



workprogramme

2007/08 – 2009/10

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work programme

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Statistics South Africa
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foreword

Trevor A Manuel, MP, Minister of Finance

A reputable and robust information base is a *sine qua non* for political, economic and social management. Our development journey out of poverty requires that we have access to information that we can use to gauge the consequences and impact of our past, present and future decisions.

In 2003 I posed four challenges at the 50th Anniversary of the South African Statistics Association (SASA) of which Stats SA is an active partner. The challenges were engendering trust in official statistics and departing from an apartheid lie, encouraging enthusiasm in children to love mathematics and statistics and thereby address the apartheid legacy of innumeracy, ensuring that we prioritise on what gets measured because that is what gets done, and addressing our measurement challenge on the continent. This year Stats SA will be hosting the 50th SASA Conference. The conference will provide the ideal platform for Stats SA to report on their progress since November 2003.

What have I observed since then on statistical development? Firstly, the fundamental issue of trust in official statistics is increasingly attended to. Four years ago, our discourse would have been more on which statistics to use, but today this is less of an issue. Stats SA is building a reputation for delivering quality statistics, and the challenge of trust in official statistics is progressively being addressed. Stats SA should continue to play a leadership role as espoused in the Statistics Act. Secondly, Stats SA, in collaboration with the Department of Education and schools, Association of Mathematics Educators of South Africa (AMESA) and SASA, has initiated an ISibalo programme which encompasses the Maths4Stats and Census@School projects to raise the level of mathematics teaching and introduce the teaching of statistics at schools. In preparation for hosting the International Statistics Institute in 2009 and focusing on the legacy of the Institute for South Africa, these programmes should be sustained and ought to generate the quality and quantity of young people who would be appropriately trained to address the needs of a modern economy.

In the work programme Stats SA undertakes to deliver on the priorities of the state. In this regard the Community Survey should tell us how we have done in addressing service delivery and development. On the other hand the Income and Expenditure Survey should inform us of the spending

patterns of South Africans relative to their incomes and, more importantly, to what extent we can measure and understand the impact of price movements on individuals. What goes into the basket for the Consumer Price Index will be a matter of intense consultation headed by Stats SA this year.

Stats SA has led a successful pilgrimage on the continent through the African Symposium for Statistical Development (ASSD) to work with the Economic Commission for Africa (ECA) and revive statistics on the continent, thereby ensuring universality of census-taking across the continent in the 2010 Round of censuses as the immediate and initial deliverable of this 53-year pilgrimage.

In terms of the Statistics Act (Act No. 6 of 1999) the Chairperson of the Statistics Council has advised me to approve the work programme. After due consideration and input, I have approved the work programme which is a public contract between the Statistician-General and the Minister responsible on behalf of the people of South Africa, to which I will hold the Statistician-General accountable.



foreword to the 2007/08 work programme

Howard Gabriels, Chairperson of the Statistics Council

Section 5 of the Statistics Act stipulates that 'the Minister must, on the recommendation of the Statistician-General, prioritise the work programme of Statistics South Africa (Stats SA), in accordance with the purpose of official statistics and the statistical principles contemplated in section 3 and both having been advised in this regard by the Council.'

The Statistician-General presented the work programme to the Statistics Council on 9 March 2007. After considerable debate, the Council recommends to both the Minister and the Statistician-General the approval of the work programme for the 2007/08 financial year.

The main focus of the work programme for the coming financial year is to consolidate the advances made by the organisation in the past few years. There are important challenges for the management of the organisation, which include:

- Managing the vast logistics involved in conducting the fieldwork for the large number of surveys conducted by Stats SA and establishing leading edge technology, while building its knowledge leadership.
- Initiating the first phases of the 2011 Census. The work done in the Community Survey and the capacity developed in the organisation has laid a solid foundation for Stats SA to embark on this assignment.
- Capacity building and management of human resources remain a major challenge. Stats SA has initiated a number of innovative approaches, such as the internship programme, the internal training programme and building relationships with universities to secure the effective recruitment of young graduates into the organisation. The Maths4Stats project is another programme that will contribute towards the improvement of the abilities of mathematics teachers to teach the new curriculum in probability theory and data handling.
- The new financial year will also see the introduction of the re-engineered Labour Force Survey, which is expected in the first quarter of 2008. The Production Price Index (PPI) will be reviewed and it is envisaged that improvement in this important series will be introduced in this financial year.

In the past year Stats SA has successfully conducted the fieldwork for the Community Survey. More than 270 000 households completed the questionnaire. One of the major challenges in the year ahead is to complete the data processing and to release the results of the survey in the third quarter of 2007. The data will give South Africa another important point to reflect on with regard to the progress we are making in delivering a better life for all citizens. The Council has put in place a process to evaluate all aspects of the Community Survey in order to comment on its results.

As the Council, we are confident that the effective implementation of this work programme will represent another significant step forward in the transformation process within Stats SA.



introduction

Pali Lehohla, Statistician-General

Over the last six years, Statistics South Africa's core focus has involved ongoing improvements to the quality of the data it collects. The impact of this ongoing focus has been felt strongly, particularly in the last two years.

Later this year, Stats SA will contribute to the expansion of democracy by producing service delivery information for municipalities, based on recently completed fieldwork for the Community Survey. This survey reached out to 284 000 households across the country. A second central deliverable this year will involve information on income and spending patterns, based on an innovative survey that collected household income and expenditure diaries four times a month, in 2 000 households at a time, over a period of 12 months. The release of results of the Income and Expenditure Survey (IES) results will influence reassessment and reweighting of the consumer basket used in determining the Consumer Price Index (CPI).

On the international front, the Department is involved in a massive programme of implementing the fundamental principles of statistics, restoration of trust in official statistics and utilisation of this resource for evidence-based policy-making. At the same time, quietly working in the background, the engine room of Stats SA continues to deliver regular statistics of high quality on business and economic activity, and social well-being.

The Department will continue to meet a number of challenges: how to sustain the production of quality statistics, enhance and increase trust in official statistics, while at the same time assisting other producers of statistics to adhere to the fundamental principles of official statistics and the Statistics Act (Act No. 6 of 1999).

Building organisational reputation and increasing trust requires a profound knowledge of the profile, character and level of understanding of users and how they apply statistical information in their social and economic interactions. We also need to understand the nature and role of information in society, while nurturing the health of the machinery responsible for producing this information. To this end, the organisation will constantly remain engaged with users in order to understand what their current and future needs are.

We are mindful that statistical information, in particular, is used within and across social, economic and political domains, but also functions 'beneath' these domains, forming a basis for interrogating and understanding social motives and ultimately exploring how society functions.

Stats SA has to understand what users require, and how information is used. To do this successfully, three activities are crucial. The first is to collect information that is relevant to user needs, the second is to process and analyse such information, and the third is to manage organisational reputation by engaging users on the meaning, implication and utilisation of information gathered.

Delivering these three activities requires the mobilisation of complex processes across five critical fronts of (i) intellect, (ii) technology, (iii) logistics, (iv) politics and (v) administration. The unique feature of statistics is that these five fronts are required to deliver massive but almost equal contributions, while having to be managed simultaneously. Embedded in the practice of statistics is a profound principle that 'human life has equal worth', to borrow from the budget speech by the Minister of Finance. The fundamental principle and practice of delivering a representative result and/or a census of observations underpins the principle of equal worth and is fundamental to mobilising across these five fronts simultaneously. Below we elaborate on the five areas.

Highly intellectual: The organisation has to be highly intellectual because it engages in scientific research processes. Over the last few years we have acquired the quantum and quality of skill that would be the envy of many a research institution. We are also in the third year of a structured internship programme to ensure that we improve the competitive edge on our intellectual capabilities to sustain reputation.

Highly technological: The organisation has to be driven by high quality technology because statistics and technology are two sides of the same coin. The technology that the organisation marshals, is massive in terms of algorithms, infrastructure, storage, processing power, hard and software, and Rand spend. The organisation has in excess of 22 terabytes of memory to manage images. It retrieves, processes and stores both

aerial and scanned images in the forms of maps and questionnaires. It is one of the biggest users of Statistical Analysis Software (SAS), Geographic Information Systems (GIS), Global Positioning Systems (GPS) and software programmes facilitating massive data tabulations. Furthermore it is developing technological platforms to define and manage metadata, classifications and standards of data items. These applications enable the organisation to stay abreast of international best practice, and remain competitive.

Massive logistics: The organisation marshals massive logistics. The nature of statistical endeavour requires representative results, therefore all statistical survey work should result in providing results that have been collected in terms of equal probability of being included in the sample. The principle of equal worth drives the logistics of the organisation. The ability to deploy technology effectively enables the organisation to manage its logistics efficiently. As we conclude the challenging Community Survey – the largest sample survey undertaken – we begin final preparations for Census 2011, an endeavour even more challenging than the Community Survey.

