them and asks a question.

The next population census is scheduled to be conducted during October 2011. This will be the third post-apartheid population census conducted. Previous censuses were conducted in 1996 and 2001. The results of these censuses have been extensively used in evaluating the impact of key policies and programmes. Census 2011 will provide valuable insights into the progress South Africa has made in achieving the MDGs.

Planning and preparations for the next census are in full swing. Methodologies, systems and practices have been informed by lessons learnt, research, testing in the field and international best practice. The following are the critical success factors to ensure a successful Census 2011:

- Integrated planning at all levels, as well as continuous monitoring and evaluation;
- Comprehensive communication initiatives covering advocacy, education, information and publicity;
- Complete demarcation of the country into enumeration areas;
- A research agenda that informs content development, methodologies and process design;
- Comprehensive and user-friendly data collection tools;
- Effective and efficient data processing systems;
- Well-trained fieldworkers to carry out main enumeration;
- Undertaking a post-enumeration survey;
- Producing products that meet users' needs; and
- Facilitating users' accessibility to the data on an ongoing basis.

Beyond the 2010/11 financial year, the following are key milestones:

- All procurement of goods and services by August 2011;
- Recruitment and training of fieldworkers by September 2011;
- 120 000 EAs listed by October 2011;
- Field collection finalised by November 2011;
- Data processing completed by December 2012; and
- Dissemination of census information by 2013.

Health and Vital Statistics: Vital events are occurrences that bring about changes in the size and composition of a population. Some of these events, such as births, deaths and migration, alter the population size while others, such as marriages, separations, adoptions and divorces, only affect the population composition. The main source of vital statistics is administrative records of vital events from civil registration which involves the continuous gathering of information on all relevant vital events occurring within the boundaries of a country. Vital statistics are essential for human development. Vital statistics derived from civil registration are the only nationally representative source of information that links mortality to its causes. This

information is necessary for planning, monitoring and evaluating the health status of a population, and for the planning of adequate health interventions.

Stats SA currently produces information on live births, deaths, marriages, divorces, international migration and tourism. In line with international best practice, the strategy for vital statistics puts greater emphasis on content improvement of releases in order to ensure relevance and timeliness of releases.

Some of the strategic initiatives to improve health and vital statistics are outlined below:

- Increased collaboration and technical support to the departments of Home Affairs and Justice on civil registration;
- Improvement of death certification in order to improve the quality and timeliness of mortality and causes of death information;
- Increased analytical work integrating data from surveys and censuses to complement administrative data source; and
- Strengthening the country's health information system as the only source of health statistics.

Outputs and milestones: Population dynamics

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Population Census 2011</i>				
Census and Community Survey Operations (Programme 7)	Provide comprehensive demographic information on the population dynamics at all levels of society	Statistical information on the size, nature and geographic location of the SA population	Undercount of less than 5%	Census strategies and plans reviewed by April 2010 Advocacy programme commences by April 2010 CSAS reviewed and implemented by May 2010 District and satellite offices secured by May 2010 Data processing for pilot completed by July 2010 Data processing operational by December 2010 Mini test completed by December 2010 Fieldwork manuals printed by March 2011

Outputs and milestones: Population dynamics (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Health and Vital Statistics</i>				
Health and Vital Statistics (Programme 3)	Provide statistical information that reflect changes in the profile of the South African population in relation to health and vital events	Statistical information on mortality and causes of death	Frequency, timeliness and number of reports/releases	Annual release on 2008 mortality and causes of death by November 2010
		Statistical information on recorded live births		Annual release on recorded live births for 2009 by August 2010
		Statistical information on marriages and divorces		Annual release on 2009 marriages and divorces including customary marriages and civil unions by December 2010
		Statistical information on tourism and migration		Monthly release on 2010 tourism and migration 3 months after the reference period Annual report on 2009 tourism by April 2010
Demographic and Social Analysis (Programme 3)	Provide demographic information on population dynamics	Population science research report: 2010	Timeliness and number of reports	Population science research report 2010 by October 2010
		Perspectives theme report: 2011		Concept design and planning by September 2010
				Data preparation completed by December 2010 Tabulation and analysis by March 2011

Outputs and milestones: Population dynamics (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Health and Vital Statistics</i>				
Demographic and Social Analysis (Programme 3)	Provide demographic information on population dynamics	Annual reports on projected population estimates Population projections at subprovincial levels	Timeliness and number of reports	Annual report on projected population estimates by July 2010 Discussion and review of subprovincial estimates completed by March 2011



4.2 Enhancing public confidence and trust in official statistics

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

Stats SA has adopted eight quality principles to guide the production of statistical information in the national statistics system. The first steps towards improving the quality and relevance of statistical information include the following:

- Developing standards, protocols and policies for the statistical system;
- Certifying statistics as official by establishing an Independent Quality Assessment Unit that will use SASQAF to assess the quality of statistics produced;
- Improving the accuracy and completeness of frames as the building blocks for economic and social surveys;
- Creating innovative ways of communicating information; and
- Ensuring timely and equitable access to the latest statistics.

Below are Stats SA's outputs and milestones to implement initiatives to enhance public confidence and trust in official statistics.

(a) Quality management system

An independent quality assessment programme has been initiated to ensure compliance of statistical series both within and outside Stats SA with the prescripts of the South African Statistical Quality Assessment Framework (SASQAF). This unit will make recommendations to the Statistician-General on declaring statistics as official.

The methodology and evaluation and standards units provide standards, statistical and technical expertise, methodological support and advice to the statistical production areas within the organisation as well as to partners in the SANSS. This includes technical solution support to ensure integration and the application of appropriate quality criteria, standards, classifications and procedures.

Standards development, statistical compliance and methodological and technical solutions 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, weighting and estimation;
- Developing and implementing technical systems and solutions; and
- Researching current and international best practice.

Over the medium term, Stats SA plans to roll out independent control or post-evaluation surveys for internal products. The 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. The Census 2011 post-enumeration survey (PES) will be conducted in November 2011.

Outputs and milestones: Quality management system

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Methodological support, systems solutions and standard development</i>				
Methodology and Audit (Programme 4)	Provide methodological and systems support services to producers of statistics	Quarterly report on methodological support to economic and social surveys	Number of reports delivered as per user specifications	90% of methodological support to economic and social surveys as per requests from survey areas and SANSS partners
		Report on technical solutions developed	Percentage of technical solutions implemented as per user requirements	90% of technical solutions developed as per request from survey areas
	Conduct post-enumeration survey for the pilot census	Report on pilot census evaluated	Timeliness of post-enumeration survey	Matching and reconciliation visits conducted by April 2010

Outputs and milestones: Quality management system (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Methodological support, systems solutions and standard development</i>				
Methodology and Audit (Programme 4)	Conduct post-enumeration survey for the pilot census	Report on pilot census evaluated	Timeliness of post-enumeration survey	<ul style="list-style-type: none"> • PES pilot report finalised by May 2010 • PES methodologies reviewed and finalised by October 2010 • PES mini-test fieldwork completed by December 2010 • Matching and reconciliation visits completed by March 2011
Surveys Monitoring and Evaluation (Programme 3)	Implement a monitoring and evaluation framework	Reports on survey monitoring and evaluation	Number of reports	Reports on household surveys monitored and evaluated by March 2011
<i>Setting standards for the statistical system</i>				
Survey Standards (Programme 4)	Coordinate the development of statistical standards within Stats SA	New standards developed	Number of standards developed	Standards developed by March 2011: <ul style="list-style-type: none"> • Standardisation of Classifications • Variable Naming Convention • Generic Operational Manual for household and social surveys
		Standards maintained	Number of standards reviewed	Existing standards reviewed and updated as per review cycle by March 2011, namely: <ul style="list-style-type: none"> • Concepts and definitions for Stats SA • Questionnaire design (household-based and economic surveys) • Survey standard metadata template
National Statistics System and Strategy (Programme 1)	Promote statistical quality in the SANSS	Statistical standards	Number of standards developed/reviewed in the SANSS	<p>Annual review of SASQAF by January 2011</p> <p>Sector-specific standards for Basic Education statistics developed/reviewed in line with SASQAF by March 2011</p>

Outputs and milestones: Quality management system (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Setting standards for the statistical system</i>				
National Statistics System and Strategy (Programme 1)	Promote statistical quality in the NSS	Reports on SASQAF training	Number of organs of state trained	SASQAF roll-out strategy developed by June 2010 Partners in the Education, Health and Crime statistics subsystems trained in SASQAF by March 2011 Technical support to Basic Education for self-assessment
<i>Independent quality assessment</i>				
National Statistics System and Strategy (Programme 1)	Conduct independent quality assessments for the certification of statistics	Reports on assessments	Number of series assessed for certification	Independent Assessment Unit established by August 2010 Two series assessed against SASQAF by March 2011

(b) Business sampling frame development and maintenance

The business register forms the pillar of the business sampling frame that is utilised as the sampling frame for the production of business statistics. 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 sampling frame, 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 Service (SARS). The maintenance source is the Value Added Tax Register from 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 indicates turnover as the measure of size for each business. Measure of size information is required for sampling purposes.

A business sampling frame covers all size businesses including small, medium, large and complex businesses. Large and complex businesses typically have funding and organisational and management structures that are quite different from statistical units. 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 scarce in the organisation. In 2008, a project was undertaken with the intention of building the necessary expertise and intellectual capability in business profiling and a team of profilers has since been appointed to undertake profiling activities in the organisation.

Over the medium term, improvements will focus on improving maintenance and re-engineering of the business sampling frame system.