Politics: Politics, by its nature, involves contestation occurring in an emotive environment and mobilising strong language. Official statistics necessarily stand separate and independent from politics and politicians, but are the eyes and ears of policy-makers. Statistics are often used as the cannon fodder for policy decisions and politics, and are produced and delivered within a highly charged political environment. This makes it even more important that their production and presentation methods

should not be influenced by partisan interests or narrow political agendas. Stats SA has to understand the political milieu it operates in, both nationally and internationally, and will continue to build a reputation for managing this environment professionally. The Statistics Act and the Fundamental Principles of Official Statistics provide an enabling environment for dealing with this challenge appropriately.

Administration: Stats SA requires administrative machinery that is appropriately equipped to deliver support to this complex organisation of intellect, technology, logistics and politics. To this end, considerable emphasis has been, and will continue to be, placed on strengthening administrative infrastructure and operations.

Our reputation depends on how we understand the complexity of the machinery that delivers statistics, how well we resource and manage it and, most importantly, how we keep our users and suppliers of information engaged throughout this journey.

In travelling this difficult road, advice and leadership from the Minister of Finance, Trevor Manuel, the Statistics Council and its Chairperson, Mr Howard Gabriels have been invaluable. It is their guidance which continues to steer us on our journey to improving capacity to deliver quality statistics.

I am pleased to present the Department's work programme for the year, which sets out how we intend navigating this path.



chapter 1 national statistics

1.1 The strategic importance of statistics

'The economic programmes form part of the concerted drive in which all of South Africa should engage in order to reduce the levels of poverty and inequality in our society. For us it is not a mere cliché to assert that the success of our democracy should and will be measured by the concrete steps we take to improve the quality of life of the most vulnerable in our society.' (President Thabo Mbeki, State of the Nation Address, 2007)

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

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

The Minister of Finance stated in his 2007 budget speech: 'Human life has equal worth'.

Statistics South Africa (Stats SA) aims to measure both quality and equality of life and contribute towards the goals of the state by leading a national statistics system that:

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

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

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

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

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

1.2 Medium-term strategic priorities of government

Government's main priorities over the 2004–2009 period seek to enhance the social, economic and cultural well-being of all South Africans as reflected in the following objectives:

- Accelerating the pace of growth, and the rate of investment in productive capacity;
- Decisive interventions to advance the involvement of the marginalised in economic activity through expanded job creation and the promotion of sustainable livelihoods;
- Maintaining a progressive social security net alongside investment in community services and human development;
- Improving the capacity and effectiveness of the state, including combating crime and promoting service-oriented public administration; and
- Building regional and international partnerships for growth and development.

This document outlines how Stats SA aligns measurement to the strategic priorities of the state.

1.3 Measuring national priorities

The quality of decisions taken by policy-makers to a large extent reflects the quality of statistical information. This enables the state and other users to make informed decisions based on facts. The role of Stats SA is to provide the state with information about the economic, demographic, social and environmental situation in the country. This is in line with the Statistics Act (Act No. 6 of 1999) and the fundamental principles of official statistics of the United Nations. The Statistics Act is based on these fundamental principles within the South African context.

The fundamental principles of official statistics

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

- a) **Impartiality:** *Official statistics provide an indispensable element in the information system of democratic society, serving the government, the economy and the public with data about the economic, demographic, social, and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.*
- b) **Professional independence:** *To retain trust in official statistics, the statistical agency needs to decide, according to strictly professional consideration including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.*
- c) **Transparency of methods applied:** *To facilitate a correct interpretation of the data, the statistical agency is to present information according to scientific standards on the sources, methods and procedures of statistics.*
- d) *The statistical agency is entitled to **comment on erroneous interpretation** and misuse of statistics.*

- e) **Use the most efficient sources:** *Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. The statistical agency is to choose the source with regard to quality, timeliness, costs and the burden of respondents.*
- f) **Confidentiality:** *Individual data collected by the statistical agency for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.*
- g) **Transparency of laws:** *The laws, regulations and measures under which the statistical system operates are to be made public.*
- h) **Cooperation among institutions:** *Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.*
- i) **Adherence to international standards:** *The use by the statistical agency in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical 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.*

[REDACTED]



chapter 2 strategic direction

2.1 Vision and mission

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

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

2.2 Our core values

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

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

2.3 The strategy and plan

Stats SA aims to become a dynamic, knowledge creation centre that produces relevant information informing creatively on the economy and society. By 2009 Stats SA will have:

- Accurate, relevant and reliable statistics;
- Trust in official statistics;
- Transparent methods;

- Highly skilled professional staff; and
- Skills programme towards a numerate society.

In order to become this organisation, Stats SA needs to focus on:

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

The strategy is the key business driver for all areas in the organisation and aims to align all activities and people to a common purpose. The work programme encompasses both the statistical programmes and associated support functions. The Estimates of National Expenditure (ENE) reflects how this strategy will be funded. Stats SA has identified strategic themes and objectives outlining the key priorities of the organisation:

2.3.1 Providing relevant statistical information to meet user needs

Statistical information makes measuring the state's performance transparent and promotes accountability. In the medium term, Stats SA will be focusing on strategic drivers towards this end. Aligning measurements to provide relevant, reliable and quality statistical information on the evolving nature of the economy and society is a critical element in driving change.

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

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

In order to improve the relevance of our products and services to meeting the key information needs of the state, we aim to improve our analytical capabilities so that we can add value to data and increase the maximum utilisation of existing data.

Statistics are produced through the Economic Statistics and Population and Social Statistics clusters. The corresponding output targets set out in the ENE are detailed in Chapter 3.

Strategic risks

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

2.3.2 Enhancing the quality of products and services

Understanding the needs of our users and delivering accordingly, forms the basis for a successful agency. Underpinning such an ethos towards service delivery is the existence of comprehensive sampling frames, application of sound methodological techniques and utilisation of good administrative data. These form the hallmark of quality.

The achievement of this level of competency requires that resources be diverted towards exploiting modern technology and expanding our methodological capability. The application of these initiatives will enable our statistical processes to be re-engineered and outputs to be delivered to customers in a way that meets the challenge of the Information Age. The organisation will focus on the following initiatives to improve the quality of its statistics and mitigate the strategic risks confronting its ability to provide relevant and up-to-date statistical information:

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

Stats SA aims to contribute to establishing an integrated national business register as part of an interdepartmental project toward business registration reform in South Africa. The organisation also aims to coordinate the development of a national dwelling frame that is maintained and updated through administrative sources. The realisation of these goals depend on the active participation and contribution of stakeholders in all spheres of government.

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

2.3.3 Developing and promoting statistical coordination and partnerships

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

Stats SA needs to strengthen the capability of national statistics. Its capability to respond to user needs, requires the organisation to put in place a comprehensive statistical infrastructure that can be sustained in the long term. Statistical infrastructure includes registers or lists, statistical methods and tools, survey machinery, policies, systems and technology.

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

The strategic objectives of this area are:

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

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

2.3.4 Building human capacity

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

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

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

In the medium term Stats SA will focus on:

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

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

2.4 Implementing the plan

In order to implement the plan, the organisation:

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

2.4.1 The role of the Statistician-General

The Statistician-General, as the head and Accounting Officer of the organisation, has the ultimate executive responsibility and authority in Stats SA. The primary responsibility of the Statistician-General is to lead the organisation and official statistics in the country. The role of the Statistician-General is rooted in the Statistics Act.

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

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

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

- Setting the overall strategic direction of the organisation;
- Directing, guiding and driving the timely release and effective production of high quality economic, social and population statistics;

- Ensuring that official statistics meet internationally acclaimed standards and practices by improving statistical processes and ensuring effective statistical infrastructure to achieve operational excellence;
- Managing relations with key stakeholders and international role-players; and
- Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation.

The following table expands on the SG's responsibilities.