Outputs and milestones: Business sampling frame development and maintenance

Subprogramme	Objective	Output	Measure/ Indicator	2010/11	
Business Frame (Programme 4)	Provide and maintain an updated sample frame for the collection of economic statistics	Updated business sampling frame	Percentage of large business surveys completed	Monthly reports on percentage of large business surveys completed	
			Timeliness and number of snapshots	Quarterly reports on performance and quality indicators for the Business register complex	
		Integrated Business Sampling System	Approved business requirements		Final Business Sampling Frame snapshot and common sampling frame by April 2010
					Preliminary common sampling frame by January 2011
			Approved business requirements by March 2011		

(c) Dwelling frame development and maintenance

The dwelling frame is a database of geographically referenced dwellings with physical addresses. It is envisaged that the dwelling frame will become the sampling frame for household surveys and the population census. Stats SA has commenced with the development of the dwelling frame with data from the metropolitan, provincial and local municipalities, government departments, and private sector entities.

To uniquely identify and properly locate dwellings in traditional areas addressing homesteads in these areas will take place progressively with the local authorities and the South African Post Office.

Key deliverables for 2010/11 are the updated Census 2011 collection and dissemination geographies, which forms the basis for conducting Census 2011. Milestones include completion of place name and enumerator area demarcation, validation and verification of boundaries, and census map creation and printing.

Outputs and milestones: Dwelling frame development and maintenance

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Geographic frames and support (Programme 5)	Provide and maintain an updated sample frame for the collection of social statistics	Dwelling frame	Number of points completed	9,9 million points by March 2011
		Dwellings with addresses	Number of number plates displayed	600 000 number plates displayed by March 2011
		Updated place names database	Percentage of place names demarcated	100% place names demarcated by January 2011
	Quarterly report on EA demarcation	Percentage of enumeration areas demarcated	100% EA demarcation by March 2011	
Provide geographic support to Census	Quarterly reports on maps printed, summary books produced, EAs validated and metros verified	Number of maps printed	90% (630 000) maps created by March 2011	

Outputs and milestones: Dwelling frame development and maintenance (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Geographic frames and support (Programme 5)	Provide geographic support to Census	Quarterly reports on maps printed, summary books produced, EAs validated and metros verified	Number of EA summary books produced	90% (135 000) EA summary books produced by March 2011
			Number of EAs validated	100% (120 000) EAs validated by March 2011
			Number of metros verified	100% (30 000) metro EAs verified by March 2011

(d) Integrated communications, marketing and stakeholder relations

Stats SA's stakeholders (respondents to questionnaires, suppliers of administrative data and users of statistical information) are crucial to the organisation being perceived as 'Your leading partner in 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.

Stakeholder relations management

A two-way communication channel is vital for providing information to stakeholders, whilst feedback from them is used to tailor statistical outputs to better meet user needs. Stats SA will be implementing Phase 2 of the Stakeholder Relations Management (SRM) system which will enable us to respond better to user needs. It will facilitate a more proactive approach to disseminating information to users by understanding data preferences and personalising outputs for individual users.

Communication

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.

Given the current political landscape, there is increased pressure on statistics to report on the status of development and/or delivery of the state. It is for these reasons that there will always be media and public scrutiny of the organisation. Stats SA's communication approach is fundamentally about getting the right message to the right stakeholders at the right time and place with a mutually acceptable understanding and feedback.

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 create general public awareness and develop a public image commensurate with the organisation's performance and position in society;
- To increase usage and participation in the work of the organisation;
- To address negative attitudes among respondents and stakeholders; and
- To increasingly assert and demonstrate the organisation's relevance to the South African society.

Outputs and milestones: Integrated communications, marketing and stakeholder relations

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Stakeholder management</i>				
Stakeholder relations and marketing (Programme 6)	Develop and implement an integrated communications, marketing and stakeholder relations strategy	Approved branding strategy	Standard application of branding across Stats SA	Draft branding strategy by June 2010 Internal stakeholder consultation by August 2010 Approved strategy by September 2010
		Approved corporate identity	Standard application of corporate identity across Stats SA	Approved corporate identity manual by December 2010 Corporate identity communicated to Head Office by March 2011

Outputs and milestones: Integrated communications, marketing and stakeholder relations (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Stakeholder management</i>				
Stakeholder relations and marketing (Programme 6)	Develop and implement an integrated communications, marketing and stakeholder relations strategy	Approved integrated communications, marketing and stakeholder relations strategy	Standard application of key messages across Stats SA	Draft integrated communications, marketing and stakeholder relations strategy by October 2010 Consultation with internal stakeholders by December 2010 Website user consultations by December 2010 Approved strategy by March 2011
	Improve stakeholder interactions	Quarterly reports on key accounts established Reports on workshops conducted	Number of key accounts established Number of workshops conducted	Key accounts established with 10 government departments by March 2011 9 African Stats Day workshops by December 2010 Exhibitions and promotions : <ul style="list-style-type: none"> • Tourism Indaba (May 2010) • PASA (August 2010) • SASA (October 2010) • Pretoria Show (September 2010) • SALGA (May 2010) • SAMEA • AMESA • Star Career Expo • GovTech • Batho Pele Learning Network
	Increase the use of official statistics	Quarterly reports on stakeholder interaction via CRM and website	Number of visitor sessions to StatsOnline	2,5 million visitor sessions for the year

Outputs and milestones: Integrated communications, marketing and stakeholder relations (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Stakeholder management</i>				
Stakeholder relations and marketing (Programme 6)	Increase the use of official statistics	Quarterly reports on stakeholder interaction via CRM and website	Number of publications downloaded from StatsOnline	520 000 downloads for the year
	Conduct User Satisfaction Survey	Report on USS	Increased stakeholder participation	USS conducted in March 2011
<i>Compilation, editing, design, printing and electronic product development</i>				
Publication Services (Programme 5)	Provide publication, printing and distribution services	Quarterly report on publications printed and distributed	Number of publications	225 publications printed and distributed by March 2011
	Provide editing and designing services and compile publications	Quarterly report on publications compiled, edited and published	Number of publications compiled, edited and designed	All publications completed according to publication schedule
	Provide statistical information in electronic formats	Quarterly report on user requests	Number of electronic products distributed	All statistical products available electronically or in time series, based on needs of users and producers
<i>Internal Communications</i>				
Corporate Communications (Programme 6)	Provide effective communication within Stats SA	Electronic weekly newsletter (<i>Pulse</i>)	Timeliness of newsletter	Weekly <i>Pulse</i> distributed electronically
		Report on staff meetings	Number of meetings	Quarterly report on information-sharing through the intranet, plasma screens and posters 2 annual general staff meetings per annum (June and December)

Outputs and milestones: Integrated communications, marketing and stakeholder relations (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Public and media relations</i>				
Corporate Communications (Programme 6)	Improve public and media relations	Monthly external newsletter	Timeliness of newsletter	Monthly external newsletter distributed to distributed to respondents in household surveys
	Raise the profile of Stats SA as the leading partner in quality statistics	Annual report on media coverage of Stats SA	Media index	<p>Training of product specialists in media communications by September 2010</p> <p>Media training of journalists in 4 provinces (1 session per quarter and approximately 10 journalists per session)</p> <p>Formal/informal media breakfasts with journalists</p> <p>8 press conferences (GDP and QLFS) by March 2011</p> <p>Monthly press releases for CPI and monthly short term indicators</p> <p>Weekly article by the Statistician-General</p>



4.3 Improving productivity and service delivery

The profound and deepening financial and economic crises that affected all countries, including South Africa, have resulted in government having to prune budgets and to put stringent governance and financial controls in place. The underlying theme for the next five years will be marked by 'doing more with less'. In order to address the internal challenges but keep up the pace of delivering high-quality statistical information, the organisation adopted a number of strategies to ensure it becomes more effective and efficient in conducting its business.

The organisation has adopted a project and operational management approach. This implies focusing on identifying stakeholder needs; setting goals and objectives; planning inputs, processes, outputs and outcomes; and tracking and monitoring implementation of plans to identify deviations from plans timeously and take the necessary corrective measures. Project and operational management will assist the organisation in achieving effectiveness, efficiency and quality.

The impact of the new strategic direction on corporate services requires the service areas to become a strategic partner by delivering the right services, at the right time and the right place. This will be achieved through promoting good governance, improving the turn-around time of service delivery, enhancing the financial and human resource management processes and systems, establishing partnerships with clusters and implementing an integrated demand management plan.

The organisation will focus on the following key priorities over the medium term to improve productivity and service delivery:

- Rolling out an **integrated fieldwork** approach.
- Implementing a **corporate data processing facility**.
- Improving integration, effectiveness and efficiency through **project and operational management**.
- **Integrating** planning, reporting and monitoring processes.
- **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** and 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 **travel service** through an in-house agency to enable a reliable and cost-effective travel services.
- **Improving corporate governance** which includes the provision of a reliable reporting mechanism and the roll-out of the amended risk management framework.
- **Decentralising corporate service functions** to provincial and district offices **in line with the respective capacity** of offices.
- **Training and re-training** corporate service staff and management in governance related functions.
- Providing **reliable and quality accounting information** (document management).