Key responsibilities of the Statistician-General

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

Key responsibility	Activities/Outputs	Supported by:
Ensuring that official statistics meet internationally acclaimed standards and practices	<ul style="list-style-type: none"> • Ensure methodological soundness of all statistical series • Ensure adherence to recognised national and international standards • Ensure coherence of information through standards, classifications and published metadata • Promote usage of modern methods and technologies • Ensure availability of quality descriptors, technical notes and metadata • Provide quality frames for usage of survey areas • Accessibility of statistical outputs • A statistical data management and compliance frame 	<p>DDG: Quality & Integration</p> <p>DDG: Statistical Support & Informatics</p>
Managing relations with key stakeholders and international role-players	<ul style="list-style-type: none"> • Public and media relations • Management of relations with: <ul style="list-style-type: none"> ○ Government departments ○ International statistics community ○ FOSAD Clusters ○ Statistics Council ○ Audit Committee ○ Minister of Finance 	<p>SG's office</p> <p>All DDGs</p>
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> • Determine the post establishment of the department, including the creation, grading and abolition of posts • Ensure the recruitment, appointment, promotion, transfer, discharge and other career incidents of staff • Manage and encourage people, optimise their outputs and manage relationships effectively in order to achieve organisational goals • Ensure transfer of skills to previously disadvantaged individuals • Create training and development opportunities for all staff • Create work opportunities for people to release their full potential 	<p>DDG: Corporate Services</p> <p>All other DDGs</p>

Key responsibility	Activities/Outputs	Supported by:
Improving governance processes to achieve operational excellence in relation to employee satisfaction, managing costs and compliance to legislation	<ul style="list-style-type: none"> • Ensure the operation of basic financial management systems, including 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



Dr J Arrow
Deputy Director-General:
Quality and Integration



Dr L Gavin
Deputy Director-General:
Statistical Support and
Informatics



Ms N Mokoena
Deputy Director-General:
Corporate Services



Dr R Cassim
Deputy Director-General:
Economic Statistics

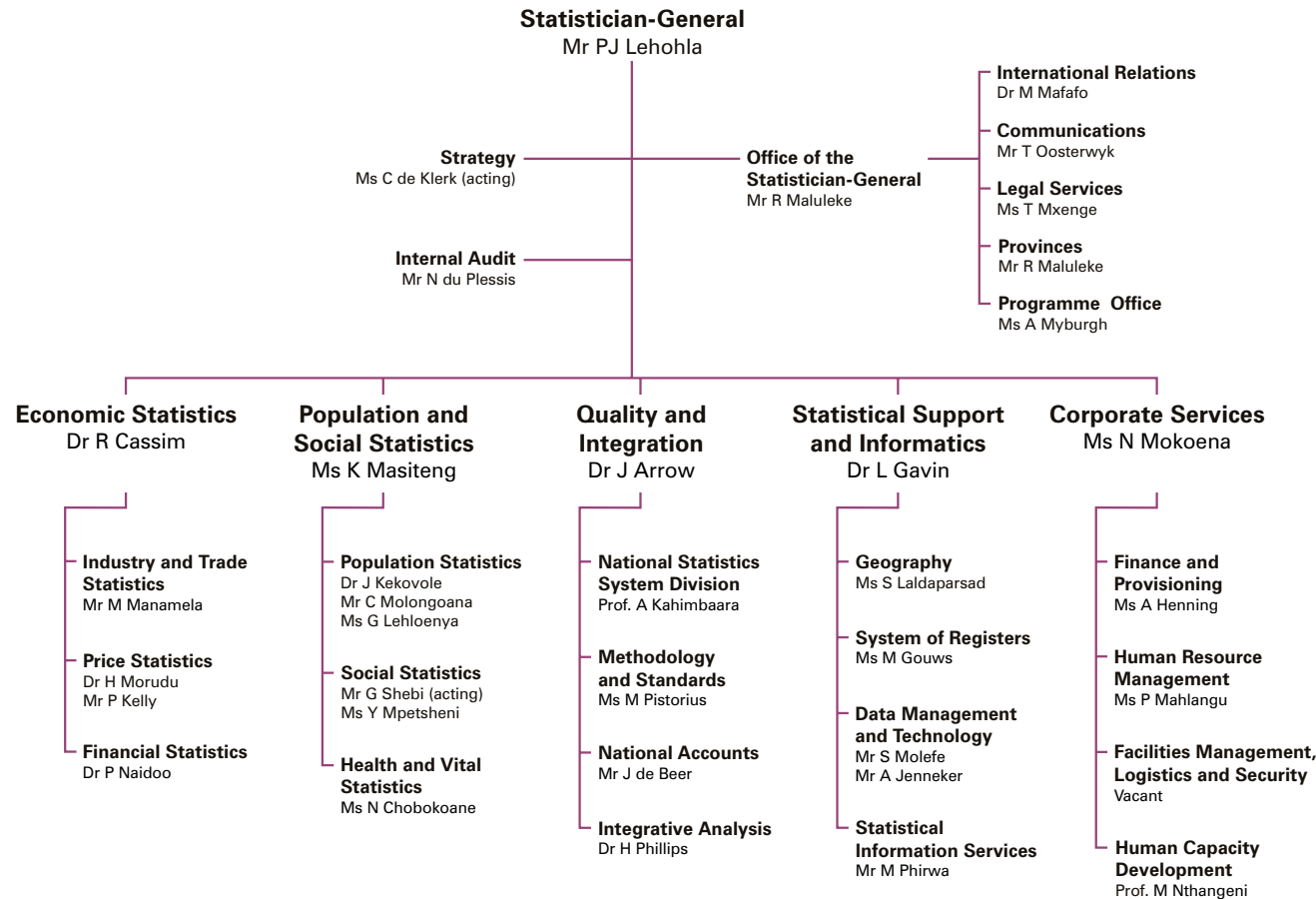


Ms K Masiteng
Deputy Director-General:
Population and Social
Statistics

2.4.2 Aligning the organisational structure to the strategy

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

The organisational structure of Stats SA



2.4.3 Planning, monitoring and reporting

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

Planning

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

The outputs of these planning sessions are as follows:

- Strategic planning – An annual strategic plan and/or work programme are compiled aligned to the ENE and approved by the Minister of Finance.
- Business planning – Divisional business plans are compiled outlining quarterly outputs and targets to be achieved for the financial year.
- Integrative operational planning – Detailed project and operational plans are compiled outlining activities and tasks to be conducted monthly. These plans are implemented, monitored and evaluated through a management information system at Stats SA.

Monitoring and reporting

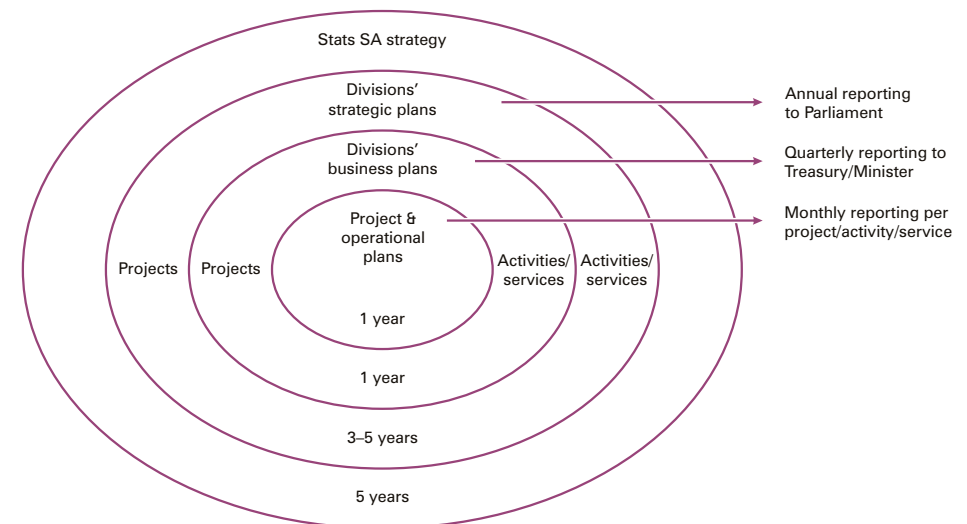
In order for Stats SA to achieve its vision of being the preferred supplier of quality statistics, and to ensure compliance with the relevant legislation, the organisation has put in place measures to monitor and report on its progress and overall performance.