Outputs and milestones: Integrated survey operations

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Integrated fieldwork</i>				
Household Survey Operations (Programme 7)	Coordinate and integrate collection activities across household survey	Completed QLFS questionnaires	Number of completed questionnaires	31 995 dwelling units per quarter, with a response rate of 85%
		Completed tourism survey questionnaires	Response rate	31 995 dwelling units, with a response rate of 85% by June 2010
		Completed General Household Survey questionnaires		31 995 dwelling units, with a response rate of 85% by September 2010
		Completed Income and Expenditure Survey questionnaires		Approximately 18 000 dwelling units, with a response rate of 85% by March 2011 (sample still to be finalised)
	To maintain and update the master sample	Updated sample frame	Number of PSUs maintained and updated	Quarterly reports on maintenance and updating of the master sample

Outputs and milestones: Integrated survey operations (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Data processing</i>				
Corporate Data Processing (Programme 7)	Process and edit questionnaires for all household surveys in Stats SA	Edited QLFS core dataset	Number of questionnaires processed	QLFS: Approximately 128 000 questionnaires by January 2011 (32 000 per quarter)
		Edited QLFS supplementary datasets	Timeliness of processing	QLFS supplementary: <ul style="list-style-type: none"> • EPWP – Approximately 32 000 questionnaires by June 2010 • Volunteer Work – Approximately 32 000 questionnaires by July 2010 • Child Labour – approximately 32 000 questionnaires by December 2010
		Edited DTS dataset		Approximately 32 000 household questionnaires by August 2010
		Edited GHS dataset		Approximately 32 000 questionnaires by November 2010
		Edited TUS dataset		Approximately 32 000 questionnaires by February 2011
		Edited IES dataset		Approximately 8 000 questionnaires by March 2011
Edited Master Sample dataset		Approximately 5 522 PSUs updated on a monthly basis		

Outputs and milestones: Improve governance and accountability

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Policy coordination</i>				
Corporate Governance (Programme 1)	Coordinate internal policy review and development in Stats SA	Quarterly report on policies	Number of policies approved and reviewed	Quarterly reports on existing policies reviewed and new policies approved
<i>Risk management</i>				
Corporate Governance (Programme 1)	Facilitate organisational risk management in line with PFMA requirements and best practice	Reports on risk management	Unqualified audit report	Risk plans per division (2011/12) compiled by March 2011
				Top 10 organisational risks for 2011/12 compiled by March 2011
				Quarterly risk management reports to EXCO and Audit Committee
				Project Risk and Governance Report for Census 2011 compiled by June 2010
				Risk management software (CURA) rolled out by April 2010
	Promote fraud prevention in Stats SA	Fraud prevention plan	Reduced fraud cases	Fraud hotline launched by June 2010
				Anti-fraud and corruption awareness campaigns conducted by March 2011
<i>Legal support</i>				
Corporate Governance (Programme 1)	Provide legal support	Quarterly report on legal support provided	Number of contracts, legal opinions and litigation matters	Quarterly reports on contracts, legal opinions and litigation matters

Outputs and milestones: Improve governance and accountability (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Integrative planning, reporting and monitoring</i>				
National Statistics System and Strategy (Programme 1)	Drive strategic direction and monitor organisational performance	Annual Work programme	Number of reports compiled and submitted to relevant stakeholders	Work programme tabled in Parliament by April 2010 Divisional strategic plans finalised by February 2011
		Quarterly performance reports		Quarterly reports submitted to Minister and Treasury
		Annual report		Annual report tabled in Parliament by October 2010
<i>Programme and project management</i>				
Programme Office (Programme 1)	Build project management capabilities and provide project management expertise to priority projects	Quarterly report on project management empowering sessions facilitated	Number of projects empowered	5 projects empowered in accordance with Stats SA's project management framework
			Number of staff trained	20 staff members trained in project management by March 2011
		Facilitate annual operational planning and monthly organisational reporting	Report on operational planning	Number of clusters supported in operational planning and reporting
	Provide integrated management information to inform decision-making	Integrated Management Information	Number of reports submitted to stakeholders	Monthly integrated management information reports to EXCO
<i>Internal audit</i>				
Internal Audit Services (Programme 1)	Provide internal audit services to Stats SA	Reports on audits conducted	Number and timeliness of audits	Population and Social Statistics by December 2010 Provincial and district offices by December 2010

Outputs and milestones: Improve governance and accountability (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Internal audit</i>				
Internal Audit Services (Programme 1)	Provide internal audit services to Stats SA	Reports on audits conducted	Number and timeliness of audits	Financial Management, SCM and FMLS by March 2011 Human Resource Management and Human Capacity Development by October 2010 Governance relating to other core business areas by March 2011 Data Management and Technology by March 2011
<i>Effective financial management</i>				
Financial Management and Supply Chain Management (Programme 1)	Provide effective financial management in line with relevant legislation	MTEF submission	Timely submission of documents	MTEF reflecting the strategy and funding requirements of the department submitted by August 2010
		AENE submission		Adjustment Estimates of National Expenditure submitted by October 2010
		Estimates of National Expenditure		Estimates of National Expenditure to reflect reprioritisation of funds and additional unforeseen expenditure submitted by December 2010
		Monthly reports		Monthly monitoring and reporting to budget managers, budget committee and EXCO
		Monthly Early Warning System report		Monthly submission of Early Warning System (EWS) and Minister's report by the 15 th of the preceding month
<i>Effective financial administration</i>				
Financial Management and Supply Chain Management (Programme 1)	Provide quality accounting information on financial activities in the department	2009/10 Annual Financial Statements	Unqualified audit	Submission of 2009/10 Annual Financial Statements to Auditor-General by May 2010
		Annual tax reconciliation		Submission of annual tax reconciliation within 60 days after the end of the tax year by May 2010

Outputs and milestones: Improve governance and accountability (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Effective credit management</i>				
Financial Management and Supply Chain Management (Programme 1)	Improve credit management processes	Quarterly report on payment of invoices	Percentage of invoices paid within 30 days	100% of the invoices received paid within 30 days
		Functional Invoice tracking system	Service providers with access to the system	Service providers with access to invoice tracking system by June 2010
<i>Supply Chain Management</i>				
Financial Management and Supply Chain Management (Programme 1)	Implement effective procurement procedures in compliance with National Treasury guidelines and the Supply Chain Management Framework	Quarterly report on decentralisation	Number of functions decentralised	Decentralise the following SCM functions to provinces: <ul style="list-style-type: none"> • Receipt of goods and services on LOGIS by September 2010 • Warehousing (through the creation of substores) by March 2011
<i>Asset Management</i>				
Financial Management and Supply Chain Management (Programme 1)	Ensure effective management and control of assets	Reports on asset management	Unqualified audit on assets	Quarterly reports on reconciliation of assets (LOGIS, BAS, BAUD) Reports on biannual asset verification conducted (September and March) Asset disposal conducted in October 2010 and March 2011 Asset acquisition strategy reviewed by March 2011
<i>Provincial financial and advisory support</i>				
Financial Management and Supply Chain Management (Programme 1)	Coordinate and monitor financial activities in the provincial and district offices	Quarterly reports on management of cash flows in the provinces	Unqualified audit report	Quarterly reports on management of cash flows in the provinces Review of cash management procedures by March 2011

Outputs and milestones: Improve governance and accountability (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Recruitment and retention</i>				
Human Resource Management (Programme 1)	Provide an efficient human resource service	Quarterly report on staff movement	Decreased vacancy rate (15% by March 2010)	Quarterly HR information on: <ul style="list-style-type: none"> • Vacancy rate • Staff turnover • Head-hunting for scarce skills
		Approved retention strategy	Percentage decrease in loss of scarce skills	Retention strategy (including succession planning and career development) approved by September 2010
<i>Performance management</i>				
Human Resource Management (Programme 1)	Improve performance management processes	Quarterly report on performance contracts	Percentage of performance contracts submitted	100% performance contracts for 2010/11 finalised by May 2010
		Approved performance management system	Timeliness of performance evaluations	Performance management system reviewed by June 2011
		Report on performance evaluations		Performance evaluations for 2009/10 finalised by June 2010
<i>HR support to planned projects and surveys</i>				
Human Resource Management (Programme 1)	Provide recruitment support to surveys	Quarterly report on contract staff	Number of permanent and contract staff recruited and appointed	Household Budget Survey (750 staff appointed by June 2010)
<i>Human resource planning</i>				
Human Resource Management (Programme 1)	Compile HRM strategic plan	Approved HRM strategic plan	Timely submission of plan to DPSA	Human resource management strategic plan approved by June 2010

Outputs and milestones: Improve governance and accountability (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Employee relations</i>				
Human Resource Management (Programme 1)	Coordinate Employee Wellness Programmes	Quarterly report on employee assistance and wellness programmes	Number of programmes that addresses wellness of staff	Counselling services <ul style="list-style-type: none"> Scholars' programme in June 2010 Women's Day function in August 2010 Voluntary counselling and testing in June 2010 Retirement planning workshops in July 2010 Disability indaba in November 2010 World HIV/AIDS day function in December 2010
<i>Benefit administration</i>				
Human Resource Management (Programme 1)	Provide benefit administration	Functional leave management system	Unqualified audit report	Review and update leave management system by June 2010
<i>Labour relations management</i>				
Human Resource Management (Programme 1)	Provide effective labour relations	Quarterly reports on labour relations	Number of staff trained Number of disciplinary cases handled	100 MMS staff members trained on labour relations by March 2011 Quarterly reports on the management of grievances and disciplinary cases
<i>Logistics management</i>				
Facilities Management, Security and Logistics (Programme 1)	Provide a reliable and cost effective fleet and travel service	Quarterly report on fleet management	Reduction of costs attached to travel services Percentage of subsidies approved	Travel management company appointed by July 2010 Credit card facility for travel services implemented by July 2010 100% of vehicle subsidies approved

Outputs and milestones: Improve governance and accountability (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Facilities management</i>				
Facilities Management, Security and Logistics (Programme 1)	Provide a conducive working environment compliant to legislation	Quarterly report on office space for HO and Census	Signed lease agreements	Stats SA Head Office relocated to interim accommodation by September 2010 Accommodation and warehouse facilities for Census 2011 sourced by February 2011
<i>Security</i>				
Facilities Management, Security and Logistics (Programme 1)	Provide a conducive and safe working environment	Quarterly report on security management	Number of appraisals conducted Number of screenings completed Number of audits conducted	Security and compliance appraisal conducted in all Stats SA buildings by March 2011 Screening and vetting of Stats SA employees and service providers completed by March 2011 Quarterly compliance audits conducted in line with OHSA



4.4 Leading the development and coordination of statistical production within the South African National Statistics System

South Africa has a system of national statistics with an array of role players. Key policy issues are wider than the remit of any single government department and must be tackled on a government-wide basis. These cross-cutting issues clearly indicate a need for a set of national statistics within a coordination framework where statistical units, data items, classifications and standards are harmonised across government.