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

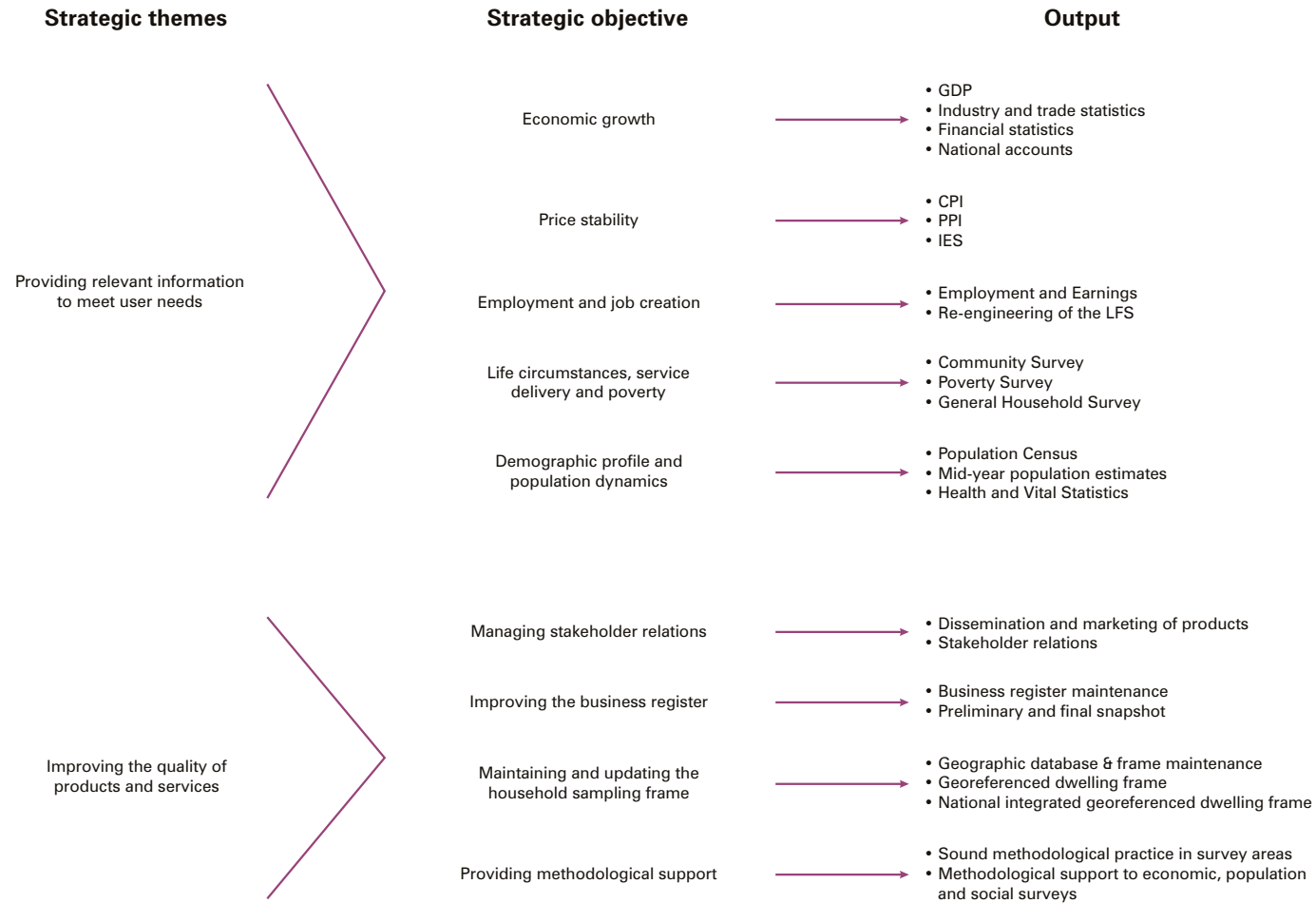
- Quarterly reporting – Quarterly reports are compiled and submitted to the Minister of Finance and Treasury, outlining progress made against quarterly targets as stated in the business plans.
- Monthly reporting – Monthly reports are compiled and submitted to the internal executive committee of the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