The legal mandate for statistical coordination by the Statistician-General (and thus Stats SA) is derived from the Statistics Act, (Act No. 6 of 1999). A national strategy for statistical coordination is necessary in order to fully implement the Statistics Act, which is a condition that has to be met if demand for statistics in the country is to be satisfied.

In terms of the Act coordination of production involves:

- Aligning the production of statistics by other organs of state to user needs to ensure relevance and to avoid duplication;
- Setting standards to ensure quality statistics are produced;
- Providing technical support to organs of state that produce statistics; and
- Declaring statistics produced by Stats SA and other organs of state as official statistics.

The SANSS is the organising framework for implementing statistical coordination. The SANSS will play a major role in transforming the ineffective current state characterised by an information gap, a quality gap and a capacity gap – to a system of official statistics that adequately serve a developmental state. Stats SA has developed a blueprint for statistical coordination in the national statistics system. The blueprint will be implemented over the next five years.

Outputs and milestones: National statistics system

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Statistical policy and regulation</i>				
National Statistics System and Strategy (Programme 1)	Create a regulatory environment to enhance the supply and use of statistics in the country	Research report	Number of reports	Assessment of the effectiveness of the Statistics Act by March 2011
<i>Strategy and planning</i>				
National Statistics System and Strategy (Programme 1)	Provide strategic direction for statistical development in the country	Strategic Plan for Stats SA	Number of documents tabled	Strategic plan tabled in Parliament by April 2010
		NSDS		Conceptual design of the NSDS compiled by March 2011
		Sector statistical plans		Draft statistical plan for education statistics compiled by November 2010 Draft statistical plan for Department of Science and Technology compiled by February 2011
<i>Coordination and technical support</i>				
National Statistics System and Strategy (Programme 1)	Coordinate statistical production in the country	NSS system	Timeliness of documents	Coordination strategy approved by June 2010
		Economic statistics subsystem		Conceptual framework for Economic statistics subsystem defined by March 2011
		Social statistics subsystem		Conceptual framework for Social statistics subsystem defined by March 2011
				Status report on education statistics (Basic education) by September 2010 Data improvement plan compiled for education statistics by March 2011 Education statistics subsystem (Basic education) defined and mapped by March 2011

Outputs and milestones: National statistics system (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Coordination and technical support</i>				
National Statistics System and Strategy (Programme 1)	Coordinate statistical production in the country	Social statistics subsystem	Timeliness of documents	Status report on health statistics by March 2011 <ul style="list-style-type: none"> • Metadata • Statistics value chain • Systems used • Recommendations
				Status report on crime statistics by March 2011 <ul style="list-style-type: none"> • Metadata • Statistics value chain • Systems used • Recommendations
		Management system for statistical information (MSSI)	Availability of statistical information	Repository for MDGs set up within the MSSI by March 2011
<i>Statistical reporting</i>				
National Statistics System and Strategy (Programme 1)	Coordinate statistical reporting in and by the country	National statistical reporting	Updated statistical database	Compendium of indicators reviewed and populated with updated indicators, targets and goals in collaboration with the Ministry of Performance Monitoring and Evaluation by March 2011
		International statistical reporting	Number of reports	MDGs report by July 2010
<i>Raise the profile and status of statistics</i>				
National Statistics System and Strategy (Programme 1)	Promote the use of statistical information in decision-making	Advocacy programme	Number of reports	Advocacy programme developed for the SANSS by March 2011

4.5 Investing in the learning and growth of the organisation

People, data, and knowledge are important to the success and sustainability of any organisation. Employee competencies are the foundation for improving operations and contributing to the overall performance of the organisation.

Stats SA will invest in the following intangible assets to drive a new strategic direction for statistical development in the country, namely:

- Human capital – the availability of skills, talent, and competencies required to support the strategy.
- Information capital – the availability of information systems, networks and sound infrastructure required to support the strategy.
- Organisational capital – the ability of the organisation to create, mobilise and sustain the process of change required to execute the strategy.

Human capital: South Africa is faced with a severe skills shortage, especially in the areas of mathematics and statistics. A skills development strategy has been put in place to strengthen Stats SA's capability and support the department's role in leading the national statistics system. The strategy captures a schools outreach programme to create awareness amongst children and educators, collaboration initiatives with higher education institutions and an in-house programme to further development of individual and organisational capability. The organisation has made considerable progress in developing leadership and management skills as well as survey administration and management skills through a scholarship programme. A key priority over the medium term includes the establishment of a Statistical Training Institute that will play an important role in developing statistical capacity in the country.

Information capital: Technology is a strategic enabler in the statistical environment and plays a critical role in improving the efficiency and effectiveness of all operations. Many repetitive, labour-intensive processes can be improved, integrated and automated to save costs, improve quality and response times. An ICT strategy has been developed with the aim of delivering effective and efficient ICT services to users. A key priority over the medium term includes modernising the way Stats SA conducts its business, supported by technology, and improving data and information management across the organisation.

Organisational capital: Most important is the alignment and integration of the intangible assets as a building block to implementing the strategy. Leadership will mobilise and drive the strategic change required by ensuring awareness and internalisation of a shared vision, mission and values.

The following are the key outputs and milestones that will be achieved during 2010/11:

Outputs and milestones: Investing in human capital

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Statistical capacity building at tertiary level</i>				
Human Capacity Development (Programme 1)	Establish partnerships with tertiary institutions to strengthen statistical capacity in the country	Report on training in urban and regional statistics and spatial modelling	Number of students trained	10 students enrolled for the Masters programme in urban and regional statistics by March 2011 Summer and winter schools hosted for 10 officials from Stats SA and local government by September 2010 Research document on economic spread compiled by September 2010
		Report on agricultural statistics	Number of students trained	Agricultural statistics partnership/chair established at University of Fort Hare by March 2010
<i>Statistical literacy at schools level</i>				
Human Capacity Development (Programme 1)	Disseminate Census at School results to schools Improving statistical literacy in schools	Quarterly reports on dissemination of Census at School results	Percentage of schools to which results are disseminated	Training manuals developed by June 2010 Census at School results disseminated to 75% of schools by March 2011 (1 875 schools)
		Quarterly reports on Maths4Stats workshops conducted	Number of workshops conducted	3 training workshops conducted per province per quarter
<i>Building capacity inside Stats SA</i>				
Human Capacity Development (Programme 1)	Align training and development activities with HRD legislation	Approved training plan	Timeliness of documents	Training plan for Stats SA approved and implemented by June 2010
		Approved workplace skills plan		Workplace skills plan submitted by June 2010

Outputs and milestones: Investing in human capital (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Building capacity inside Stats SA</i>				
Human Capacity Development (Programme 1)	Align training and development activities with HRD legislation	Quarterly reports		Quarterly reports on training conducted submitted to SITA
	Coordinate Stats SA's Internship Programme	Report on interns trained	Number of interns recruited and trained through Internship Programme	45 interns appointed by January 2011
	Established	Learnership Programme	Timeliness of registration of the Learnership Programme	Registration of the Learnership Programme by March 2011
	Improve the competency and skills of Stats SA employees	Quarterly report on employees trained	Number of staff trained on skills programmes	<ul style="list-style-type: none"> • DPSA induction(100) • Leadership and management development training (250) • Statistical training (685) • Generic training courses (645) • Foreign language training (120) • Induction (100) • IT training courses (350) • SADC survey methodology courses (20)
	Provide skills development opportunities	Quarterly report on bursaries awarded	Number of staff trained on Formal Study Programmes (Bursaries)	<p>250 employee bursaries awarded for local studies</p> <p>20 employee bursaries awarded for foreign studies</p> <p>10 learner bursaries awarded for local studies</p> <p>30 new bursaries awarded for foreign studies</p>

Outputs and milestones: Investing in human capital (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>E-learning</i>				
Human Capacity Development (Programme 1)	Improve the accessibility of training	E-learning established in Stats SA	Number of courses accessible on E-learning solution	Align training courses to unit standards (4 courses) by June 2010 Research and expand on E-learning solution (5 courses) by September 2010
<i>Statistical Training Institute</i>				
Human Capacity Development (Programme 1)	Establish a Statistical Training Institute	Statistical Training Institute	Number of accredited courses	Obtain accreditation for unit standards for a diploma course by March 2011 Pilot 1-year Certificate in Official Statistics for 25 candidates by March 2011