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

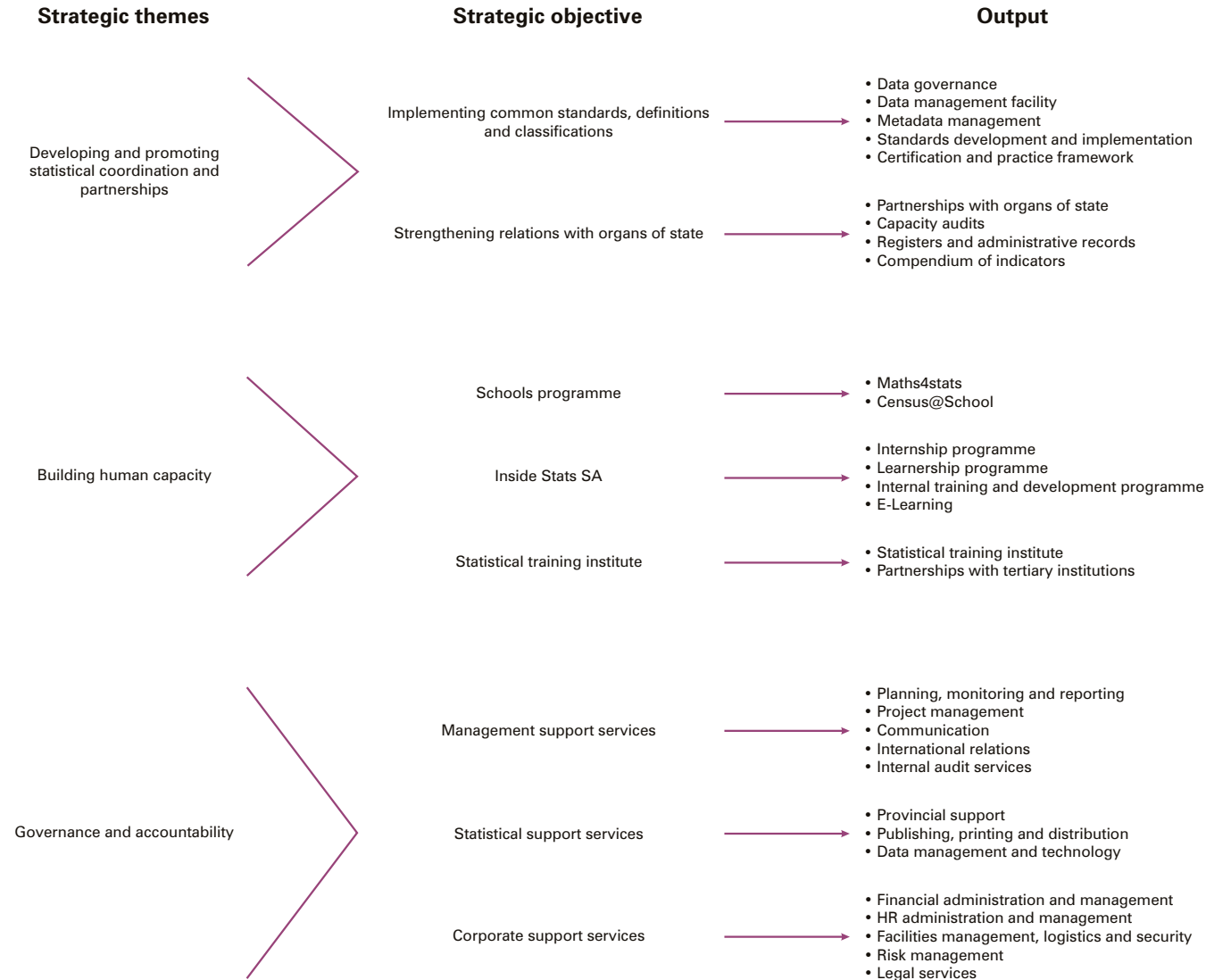
The planning and reporting process

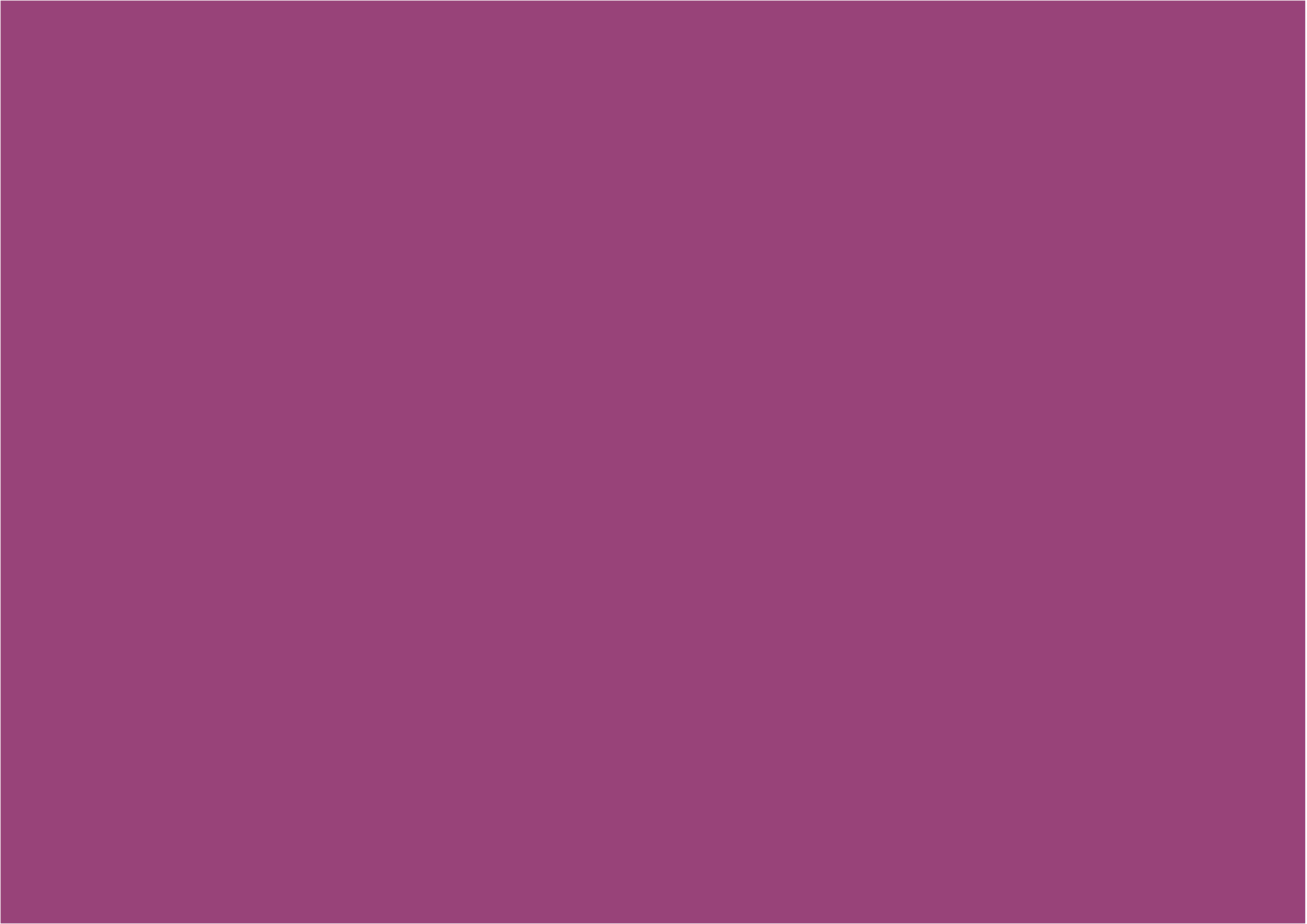


Stats SA's Strategy in brief



Stats SA's Strategy in brief (concluded)







chapter 3 estimates of national expenditure

3.1 Introduction

The previous chapter outlined the strategy of the organisation over the medium term. This chapter describes what Stats SA will deliver per programme as outlined in the Estimates of National Expenditure (ENE) for the 2007/08 financial year. The ENE targets are further broken down in Chapter 4 which represents the work programme of Stats SA.

Aim

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

Key priorities for 2007/08

- Releasing the results on the Income and Expenditure Survey
- Releasing the results on the Community Survey
- Conducting a pilot survey on poverty
- Reweighting the Producer Price Index
- Re-engineering the Labour Force Survey
- Rolling out the data management information delivery project

Programme 1: Administration

The *Administration* programme conducts the overall management of the department and provides centralised support services, including support to the Statistician-General and Deputy Directors-General.

The selected medium-term outputs and targets for the Office of the Statistician-General and Corporate Services are outlined in Chapter 5.

Programme 2: Economic Statistics

The *Economic Statistics* programme aims to produce economic statistics to meet user requirements.

This programme consists of three subprogrammes:

- *Industry and Trade Statistics* provides information on turnover and volumes in various economic sectors.
- *Price Statistics* provides information on price indices such as the consumer and producer price indices, and on employment levels in the formal non-agriculture sectors.
- *Financial Statistics* tracks public sector spending and the financial performance of private sector organisations.

Recent outputs and achievements

Stats SA produced industry and trade, price, employment and financial statistics according to set targets in line with the SDDS requirements.

Stats SA has finalised the roll-out of the CPI direct price collection methodology in metropolitan areas of all provinces.

Data collection for the Income and Expenditure Survey began in September 2005 and was finalised in September 2006. Data processing and editing was finalised in December 2006 according to set targets. The analysis of the datasets has started and the statistical information on the spending patterns of South African households will be published by November 2007.

Selected medium-term output targets

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

Subprogramme	Output	Measure/Indicator	Target
Industry and Trade Statistics	Statistical information in the primary, secondary, tertiary, services and transport sectors of the economy	Number of economic sectors reported on Frequency of reports	7 Economic sectors Monthly, quarterly, annual and periodic reports
Price Statistics	Statistical information on price changes	Number of commodities' price movements collected Frequency of reports	1 100 Consumer products 1 700 Producer products Monthly reports
	Statistical information on spending patterns of South African households	Number of statistical releases by November 2007	10 Periodic statistical releases published
	Statistical information on employment and earnings	Number of industries on which labour market trends are reported Frequency of reports	8 Industries Quarterly reports
Financial Statistics	Financial information on non-agricultural, mining, manufacturing, electricity, construction, trade, transport services, business services, personal services; and government	Number of economic sectors reported on quarterly Number of economic sectors reported on annually	Quarterly reports on 8 economic sectors Annual reports on 9 economic sectors

Programme 3: Population and Social Statistics

The *Population and Social Statistics* programme aims to produce population, demographic, labour market and social statistics to meet user requirements.

The programme consists of three subprogrammes:

- *Population Census and Statistics* plans, collects, processes, analyses and disseminates population statistics collected through the census and surveys. The next population census is scheduled for 2011. The census provides information on a wide range of population and demographic themes on municipal level.
- *Health and Vital Statistics* publishes statistics on births, deaths, marriages, divorces, tourism and migration, all based on administrative records.
- *Social Statistics* provides information on labour market trends and living conditions in South Africa through the general household survey and the labour force survey.

Recent outputs and achievements

The main Community Survey was conducted in February 2007 during which approximately 284 000 households were visited. The results of the Community Survey will be released in November 2007.

The next census will be undertaken in October 2011. Research has begun, with questions on fertility, migration and employment already covered. The Community Survey is being used to build capacity and infrastructure for the 2011 Census.

Following an evaluation of the Labour Force Survey, a re-engineering project addressed weaknesses in the questionnaire and sample design, estimation, timeliness and frequency of the survey. During the past year, a pilot survey was conducted in three provinces. The questionnaire has been redesigned and is being tested in the field. The new collection methodology will be implemented during 2007/08.

Stats SA is planning the collection of statistical information on poverty over the medium term. A pilot poverty survey will be conducted during 2007/08.

Selected medium-term output targets

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

Subprogramme	Output	Measure/Indicator	Target
Population Census and Statistics	Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Community Survey conducted	February 2007
		Results published	November 2007
		Tactical census plans developed	March 2008
		Research conducted on mortality schedule	
		Census resource management plans compiled	
		Census communication strategy developed	
Health and Vital Statistics	Statistical information to reflect the changing profile of the population in relation to births, deaths, marriages and divorces, tourism and migration	Number and frequency of releases	12 Monthly and 6 annual releases produced
Social Statistics	Statistical information on the living conditions of South Africans	Number and frequency of reports produced	1 Annual report
	Statistical information on labour market dynamics	Number and frequency of reports produced	1 Biannual release
	Re-engineered Labour Force Survey	Redesigned quarterly survey introduced	January 2008
	Statistical information on tourism	Main survey conducted	March 2008
	Statistical information on poverty	Report on stakeholder consultation and survey methodology	March 2008

Programme 4: Quality and Integration

The *Quality and Integration* programme aims to provide expertise on quality and methodology for official statistics, build the national statistics system, compile national accounts and analyse statistical data.

The programme consists of four subprogrammes:

- *Methodology and Standards* provides technical expertise for producing official statistics.
- *Integrative Analysis* compiles thematic reports based on data sourced throughout the statistics system and estimates mid-year population projections.
- *National Accounts* produces the GDP and other integrative statistical products.
- *National Statistics System* is responsible for coordinating statistics throughout government.

Recent outputs and achievements

Methodological and systems expertise and support were provided to the *Economic Statistics* and *Population and Social Statistics* programmes,

specifically for re-engineering the Labour Force Survey and rolling out the new methodology for the CPI and Community Survey. Statistical publications from different production areas underwent rigorous quality checks.

The mid-year population estimates were released according to schedule. A thematic report, *Provincial Indices of Multiple Deprivation for South Africa 2001*, was released in April 2006.

The GDP figures for all quarters were released as scheduled, reporting on 10 economic sectors. The annual estimates of the GDP reported on 34 sectors. Various position papers were compiled on natural resource accounts. The national supply and use tables for 2003 and 2004 were published.