Outputs and milestones: Investing in information capital

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Network management</i>				
Data Management and Technology (Programme 5)	Provide an efficient and effective ICT service	Quarterly reports on NMS implementation	Percentage of Network Management Services (NMS) implemented	100% Network Management Services (NMS) implemented by March 2011
		Quarterly reports on Virtual Private Network (VPN) expansion	Number of district offices	VPN implementation of 18 district offices by March 2011
<i>Server management</i>				
Data Management and Technology (Programme 5)	Provide efficient and effective ICT services	Patch Management strategy	Number of provincial offices	80% of provincial offices with patch management systems by March 2011
		Report on Storage Area Network (SAN) availability	Percentage availability	98% availability of SAN by December 2010
		Report on server availability	Percentage availability	97% availability of servers by March 2011
<i>IT Service Management</i>				
Data Management and Technology (Programme 5)	Implement IT Service Management	Report on IT Service delivery	Number of Operating Level Agreements (OLAs) signed	4 OLAs signed by March 2011
<i>Security Management</i>				
Data Management and Technology (Programme 5)	Provide a secure network environment	Approved security measures	Number of approved security measures	4 security measures approved by March 2011
<i>Business Continuity Management</i>				
Data Management and Technology (Programme 5)	Develop a Business Continuity Management Programme	Approved ICT Business Continuity Management Plan	Timeliness of Business Continuity Management Plan	ICT Business Continuity Management Plan reviewed and updated by December 2010

Outputs and milestones: Investing in information capital (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Business Applications</i>				
Data Management and Technology (Programme 5)	Develop a Business Applications strategy	Systems Development Life Cycle (SDLC) strategy	Percentage of SDLC strategy implemented	40% of the SDLC strategy implemented by March 2011
<i>Document Management System</i>				
Data Management and Technology (Programme 5)	Implement a document management system	Approved electronic document and records management system (EDRMS)	Percentage availability of EDRMS	80% EDRMS rolled out to the organisation by March 2011
	Automated workflows	Automated processes for the Corporate Services cluster	Percentage of processes automated	50% of the identified workflow processes automated by March 2011
<i>Stats SA website</i>				
Data Management and Technology (Programme 5)	Revamp Stats SA website	New Stats SA website	Compliance to W3C standards	Revamped Stats SA website by March 2011
<i>Desktop Printing Services</i>				
Data Management and Technology (Programme 5)	Provide a reliable and available printing solution	Approved printing solution	Percentage of printing services rolled out	Printing services rolled out to 25% of the organisation by March 2011
<i>IT Modernisation</i>				
Data Management and Technology (Programme 5)	Implement infrastructure to support modernisation	Infrastructure to support modernisation	Percentage of infrastructure to support business modernisation	80% of the infrastructure implemented by March 2011

Outputs and milestones: Investing in information capital (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Business Modernisation</i>				
Business Modernisation (Programme 5)	Improve synergy in systems development	Business Modernisation strategy	Number of documents	Business Modernisation strategy approved by June 2010
	Improve governance in systems development	Approved policies, standards and procedures	Number of policies, standards and procedures	<ul style="list-style-type: none"> • Policy and standard approved by August 2010 • 3 procedures approved by November 2010
	Implement IT solutions to support Business Modernisation	IT solutions developed according to Business Modernisation principles	Number of solutions	3 solutions developed by March 2011

Outputs and milestones: Investing in organisational capital

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Create a conducive organisational environment</i>				
Corporate Relocation (Programme 1)	Relocate Stats SA to new premises	Quarterly report on new building	Relocation to new premises	<p>Approved feasibility study by National Treasury and Department of Public Works by June 2010</p> <p>Confirmation of town planning approval by the University of Pretoria by September 2010</p> <p>Final funding approval from National Treasury by November 2010</p> <p>Lease agreement between DEVCO and the Department of Public Works signed by December 2010</p>
<i>Organisational structure</i>				
Human Resource Management (Programme 1)	Align organisational structure to strategy	<p>Approved organisational structure</p> <p>Report on revised structure</p> <p>Report on occupational specific dispensations</p>	<p>Timeliness of documents</p>	<p>Organisational structure approved by 30 April</p> <p>Quarterly reports on the implementation of the revised structure</p> <p>Implementation of occupational specific dispensations by 30 June 2010</p>
<i>Organisational values</i>				
Strategy (Programme 1)	Align values to strategy	Organisational values defined	Organisational values	Define and roll out new organisational values in line with new strategic direction by March 2011



4.6 Promoting international cooperation and participation in statistics

The Statistics Act (Act No. 6 of 1999) provides for the Statistician-General to participate in international statistical activities and build relations with international statistical role players. The Act further directs the Statistician-General to endeavour to fulfil the Republic's international statistical reporting obligations and liaise with other countries and their statistical agencies as well as to represent Stats SA internationally on statistical matters.

The promotion of international cooperation and participation in statistics intends to attain sustained statistical capacity. This will be achieved through the promotion of statistical development in Africa and building strong relationships and partnerships internationally. The Africa Symposia on Statistical Development (ASSD) and the ISibalo Capacity Building Programme are flagship initiatives in the rejuvenation of statistical capacity on the continent, and Stats SA will continue to play its leadership and supportive role to elevate these initiatives.

In an effort to continuously exchange skills and best practices with the statistical fraternity as a whole, the Stats SA international programme will scale up the organisation's participation in international statistical forums, continue to host international statistical events and increase its benchmarking and learning-from-the-best activities by undertaking coordinated study tours to leading international statistical agencies. In its pursuit of excellence, the organisation will continue to invite international experts to provide support whilst opening its doors to agencies that are interested in learning from Stats SA.

Africa has made many attempts to address socio-economic, political and cultural integration. There have been several initiatives, and policy decisions have been adopted by African political leaders to accelerate the integration of the continent in a bid to position Africa irreversibly on the path to development. Among initiatives and major legal frameworks adopted to build an integrated and prosperous Africa are the Lagos Plan of Action, the Abuja Treaty, the Sirte Declaration, and the creation of the African Union (AU) and its New Partnership for Africa's Development (NEPAD). These programmes, as well as Africa's progress towards meeting MDG targets, require statistical information.

One of Africa's initiatives is the Marrakech Action Plan for Statistics (MAPS), which encourages full participation of developing countries in the 2010 Round of Population and Housing Censuses (RPHC). This initiative paved the birth of the ASSD in Cape Town in January 2006. One of the resolutions of the first ASSD was that African countries should meet on an annual basis to discuss issues relating to statistical development in Africa, focusing on the need for all African countries to undertake a population and housing census in 2010. The ASSD has encouraged cooperation and collaboration among Pan-African institutions, namely the African Union Commission (AUC), African Development Bank (AfDB) and the United Nations Economic Commission for Africa (UNECA).

Stats SA's International Relations Programme has a bias towards statistical development in Africa, and therefore stands on the following strategic pillars:

- Promote statistical development in Africa;
- Promote a culture of evidence-based policy formulation and decision-making; and
- Build international partnerships.

Outputs and milestones: International Relations

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Promote statistical development in Africa</i>				
International Relations (Programme 6)	Promote harmonisation of African statistical system	Report on SHASA	Number of actions to be implemented by Stats SA	Report on impact of African Union Statistics Strategy on Stats SA's work programme by March 2011
	Strengthen statistical capacity on the continent	Report on ASSD	Number of countries attending the ASSD	ASSD held in Egypt in November 2010
		Report on the 2 nd Biannual Young Statisticians Conference	Number of papers presented by Young Statisticians	Coordinate ISlballo Capacity Building Programme: • Host 2 nd Biannual Young African Statisticians Conference in July 2010
<i>Promote a culture of evidence-based policy formulation and decision-making</i>				
International Relations (Programme 6)	Promote the use of official statistics for evidence-based decisions	Report on RPHC	Number of documents	Report on the participation of South Africa in the 2010 Round of Population and Housing Censuses (RPHC) by March 2011
	Promote international statistical best practice benchmarking and research	African Statistical Peer Support Framework	Approved framework	Benchmarking framework developed by March 2011

Outputs and milestones: International Relations (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
<i>Building international partnerships</i>				
International Relations (Programme 6)	Participate in international activities	Reports on international visits	Number of reports	<p>International events calendar by April 2010</p> <p>Summary report on implementation and participation in United Nation Statistics Commission programme</p> <ul style="list-style-type: none"> Quarterly reports on international visits



Chapter 5: Provincial support

Stats SA is a diverse and multi-faceted organisation. In pursuing its vision and mission, it relies on various support functions. Provincial offices have a role to play both within the organisation as well as within the SANSS.

In terms of statistical production, provincial offices play a significant role in the implementation, monitoring and evaluation of surveys and censuses. They collect data in the field from households and businesses and disseminate statistical information to key users.

In terms of statistical coordination, provincial offices will play a key role in coordinating statistical information on a provincial and local level as well as providing technical support and training to partners in the SANSS.

In terms of good governance and accountability, provincial offices are required to manage and implement effective and efficient human, financial, logistical and administrative processes to ensure smooth survey operations on the ground.