Stats SA is in the process of compiling a statistical master plan for South Africa that provides a framework for improving the national statistics system. Joint working parties were set up between Stats SA and the departments of Education, Health, and Home Affairs. Stats SA, together with the Presidency's policy co-ordination and advisory services, completed a first draft of the compendium of indicators for the Government-Wide Monitoring and Evaluation System (GWM&ES).

Selected medium-term output targets

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

Subprogramme	Output	Measure/Indicator	Target
Methodology and Standards	Methodological advice and support to social and economic statistics	Number of technical reports on methodological and systems applications Samples drawn for economic and social statistics according to user specifications	4 Reports April 2008
Integrative Analysis	Statistical information on South Africa's demography and society	Thematic reports compiled	Mid-year population estimates by June 2008 Reports on social services provision and labour force participation by March 2008
National Accounts	Information about the level of economic activity	Frequency and number of sectors reported on	Quarterly, annual and periodic information on the performance of 34 sectors
National Statistics System	Support and advice to national statistics system partners on improving administrative data sources	Number of reports on data quality assessment compiled	3 Reports on the departments of Education, Health, and Home Affairs by March 2008

Programme 5: Statistical Support and Informatics

The *Statistical Support and Informatics* programme aims to optimise the use of technology in the production and use of official statistics, to promote and provide better access to official statistics, and to develop provincial capacity to support the production and use of official statistics.

The programme consists of four subprogrammes:

- *Geography* provides geographical frames and information and a mapping service to the department and other users.
- *System of Registers* maintains the business frame.
- *Statistical Information Services* promotes and distributes statistical information to users at national, provincial and local level.
- *Statistical Data Management* supports data management across statistical series and provides the technological infrastructure for the department.

Recent outputs

The coverage and quality of sample frames impact on the accuracy of statistical information. Close collaboration has been established with South Africa's six metropolitan councils on spatial information.

The business register forms the sample frame from which selected businesses have been chosen to report on their activities. The business register has been compiled from the SARS register and uses turnover as a measure of size. A strategic review of the business register was conducted to improve the quality of the sample frame. Recommendations will be implemented over the medium term.

The official website, StatsOnline, has been improved, resulting in an increase in the number of visitor sessions from approximately 120 000 sessions per month in 2005 to 178 000 in 2006. Stats SA assessed and monitored the needs of users by conducting stakeholder workshops in all provinces twice during 2006. More than 800 stakeholders attended these workshops.

Stats SA is following a strategy to increase efficiency and improve data quality through the use of technology. This will be phased in and includes stabilising the current environment, optimising existing technologies and maximising benefit by deploying emerging technologies. As a first step, the storage of data has been consolidated and a disaster recovery facility has been set up. The development of an End-to-End Statistical Data Management Facility (ESDMF) is under way. The ESDMF will provide the technological infrastructure that will ensure compliance and delivery according to internationally accepted methodologies.

Selected medium-term output targets

Measurable objective: Improve accessibility and uptake of statistical information products by using internationally acclaimed practices for data collection, statistical data management, information product development and information dissemination mechanisms.

Subprogramme	Output	Measure/Indicator	Target
Geography	Updated spatial framework and database	Percentage of georeferenced dwelling frame created	56% of frame
		Percentage of 2011 Census enumerator areas demarcated	50% of country
		Percentage of place names updated	75% of place names
System of Registers	Final sample frame for economic statistics	Sub-annual collections: Retail and wholesale trade sales; Manufacturing: Production and sales Annual collections: Economic Annual Survey Periodic collections: Large sample survey	1 Snapshot (final sample frame) in April 2007
Statistical Information Services	Statistical products and services	Number of publications printed and distributed	225 Publications
		Number of documents downloaded	800 000 Documents

Selected medium-term output targets (concluded)

Subprogramme	Output	Measure/indicator	Target
Statistical Data Management	Common standards, definitions and classifications	Percentage of standards implemented	25% of priority standards
		Percentage of products with standardised metadata in the metadata repository	50% of products
		Percentage roll-out of data management facility	40% of the data management facility
	Upgraded and refreshed infrastructure	Storage area network upgraded	Network upgraded by September 2007
		Connectivity of district offices	All offices connected by December 2007
		Disaster recovery plan implemented	Plan implemented by June 2007



chapter 4 work programme

4.1 Introduction

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

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

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

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

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

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

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

4.2 Purpose and measurable objective of each programme

Programme 1: Administration

Purpose: Provide sound infrastructure, support and strategic direction to enable Stats SA to achieve its mandate.

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

Programme 2: Economic Statistics

Purpose: Produce economic statistics to meet user requirements.

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

Programme 3: Population and Social Statistics

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

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

Programme 4: Quality and Integration

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

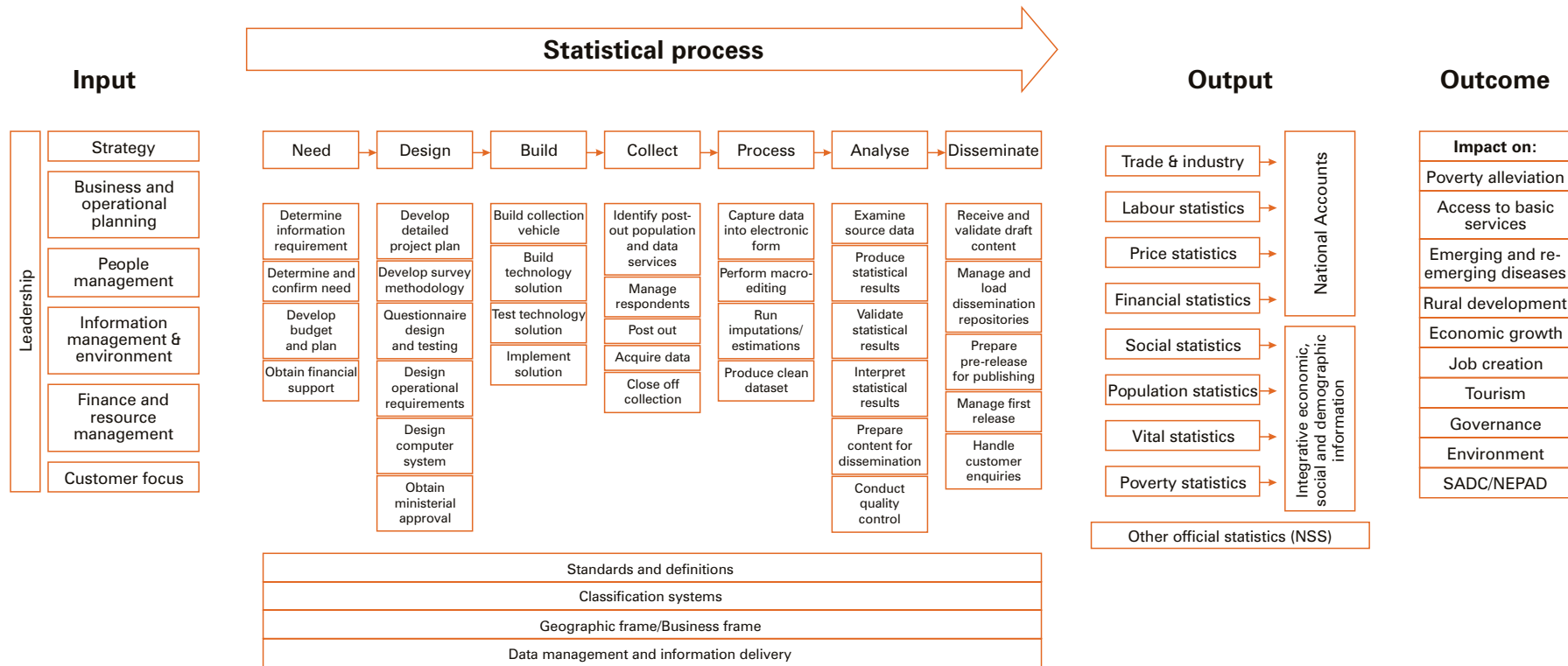
Measurable objective: Provide integrated social, economic and demographic information according to acclaimed best practice, to improve the quality and use of national statistics.

Programme 5: Statistical Support and Informatics

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

Measurable objective: Improve accessibility and uptake of statistical information products by using internationally acclaimed practices for data collection, statistical data management, information product development and information dissemination mechanisms.

Stats SA's statistical production process



4.3 Implementing the work programme

4.3.1 Providing relevant statistical information to meet user needs

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

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

- **Economic growth** – Improving the measurement of the GDP (p. 41);
- **Price stability** – Improving the measurement of price changes (p. 50);
- **Employment and job creation** – Improving labour market statistics (p. 52);
- **Life circumstances, service delivery and poverty** – Producing service delivery information and measuring poverty (p. 55); and
- **Demographic profile and population dynamics** – Conducting the Population Census 2011 and producing mid-year population estimates (p. 58).