Over the medium term, emphasis will be placed on:

- Implementing the integrated fieldwork strategy
- Providing support to geographic operations
- Preparing for Census 2011
- Establishing and maintaining relationships with NSS partners
- Rolling out SASQAF training
- Decentralising corporate services functions

Outputs and milestones: Eastern Cape

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Eastern Cape	Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
		Provincial profile	Timeliness of profile	Provincial profile for Eastern Cape compiled by September 2010
<i>Improving administrative records as sustainable sources of statistics</i>				
Eastern Cape	Conduct assessments of administrative records	Assessment report	Number of reports	1 assessment report for Buffalo City Municipality by March 2011
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Eastern Cape	Provide SASQAF training	Quarterly report on training conducted	Number of training sessions conducted	SASQAF training provided to Buffalo City Municipality and the Department of Health by March 2011
<i>Frame development and maintenance</i>				
Eastern Cape	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 364 PSUs by March 2011
<i>Integrated communication, marketing and stakeholder relations</i>				
Eastern Cape	Improve communication and stakeholder relations	Report on stakeholder workshop	Number of reports	2 stakeholder workshops by March 2011

Outputs and milestones: Eastern Cape (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Integrated communication, marketing and stakeholder relations</i>				
Eastern Cape	Improve communication and stakeholder relations	Quarterly reports on communication and marketing initiatives	Number of reports	Quarterly reports on the implementation of the communication and marketing strategy in province: <ul style="list-style-type: none"> • Radio talk shows • Fact sheet on Eastern Cape • Exhibition stands at expos and shows
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Eastern Cape	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> • GHS (3 550) • QLFS (15 000) • Tourism (1 820) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Enhance functionality of provincial and district offices</i>				
Eastern Cape	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Eastern Cape	Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops conducted per quarter

Outputs and milestones: Free State

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Free State	Strengthen collaboration and partnerships with SANSS partners	Signed Memorandum of Understanding (MoU)	Number of MoUs signed	Facilitate the signing of an MoU with the province by March 2011
		Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
		Provincial profile	Timeliness of profile	Provincial profile for Free State compiled by August 2010
<i>Improving administrative records as sustainable sources of statistics</i>				
Free State	Conduct assessments of administrative records	Assessment report	Number of assessments	Assessment report for 1 municipality by March 2011
		Report on provincial data inventories	Number of datasets reviewed	Data inventory for 3 departments by March 2011
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Free State	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	2 provincial departments trained in the application of SASQAF by March 2011
<i>Frame development and maintenance</i>				
Free State	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 264 PSUs by March 2011

Outputs and milestones: Free State (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Integrated communication, marketing and stakeholder relations</i>				
Free State	Improve communication and stakeholder relations	Report on stakeholder interactions	Number of seminars	Stakeholder seminar by September 2010 African Statistics Day by December 2010
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Free State	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> • GHS (2 640) • QLFS (2 640) • Tourism (2 640) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions
<i>Enhance the functionality of provincial and district offices</i>				
Free State	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Free State	Conduct teacher training workshops	Quarterly report on workshops conducted	Number of Maths4Stats workshops conducted	3 provincial teacher training workshops per quarter

Outputs and milestones: Gauteng

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Gauteng	Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
		SANSS provincial framework	Timeliness of framework	Framework for SANSS and SASQAF implementation developed by March 2011
		Provincial profile	Timeliness of profile	Review and update development indicators for provincial departments and Metros (IDPs) by March 2011 Provincial profile for Gauteng compiled by March 2011
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Gauteng	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	2 SASQAF training sessions conducted by March 2011
<i>Frame development and maintenance</i>				
Gauteng	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 544 PSUs by March 2011
<i>Integrated communication, marketing and stakeholder relations</i>				
Gauteng	Improve communication and stakeholder relations	Report on stakeholder workshop	Number of workshops	2 stakeholder workshops by March 2011
		Marketing strategy	Number of documents	Provincial marketing strategy for Gauteng developed by April 2010

Outputs and milestones: Gauteng (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Gauteng	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> • GHS (3 050) • QLFS (22 764) • Tourism (3 050) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Functionality of provincial and district offices</i>				
Gauteng	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Gauteng	Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	12 provincial teacher training workshops conducted by March 2011

Outputs and milestones: KwaZulu-Natal

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
KwaZulu-Natal	Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
	Implement the SANSS provincial action plan	Reports on implementation of the SANSS provincial action plan	Number of reports	Quarterly reports on the implementation of the SANSS provincial plan
		Provincial profile	Timeliness of profile	Provincial profile for KwaZulu-Natal compiled by September 2010
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
KwaZulu-Natal	Provide SASQAF training	Report on training conducted	Number of sessions conducted	1 internal SASQAF train-the-trainer session by March 2011
<i>Frame development and maintenance</i>				
KwaZulu-Natal	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 464 PSUs quarterly
	Compile a provincial spatial geodatabase and metadata catalogue	Updated provincial spatial geodatabase and metadata catalogue	Number of new datasets acquired	Quarterly report on updates on the spatial geodatabase and maintenance of the geodatabase

Outputs and milestones: KwaZulu-Natal (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Integrated communication, marketing and stakeholder relations</i>				
KwaZulu-Natal	Coordinate stakeholder initiatives in the province	Reports on stakeholder initiatives	Number of workshops	Quarterly reports on stakeholder workshops conducted
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
KwaZulu-Natal	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> • GHS (4 640) • QLFS (18 560) • Tourism (4 640) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS (fieldwork operations calendar, human resources and publicity)
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Enhance the functionality of provincial and district offices</i>				
KwaZulu-Natal	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011

Outputs and milestones: KwaZulu-Natal (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
KwaZulu-Natal	Conduct teacher training workshops	Report on teacher training workshops	Number of Maths4Stats workshops conducted	12 provincial teacher training workshops conducted by March 2011

Outputs and milestones: Mpumalanga

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Mpumalanga	Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
		Provincial profile	Timeliness of documents	Provincial profile for Mpumalanga compiled by December 2010 Quarterly fact sheet of Stats SA's products and marketing and communication initiatives
<i>Improving administrative records as sustainable sources of statistics</i>				
Mpumalanga	Conduct assessments of administrative records	Assessment report	Number of reports	1 assessment conducted by March 2011
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Mpumalanga	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	2 SASQAF training sessions by March 2011
<i>Frame development and maintenance</i>				
Mpumalanga	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 288 PSUs
<i>Integrated communication, marketing and stakeholder relations</i>				
Mpumalanga	Coordinate stakeholder initiatives in the province	Reports on stakeholder initiatives	Number of workshops	Quarterly reports on stakeholder workshops/meetings conducted

Outputs and milestones: Mpumalanga (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Mpumalanga	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> • GHS (2 880) • QLFS (11 520) • Tourism (2 880) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Enhance functionality of provincial and district offices</i>				
Mpumalanga	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Mpumalanga	Conduct teacher training workshops	Report on teacher training workshops	Number of Maths4Stats workshops conducted	Provincial teacher training workshops (2 per quarter) by March 2011

Outputs and milestones: Northern Cape

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Northern Cape	Strengthen collaboration and partnerships with SANSS partners	Reports on Provincial Statistics Forum (PSF) meetings	Number of meetings	Quarterly reports on PSF meetings conducted
		Signed MoU	Number of MoUs	MoU signed between Stats SA and Northern Cape Provincial Government by September 2010
		Compendium of provincial development indicators	Provincial priorities identified	Compilation of provincial development indicators with Office of the Premier by March 2011
		Provincial profile	Timeliness of profile	Provincial profile for Northern Cape compiled by September 2010
<i>Improving administrative records as sustainable sources of statistics</i>				
Northern Cape	Assess administrative records	Report on data from stakeholders	Number of reports	Data inventory report compiled by December 2010
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Northern Cape	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	2 SASQAF training sessions conducted by October 2010
<i>Frame development and maintenance</i>				
Northern Cape	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 180 PSUs

Outputs and milestones: Northern Cape (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Integrated communication, marketing and stakeholder relations</i>				
Northern Cape	Coordinate stakeholder initiatives in the province	Fact sheet on Northern Cape	Timeliness and number of documents compiled	Quarterly statistical fact sheet
		Reports on stakeholder workshop		Quarterly reports on stakeholder initiatives
		Reviewed strategy		Provincial communication and dissemination strategy reviewed and implemented by December 2010
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Northern Cape	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> • GHS (1 800) • QLFS (7 200) • Tourism (1 800) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
Functionality of provincial and district offices				
Northern Cape	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011

Outputs and milestones: Northern Cape (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Northern Cape	Conduct teacher training workshops	Report on teacher training workshops	Number of Maths4Stats workshops conducted	12 provincial teacher training workshops conducted by March 2011

Outputs and milestones: Limpopo

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Limpopo	Strengthen collaboration and partnerships with SANSS partners	Quarterly reports on SANSS activities	Number of organisations supported	Quarterly reports on technical support provided and meetings conducted with SANSS partners
	Develop provincial profile	Provincial profile	Timeliness of profile	Provincial profile for Limpopo compiled by March 2011
<i>Improving administrative records as sustainable sources of statistics</i>				
Limpopo	Conduct assessments of administrative records	Assessment report	Number of reports	2 reports on administrative records quality audit by September 2010 and March 2011 respectively
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Limpopo	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	2 training sessions on SASQAF by March 2011
<i>Frame development and maintenance</i>				
Limpopo	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 324 PSUs
		Updated rural address system	Address plates distribution: 100% coverage	Quarterly reports on the rural address project
<i>Integrated communication, marketing and stakeholder relations</i>				
Limpopo	Market and disseminate statistical information	Quarterly reports on communication and marketing initiatives	Number of reports produced	Quarterly reports on the development and implementation of the communication and marketing strategy in the province

Outputs and milestones: Limpopo (continued)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Integrated communication, marketing and stakeholder relations</i>				
Limpopo	Market and disseminate statistical information	Quarterly reports on communication and marketing initiatives	Number of reports produced	Report on African Statistics Day by December 2010 Quarterly provincial statistical fact sheet compiled and distributed
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Limpopo	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 90% according to planned schedule <ul style="list-style-type: none"> • GHS (3 080) • QLFS (12 320) • Tourism (3 080) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Enhance functionality of provincial and district offices</i>				
Limpopo	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011