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

(a) Economic growth

Policy context: South Africa's seven-year economic expansion has been driven by strong growth in consumption expenditure, supported by accelerating investment, prudent macroeconomic policy and continuing economic reform. The medium-term economic outlook remains positive. Challenges remain, both in terms of continued reform of the economy to improve trade performance and broaden participation, as well as maintaining a sustainable growth rate in an environment characterised by volatile global markets.

Notwithstanding increased growth rates in the South African economy in the last few years, the challenge to sustain, as well as improve real growth rates remains a central challenge. Key facets of growth include measuring of private and public sector capital formation and identifying areas of the

economy with the greatest growth potential. In particular, the services economy in South Africa has been identified as a key driver of growth and employment creation in the economy. Measuring the services sector adequately remains a key challenge both in South Africa and in most other countries. Stats SA is taking on this challenge by incrementally introducing various surveys that will begin to contribute systematically towards improved measurement in services.

Key initiatives and developments to improve the measurement of economic growth

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

Agriculture: A census on commercial agricultural activity will be conducted in 2007/08 as a joint venture between Stats SA and the Department of Agriculture. The census will replace the Large Sample Survey (LSS). It will be a postal survey, with the population sourced from the business register. The collection will include financial as well as product information.

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

One proposal is a new monthly construction survey to measure and monitor short-term movements in this industry. A full research project was launched during the 2006/07 financial year and a report will be available by the third quarter of the 2007/08 financial year. This document

will provide a position on whether the monthly survey on construction will be commissioned or if there is a possibility of minimising the publication timelines for the QFS, thus enabling the availability of timeous information for the estimation of the quarterly GDP.

Transport: The new transport survey will replace the previous Land Freight Transport Survey that was suspended two years ago due to inadequate coverage. The new survey will provide monthly indicators for input into the GDP. Data will be collected and published monthly on turnover and an appropriate volume indicator is still being investigated. Research has been conducted on what is available, how transport surveys are done internationally, what is commonly collected and published, etc., and a report on the viability of the survey completed. The research document for transport was completed during the 2006/07 financial year. In accordance with the findings in the document, the new Land Transport Survey will be conducted during the first half of the 2007/08 financial year, with results expected only in the 2008/09 financial year.

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

Business services: The proposed new business services survey will cover the real estate and business services sector of the economy, which currently accounts for almost 12% of GDP. The only information available to the National Accounts division to date has been through censuses, and lately through the Large Sample Survey published in 2003 and the annual Economic Activity Survey (EAS). The information available has proved to be inadequate on a short-term basis. There is currently very little information on the indicators for the business services. Research on the industry has been done, which includes international comparison and frame analysis. The position paper will be distributed for comments and the final draft of the document will be ready by the end of 2007.

Government financial statistics: Stats SA is in the process of implementing the 2001 Government Financial Statistics (GFS) framework in line with International Monetary Fund guidelines. The accounts of extra-budgetary accounts and funds, higher education institutions, and local government transactions, which are compiled on an accrual basis, will be adjusted to a cash basis of accounting in order to be incorporated into the Statement of Sources and Uses of Cash. During 2007/08 Stats SA will publish the Statement of Sources and Uses of Cash for provincial and national departments, extra-budgetary accounts and funds, higher education institutions and consolidated general government. Close cooperation is required with National Treasury and the South African Reserve Bank to ensure that these changes are successfully implemented. These new developments will improve and promote the financial accountability and financial transparency of government.

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

Medium-term outputs and milestones: Economic growth

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Information about the level of economic activity	Frequency and number of sectors reported on	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> Quarterly release on GDP estimates on 10 sectors of the economy <p><i>These sectors are:</i></p> <ol style="list-style-type: none"> Agriculture, hunting, forestry and fishing Mining and quarrying Manufacturing Electricity, gas and water supply Construction Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants Transport, storage and communication Financial intermediation, insurance, real estate and business services Community, social and personal services Government services <p>Initiatives to improve data sources of 8 of these sectors are described in the next sections of this table</p> <ul style="list-style-type: none"> Annual release on GDP estimates on 34 sectors of the economy by November 2007 	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> Quarterly release on GDP estimates on 10 sectors of the economy <ul style="list-style-type: none"> Annual release on GDP estimates on 34 sectors of the economy by November 2008 	<p><i>Gross Domestic Product</i></p> <ul style="list-style-type: none"> Quarterly release on GDP estimates on 10 sectors of the economy <ul style="list-style-type: none"> Annual release on GDP estimates on 34 sectors of the economy by November 2009

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Information about the level of economic activity	Frequency and number of sectors reported on	<ul style="list-style-type: none"> Annual release on GDP estimates on 10 sectors of the economy by November 2007 	<ul style="list-style-type: none"> Annual release on GDP estimates on 10 sectors of the economy by November 2008 Benchmarked and rebased estimates of GDP by November 2008 	<ul style="list-style-type: none"> Annual release on GDP estimates on 10 sectors of the economy by November 2009
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Agriculture, hunting, forestry and fishing</i></p> <ul style="list-style-type: none"> 2007 Census on Agriculture conducted 1 Release on 2005 Large Sample Survey (LSS) on Agriculture by December 2007 1 Report on 2005 LSS on Agriculture by March 2008 	<p><i>Agriculture, hunting, forestry and fishing</i></p> <ul style="list-style-type: none"> 1 Release on the 2007 Census on Agriculture 1 National report on the 2007 Census on Agriculture 2008 LSS on Agriculture conducted 	<p><i>Agriculture, hunting, forestry and fishing</i></p> <ul style="list-style-type: none"> 1 Release on the 2008 LSS on Agriculture 1 Report on the 2008 LSS on Agriculture
		<p><i>Mining and quarrying</i></p> <ul style="list-style-type: none"> Monthly release on Mining: Production and sales, 6 weeks after reference month based on administrative sources 	<p><i>Mining and quarrying</i></p> <ul style="list-style-type: none"> Monthly release on Mining: Production and sales, 6 weeks after reference month based on administrative sources 	<p><i>Mining and quarrying</i></p> <ul style="list-style-type: none"> Monthly release on Mining: Production and sales, 6 weeks after reference month based on administrative sources

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on	<p><i>Manufacturing</i></p> <ul style="list-style-type: none"> • Monthly release on Manufacturing: Production and sales with a response rate of at least 80%, 6 weeks after reference month <ul style="list-style-type: none"> ○ New group weights (based on value-added results of 2005 LSS on Manufacturing) introduced by November 2007 ○ Indices on 2005=100 rebased by November 2007 • Quarterly release on Manufacturing: Utilisation of production capacity by large enterprises with a response rate of at least 80%, 12 weeks after reference month • Report on LSS on manufacturing, wholesale trade and retail trade by July 2007 	<p><i>Manufacturing</i></p> <ul style="list-style-type: none"> • Monthly release on Manufacturing: Production and sales with a response rate of at least 80%, 6 weeks after reference month • Quarterly release on Manufacturing: Utilisation of production capacity by large enterprises with a response rate of at least 80%, 12 weeks after reference month 	<p><i>Manufacturing</i></p> <ul style="list-style-type: none"> • Monthly release on Manufacturing: Production and sales with a response rate of at least 80%, 6 weeks after reference month • Quarterly release on Manufacturing: Utilisation of production capacity by large enterprises with a response rate of at least 80%, 12 weeks after reference month
	Frequency, accuracy and timeliness of reports	<p><i>Electricity, gas and water supply</i></p> <ul style="list-style-type: none"> • Monthly release on generation and consumption of electricity with a response rate of at least 80%, 5 weeks after reference month • 1 Statistical release on the LSS on electricity, gas and water supply by September 2007 	<p><i>Electricity, gas and water supply</i></p> <ul style="list-style-type: none"> • Monthly release on generation and consumption of electricity with a response rate of at least 80%, 5 weeks after reference month • 3 Reports on the LSS on electricity, gas and water supply 	<p><i>Electricity, gas and water supply</i></p> <ul style="list-style-type: none"> • Monthly release on generation and consumption of electricity with a response rate of at least 80%, 5 weeks after reference month