Outputs and milestones: Limpopo (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Limpopo	Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	3 provincial teacher training workshops conducted per quarter 3 Maths4Stats road shows targeting mathematics learners per quarter

Outputs and milestones: North West

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
North West	Strengthen collaboration and partnerships with SANSS partners	Quarterly report on workshops and meetings	Number of organisations supported	Quarterly reports on statistical support provided and meetings conducted with SANSS partners
		Provincial profile	Timeliness of profile	Provincial profile for North West compiled by September 2010
<i>Improving administrative records as sustainable sources of statistics</i>				
North West	Conduct assessments of administrative records	Assessment report	Number of reports	Report on assessment of Ngaka Modiri Molema Municipality by March 2011
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
North West	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	2 SASQAF training sessions provided to municipalities by March 2011
<i>Frame development and maintenance</i>				
North West	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 268 PSUs by March 2011
<i>Integrated communication, marketing and stakeholder relations</i>				
North West	Coordinate stakeholder initiatives in the province	Report on stakeholder workshop	Number of workshops	2 stakeholder workshops conducted by March 2011
		Fact sheet for North West	Timeliness of fact sheet	Quarterly fact-sheet for North West province

Outputs and milestones: North West (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
North West	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> • GHS (2 680) • QLFS (10 720) • Tourism (2 680) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Enhance functionality of provincial and district offices</i>				
North West	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
North West	Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	12 provincial teacher training workshops conducted by March 2011

Outputs and milestones: Western Cape

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 2: To lead the development and coordination of statistical production within the SANSS				
<i>Raising the profile and status of statistics</i>				
Western Cape	Strengthen collaboration and partnerships with SANSS partners	Quarterly reports on SANSS activities	Number of meetings	Quarterly Provincial Population Forum meeting
	Compile a provincial profile of Western Cape	Provincial profile	Timeliness of profile	Provincial profile for Western Cape compiled by September 2010
<i>Improving administrative records as sustainable sources of statistics</i>				
Western Cape	Conduct assessments of administrative records	Assessment report	Number of reports	Report on assessment of Drakenstein District Municipality by March 2011 1 dataset evaluated by March 2011
Strategic objective 3: To enhance public confidence and trust in statistics				
<i>Roll-out of a quality management framework</i>				
Western Cape	Provide SASQAF training	Report on training conducted	Number of training sessions conducted	SASQAF training provided to Drakenstein District Municipality by March 2011
<i>Frame development and maintenance</i>				
Western Cape	Provide support to geographic operations	Updated PSUs	Number of PSUs updated	Master sample updates for approximately 384 PSUs by March 2011
<i>Integrated communication, marketing and stakeholder relations</i>				
Western Cape	Coordinate stakeholder initiatives in the province	Report on stakeholder workshop	Number of stakeholder initiatives	Quarterly report on stakeholder and marketing initiatives in the province

Outputs and milestones: Western Cape (concluded)

Subprogramme	Objective	Output	Measure/ Indicator	2010/11
Strategic objective 4: To improve productivity and service delivery				
<i>Implement integrated fieldwork</i>				
Western Cape	Provide data collection support to surveys	Quarterly reports on surveys conducted	Timeliness, frequency and accuracy of information collected	Quarterly reports on household questionnaires collected with a response rate of at least 85% according to planned schedule <ul style="list-style-type: none"> • GHS (3 800) • QLFS (15 200) • Tourism (3 800) • IES
	Integrate survey operations	Quarterly reports	Integrated fieldwork strategy (IFWS) implemented	Quarterly reports on the implementation of Phase 2 of the IFWS
	Decentralise Corporate Services functions	Report on decentralised functions	Number of functions decentralised	Quarterly reports on decentralisation of corporate support functions (Phase 2)
<i>Enhance functionality of provincial and district offices</i>				
Western Cape	Ensure readiness of district offices for Census 2011	Functional district offices	Number of district offices functional	Quarterly reports on readiness of district offices for Census 2011
Strategic objective 5: To invest in the learning and growth of the organisation				
<i>Develop human capacity</i>				
Western Cape	Conduct teacher training workshops	Report on Maths4Stats workshops	Number of workshops conducted	4 provincial teacher training workshops per quarter



Chapter 6: Stakeholders and the environment

6. Introduction

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

6.1 Statistics Council

Section 8 of the Statistics Act provides for the establishment of a Statistics Council consisting of between 18 and 25 members, appointed by the Minister after consultation with Cabinet. Members include one representative from each province, and nominated members from organs of state, producers of statistics, organised business and labour, specialist and research interest, economic and financial interest and the 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.

6.2 Stakeholders and their needs

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

- **Government:** National, provincial and local 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. There is a growing need for accurate statistical information at local government level. Except for the population census information, most of the statistical information produced by Stats SA is on a national and provincial level. The challenge for Stats SA is to develop alternative strategies with its NSS partners to meet this growing demand for small area statistics.

- **The public:** The public is mainly interested in basic information on the economy and society, such as economic growth, employment, inflation, and population dynamics. This information is largely communicated through the media. Stats SA's strategy strives to inspire confidence in the quality of these key measurements. The public also supplies data through household survey collections and the census. The challenge for Stats SA is to promote its information outputs to the 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 employment and unemployment, the size of the market, and the rate at which prices are changing. Businesses are also important sources of statistical information. Reducing the burden of surveys on the business community continues to be an important factor in the design of statistical programmes. Convincing businesses of the importance of their information in arriving at economic and financial indicators remains a challenge.
- **The academic sector:** The academic sector uses statistical information for research, analysis and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated and what the data show over time. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics among students. The academic sector can also in future partner with local government to produce quality statistical information.
- **Parliamentarians:** Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. They are also interested in what statistics say about specific policies that were introduced by the democratic government of the day. Researchers in parliament conduct research to obtain information on behalf of the political parties. Parliament's library collects and files political and national information that can be used by parliamentarians and visiting international delegates.
- **Non-governmental organisations (NGOs):** NGOs monitor the government's progress in many areas such as sustainable development and 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 and ILO. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics. Stats SA plays a leading role in Africa in the development of statistics.

6.3 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 regard to requests for information;
- 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 stakeholder workshops at provincial level for improved communication with stakeholders.

To this end, a complaints mechanism was developed and a compendium of services document was published that describes the service delivery standards in terms of response times. Queries and complaints can be lodged on Stats SA's website and are responded to within the specified time frames. Key indicators are communicated weekly to approximately 30 000 subscribers through 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 data. Communication with stakeholders is encouraged through consultation and statistical literacy workshops, as well as exhibitions and presentations throughout the country.

6.3.1 Providing statistical information

Stats SA aims to assist and encourage informed decision-making, research and discussion within the state and the community by providing high-quality, objective, reliable and responsive statistical products and services. 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. 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.

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(b) Subscription service

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

(c) StatsOnline

Stats SA's publications and datasets can be viewed, accessed and downloaded free of charge from Stats SA's website at 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.

(d) Personal visits

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

(e) Consultation

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Through a better understanding of Stats SA's stakeholders, our interactions with suppliers and users of information are becoming more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. The outputs of surveys will be communicated in a way that is well understood by users and that meets their information needs. Stats SA annually conducts stakeholder workshops, combining training and information-sharing about both economic and social statistical data products. Stats SA 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 SASQAF will improve the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases.

6.3.2 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 has established partnerships with organs of state aimed at ensuring coherence in statistical information produced by different producers of statistics, and promoting the use of statistics in evidence-based decision-making.

6.4 Resource plan

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

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

6.4.1 Information Communication and Technology strategy

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

The strategy aims to ensure that ICT becomes a strategic enabler in the production and management of statistical information. It addresses weaknesses in the current environment but also provides for a stable, secure and reliable environment that keeps up with the fast changing technological developments.

Our business systems are generally not modern, integrated and consistent or flexible. The business modernisation strategy explicitly addresses our plans to modernise business systems as well as the underlying enterprise wide infrastructure required to execute.

ICT goals for 2010–2012

Goal 1: Provide a stable, reliable and functional server and network infrastructure

Goal 2: Deliver the ICT services the organisation needs for its day-to-day operations and its future

Goal 3: Be cost effective

Goal 4: Develop and maintain sufficient and competent technical staff

Goal 5: Work closely with business areas, management and other divisions in order to understand their needs and to ensure that ICT services are consistent and integrated

Goal 6: Ensure effective governance of ICT operations and management

Goal 7: Innovation and process improvements

Goal 8: Support for Census 2011, provincial offices, districts and geography

Goal 9: Modernise business systems and infrastructure

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 district offices to facilitate Local and Wide Area Network connectivity (VPN);
- Network Server Management tools to monitor the performance of the servers in the provincial and district offices (NSM);
- Security tools to protect systems and data in the district offices (outstanding);
- Network monitoring tools to manage the capacity and throughput in the network (outstanding);
- Servers, switches and intelligent cabinets (which have the capability to regulate temperature and provide security alerts in the server room) for the district offices;
- Optimisation tools for DPC and provincial offices to improve movement of data across various areas in the network (outstanding);
- 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 (in the workplan);
- Software licence management tools (Zenworks Config Management – ZCM); and
- Data replication across disaster recovery site and Head Office (in the workplan).

6.4.2 Human Resource Management strategy

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

HRM goals for 2010–2012

Goal 1: Recruit and retain scarce skills

Goal 2: Align organisational structure to strategy

Goal 3: Provide support to Census 2011 and ad hoc projects

Goal 4: Decentralise human resource functions to provincial and district offices

Goal 5: Remunerate staff timeously

Goal 6: Develop a change management programme to implement new strategic direction

Goal 7: Improve labour relations capacity

Goal 8: Build human capacity

Goal 9: Strengthen employee wellness and assistance programmes

6.4.3 Proposed acquisition of movable capital assets and maintenance of physical assets

In an effort to ensure savings and cost-containment from its 2010/11 budget allocation, Stats SA has centralised an amount of R16,597 million for the proposed acquisition of computer equipment.

6.4.4 Improved service delivery and MTEF

Stats SA has, amongst other items, centralised R45,066 million for training and R6 million for recruitment advertising costs. The total budget of R51,066 million for non-capital items has been centralised in order to ensure efficient utilisation of resources, sourcing and cost-saving measures, within the organisation.

Below is the projected expenditure for the MTEF period:

Expenditure estimates

Expenditure by programme and economic classification

Programme classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited			2010/11	2011/12	2012/13
R (thousand)	2006/07	2007/08	2008/09	2009/10				
1. Administration	162 189	202 642	261 295	416 295	416 295	368 334	577 452	579 142
2. Economic Statistics	105 550	133 678	139 981	160 897	160 897	174 402	184 131	195 078
3. Population and Social Statistics	231 823	116 713	219 272	288 852	288 852	136 724	148 277	157 891
4. Methodology and Standards	29 374	33 188	45 240	54 802	54 802	59 450	65 414	65 469
5. Statistical Support and Informatics	131 889	198 510	263 113	224 684	224 684	223 767	199 377	205 646
6. Corporate Relations	134 481	198 762	245 773	164 744	164 744	294 080	316 242	325 476
7. Survey Operations	301 299	170 827	148 472	404 900	404 900	716 641	1 355 019	240 921
Total for programmes	1 096 605	1 054 320	1 323 146	1 715 174	1 715 174	1 973 398	2 845 912	1 769 623
Direct charge against the National Revenue Fund	-	-	-	-	-	-	-	-
Departmental total	1 096 605	1 054 320	1 323 146	1 715 174	1 715 174	1 973 398	2 845 912	1 769 623
Change to 2009 Budget Estimate				106 526	106 526	(32 626)	88 099	(5 779)

Expenditure estimates (continued)

Economic classification R (thousand)	Expenditure outcome			Adjusted appropriation 2009/10	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited			2010/11	2011/12	2012/13
	2006/07	2007/08	2008/09					
Current payments	1 056 403	978 679	1 267 376	1 651 433	1 651 433	1 871 494	2 745 888	1 711 768
Compensation of employees	414 912	472 029	700 701	1 015 779	1 015 779	890 981	1 065 146	992 471
Salaries and wages	380 737	422 612	634 487	893 119	893 119	790 314	958 187	877 091
Social contributions	34 175	49 417	66 214	122 660	122 660	100 667	106 959	115 380
Goods and services	641 491	506 650	566 198	635 654	635 654	980 513	1 680 742	719 297
Administrative fees	1 219	2 554	1 182	4 358	4 358	3 270	4 103	1 539
Advertising	12 297	13 583	8 457	18 071	18 071	8 042	9 116	9 315
Assets < than the threshold (currently R5 000)	8 356	13 714	7 421	5 366	5 366	26 916	23 898	5 615
Audit cost: External	4 630	3 777	3 170	4 736	4 736	4 635	4 904	5 142
Bursaries (employees)	3 071	4 487	4 314	9 023	9 023	8 202	8 694	9 129
Catering: Departmental activities	149	3 254	5 324	4 286	4 286	6 086	7 781	6 408
Communication	28 291	29 322	30 277	27 175	27 175	27 171	58 798	26 590
Computer services	35 763	59 582	49 722	63 578	63 578	86 831	109 686	84 453
Consultants and professional service: Business and advisory service	49 828	50 412	31 313	35 182	35 182	32 856	40 601	41 581
Consultants and professional service: Infrastructure and planning	-	-	-	1 600	1 600	-	-	-
Consultants and professional service: Laboratory service	-	-	-	-	-	-	-	-
Consultants and professional service: Legal cost	639	159	649	830	830	2 227	33 235	12 167
Contractors	49 656	30 710	13 136	107 081	107 081	44 251	392 304	23 412
Agency and support/outsourced services	111 898	20 296	32 609	15 081	15 081	32 095	16 746	40 362
Entertainment	99	53	21	412	412	1 287	590	1 134
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	250	107	-	-	-	-	-	-
Inventory: Fuel, oil and gas	8 885	7 908	21 955	-	-	-	-	-
Inventory: Learner and teacher support material	1	8	45	-	-	18 758	205	216
Inventory: Materials and supplies	248	345	202	355	355	2 120	720	636

Expenditure estimates (concluded)

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited			2010/11	2011/12	2012/13
R (thousand)	2006/07	2007/08	2008/09	2009/10				
Inventory: Medical supplies	49	83	30	13	13	112	102	77
Medsas inventory interface	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	1 080	-	-	-	-	-
Inventory: Other consumables	2 645	1 253	2 011	18 118	18 118	92 267	7 164	6 057
Inventory: Stationery and printing	24 404	18 251	23 849	23 386	23 386	124 760	60 957	40 159
Lease payments (incl. operating leases; excl. finance leases)	32 044	34 276	39 160	60 948	60 948	66 249	186 064	194 411
Property payments	9 711	13 142	12 610	3 956	3 956	17 567	18 738	16 865
Transport provided:								
Departmental activity	215	-	-	16	16	-	-	-
Travel and subsistence	210 665	171 136	230 140	195 174	195 174	200 821	164 521	133 327
Training and development	4 494	6 802	9 282	11 500	11 500	18 405	19 254	14 392
Operating expenditure	4 409	5 804	12 099	7 917	7 917	147 660	25 309	21 839
Venues and facilities	37 575	15 632	26 140	17 492	17 492	7 925	487 252	24 471
Interest and rent on land	-	-	477	-	-	-	-	-
Financial transactions in assets and liabilities	1 151	22 353	-	-	-	-	-	-
Transfers and subsidies to:	817	1 479	1 992	4 395	4 395	3 840	4 995	5 283
Provinces and municipalities	293	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	225	225	-	-	-
Non-profit institutions	52	125	50	-	-	-	-	-
Households	472	1 354	1 942	4 170	4 170	3 840	4 995	5 283
Payments for capital assets	38 234	51 809	53 778	59 346	59 346	98 064	95 029	52 572
Machinery and equipment	37 860	47 194	53 591	56 674	56 674	93 935	94 229	51 922
Software and other intangible assets	374	4 615	187	2 672	2 672	4 129	800	650
Total	1 096 605	1 054 320	1 323 146	1 715 174	1 715 174	1 973 398	2 845 912	1 769 623

Details of receipts

Economic classification	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited			2010/11	2011/12	2012/13
	2006/07	2007/08	2008/09			2009/10		
R (thousand)								
Tax receipts	-	-	-	-	-	-	-	-
Sales of goods and services other than capital assets	724	1 074	1 116	1 195	1 195	1 265	1 391	1 474
Sales of goods and services produced by department (excl. capital assets)	672	988	1 115	1 195	1 195	1 200	1 320	1 399
Sales by market establishments	104	423	493			530	583	618
Administrative fees	-	-	-			-	-	-
Other sales	568	565	622	1 195	1 195	670	737	781
<i>Of which</i>								
- House rent	-	-	-			-	-	-
- Replacement of security cards	-	-	1			-	-	-
- Maps	-	-	6			-	-	-
- Commission Insurance	123	146	204			235	258	273
- Departmental publications	445	419	411			435	478	507
Sales of scrap, waste, arms and other used current goods(excl capital assets)	52	86	1			65	71	75
Transfers received	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	262	88	184	96	96	110	121	128
Interest	262	88	184	96	96	110	121	128
Dividends	-	-	-			-	-	-
Rent on land	-	-	-			-	-	-
Sales of capital assets	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-			-	-	-
Other capital assets	-	-	-			-	-	-
Financial transactions in assets and liabilities	559	16 548	1 506	5 628	5 628	864	950	1 007
Total departmental receipts	1 545	17 710	2 806	6 919	6 919	2 239	2 462	2 609

Annexure A – Key responsibilities of the Statistician-General

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

Key responsibility	Activities/Outputs	Supported by:
Leading and coordinating the statistical production systems in the country to increase the supply of official statistics to inform evidence based decisions	<ul style="list-style-type: none"> • Create an enabling regulatory environment • Lead and coordinate statistical planning across organs of state • Lead and coordinate statistical production amongst organs of state • Lead and coordinate statistical reporting in the country • Raise the profile and status of statistics 	NSS and Strategy divisions 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"> • Determine the post establishment, including the creation, grading and abolition of posts • Ensure the recruitment, appointment, promotion, transfer, discharge and other career incidents of staff • Manage and encourage people, optimise their outputs and manage relationships effectively in order to achieve organisational goals • Ensure transfer of skills to previously disadvantaged individuals • Create training and development opportunities for all staff • Create work opportunities for people to release their full potential 	DDG: Corporate Services All other DDGs
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> • Ensure the operation of basic financial management systems and internal controls • Ensure that Stats SA does not overspend • Report financial information on a monthly and annual basis • Promote sound, efficient, effective, transparent and accountable administration • Use financial management to support policy and strategy • Review and improve financial strategies and practices and manage risks 	DDG: Corporate Services Chief Financial Officer

Annexure B – Stats SA's publications

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 of Agriculture