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on	<p><i>Construction</i></p> <ul style="list-style-type: none"> Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after reference month Annual release on selected building plans passed and completed (2006), including municipal information, with a response rate of at least 80% 2 Reports on buildings completed per annum for 2004 and 2005 by November 2007 LSS on construction conducted by September 2007 	<p><i>Construction</i></p> <ul style="list-style-type: none"> Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after reference month Annual release on selected building plans passed and completed (2007), including municipal information, with a response rate of at least 80% Annual report on buildings completed per annum for 2006 1 Release on the LSS on construction by October 2008 	<p><i>Construction</i></p> <ul style="list-style-type: none"> Monthly release on building plans passed and completed with a response rate of at least 80%, 7 weeks after reference month Annual release on selected building plans passed and completed (2008), including municipal information, with a response rate of at least 80% Annual report on buildings completed per annum for 2007 1 Report on the LSS on construction
	Frequency, accuracy and timeliness of reports	<p><i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i></p> <ul style="list-style-type: none"> Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after reference month LSS on retail trade sales by October 2007 Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after reference month 	<p><i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i></p> <ul style="list-style-type: none"> Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after reference month 1 Statistical release on the LSS on retail trade sales Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after reference month 	<p><i>Wholesale and retail trade; repair of motor vehicles, motor cycles and personal and household goods; hotels and restaurants</i></p> <ul style="list-style-type: none"> Monthly release on retail trade sales with a response rate of at least 80%, 7 weeks after reference month 1 Report on the LSS on retail trade sales Monthly release on motor trade sales with a response rate of at least 80%, 7 weeks after reference month

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> • LSS on motor trade sales conducted by October 2007 • Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after reference month • LSS on wholesale trade sales conducted by October 2007 • Quarterly release on food and beverages with a response rate of at least 75%, 10 weeks after reference month • LSS on food and beverages conducted by October 2007 • Quarterly release on tourist accommodation with a response rate of at least 75%, 8 weeks after reference month • LSS on accommodation conducted by July 2007 	<ul style="list-style-type: none"> • 1 Release on the LSS on motor trade sales • Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after reference month • 1 Release on the LSS on wholesale trade sales • Quarterly release on food and beverages with a response rate of at least 75%, 10 weeks after reference month • 1 Release on the LSS on food and beverages • Quarterly release on tourist accommodation with a response rate of at least 75%, 8 weeks after reference month • 1 Release on the LSS on accommodation by September 2008 	<ul style="list-style-type: none"> • 1 Report on the LSS on motor trade sales • Monthly release on wholesale trade sales with a response rate of at least 80%, 7 weeks after reference month • 1 Report on the LSS on wholesale trade sales • Quarterly release on food and beverages with a response rate of at least 75%, 10 weeks after reference month • 1 Report on the LSS on food and beverages • Quarterly release on tourist accommodation with a response rate of at least 75%, 8 weeks after reference month • 1 Report on the LSS on accommodation by September 2009
		<p><i>Transport, storage and communication</i></p> <ul style="list-style-type: none"> • 1 Release on the LSS on transport by September 2007 • 1 Release on the LSS on post and telecommunication by September 2007 • Research report finalised and recommendations implemented for a monthly transport survey 	<p><i>Transport, storage and communication</i></p> <ul style="list-style-type: none"> • 6 Reports on the LSS on transport • 2 Reports on the LSS on post and telecommunication • First results of the monthly transport survey published 	<p><i>Transport, storage and communication</i></p>

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on the primary, secondary, tertiary and transport sectors of the economy	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Financial intermediation, insurance, real estate and business services</i></p> <ul style="list-style-type: none"> • Monthly release on liquidations and insolvencies, 8 weeks after reference month • Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after reference month • 1 Report on the feasibility of conducting a census, instead of a sample, for the civil cases for debt releases by July 2007 • 1 Release on the LSS on business services by October 2007 	<p><i>Financial intermediation, insurance, real estate and business services</i></p> <ul style="list-style-type: none"> • Monthly release on liquidations and insolvencies, 8 weeks after reference month • Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after reference month • 10 Reports on the LSS on business services 	<p><i>Financial intermediation, insurance, real estate and business services</i></p> <ul style="list-style-type: none"> • Monthly release on liquidations and insolvencies, 8 weeks after reference month • Monthly release on civil cases for debt with a response rate of at least 80%, 7 weeks after reference month
Financial information on private sector businesses	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Forestry and fishing; mining; manufacturing; electricity; construction; trade; transport; business services, personal and related services</i></p> <ul style="list-style-type: none"> • Annual release on the Economic Activity Survey (EAS) for 2006 published with a response rate of 80% by October 2007 • Quarterly financial statistics of the private sector published with a response rate of 80% with a quarterly time-lag 	<p><i>Forestry and fishing; mining; manufacturing; electricity; construction; trade; transport; business services, personal and related services</i></p> <ul style="list-style-type: none"> • Annual release on the Annual Financial Statistics (AFS) survey for 2007 published with a response rate of 80% by October 2008 • Quarterly financial statistics of the private sector published with a response rate of 80% with a quarterly time-lag 	<p><i>Forestry and fishing; mining; manufacturing; electricity; construction; trade; transport; business services, personal and related services</i></p> <ul style="list-style-type: none"> • Annual release on the Annual Financial Statistics (AFS) survey for 2008 published with a response rate of 80% by October 2009 • Quarterly financial statistics of the private sector published with a response rate of 80% with a quarterly time-lag

Note: The Economic Activity Survey (EAS) will be called Annual Financial Statistics (AFS) from 2007

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Financial information on government	Number of economic sectors reported on Frequency, accuracy and timeliness of reports	<p><i>Government</i></p> <ul style="list-style-type: none"> • Annual release on the financial census of municipalities for 2006 with a response rate of 100% by October 2007 • Quarterly financial statistics release on municipalities with a response rate of 80% with a quarterly time-lag • Annual release on the capital expenditure of the public sector for 2006 with a response rate of 95% by July 2007 • Annual release on the financial statistics of extra-budgetary accounts 2005/06 with audited data by August 2007 • Annual release on the financial statistics of provincial government for 2005/06 with audited data by September 2007 • Annual release on the financial statistics of national government for 2005/06 with audited data by June 2007 	<p><i>Government</i></p> <ul style="list-style-type: none"> • Annual release on the financial census of municipalities for 2007 with a response rate of 100% by October 2008 • Quarterly financial statistics release on municipalities with a response rate of 80% with a quarterly time-lag • Annual release on the capital expenditure of the public sector for 2007 with a response rate of 95% by July 2008 • Annual release on the financial statistics of extra-budgetary accounts 2006/07 with audited data by August 2008 • Annual release on the financial statistics of provincial government for 2006/07 with audited data by September 2008 • Annual release on the financial statistics of national government for 2006/07 with audited data by June 2008 	<p><i>Government</i></p> <ul style="list-style-type: none"> • Annual release on the financial census of municipalities for 2008 with a response rate of 100% by October 2009 • Quarterly financial statistics release on municipalities with a response rate of 80% with a quarterly time-lag • Annual release on the capital expenditure of the public sector for 2008 with a response rate of 95% by July 2009 • Annual release on the financial statistics of extra-budgetary accounts 2007/08 with audited data by August 2009 • Annual release on the financial statistics of provincial government for 2007/08 with audited data by September 2009 • Annual release on the financial statistics of national government for 2007/08 with audited data by June 2009

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Financial information on government	Number of economic sectors reported on	<ul style="list-style-type: none"> Annual release on the financial statistics of higher education institutions for 2006 with audited data by October 2007 	<ul style="list-style-type: none"> Annual release on the financial statistics of higher education institutions for 2007 with audited data by October 2008 	<ul style="list-style-type: none"> Annual release on the financial statistics of higher education institutions for 2008 with audited data by October 2009
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> Annual release on the financial statistics of consolidated general government for 2005/06 with audited data by November 2007 	<ul style="list-style-type: none"> Annual release on the financial statistics of consolidated general government for 2006/07 with audited data by November 2008 	<ul style="list-style-type: none"> Annual release on the financial statistics of consolidated general government for 2007/08 with audited data by November 2009
Information on National Accounts	Number of reports produced	<p><i>Social Accounting Matrices</i></p> <ul style="list-style-type: none"> Position paper – Linking SAM and existing government strategies by March 2008 	<p><i>Social Accounting Matrices</i></p> <ul style="list-style-type: none"> Discussion document – Linking SAM and existing government strategies by March 2009 Report published – SAM for 2005 including labour accounts by March 2009 	<p><i>Social Accounting Matrices</i></p> <ul style="list-style-type: none"> Discussion document – Overview of 2005 SAM
		<p><i>Tourism Satellite Accounts (TSA)</i></p> <ul style="list-style-type: none"> 1 Document on updated TSAs for South Africa by March 2008 Discussion document – Linking government strategies and the TSA by March 2008 	<p><i>Tourism Satellite Accounts (TSA)</i></p> <ul style="list-style-type: none"> 1 Document on updated TSAs for South Africa by March 2009 	<p><i>Tourism Satellite Accounts (TSA)</i></p> <ul style="list-style-type: none"> 1 Document on updated TSAs for South Africa by March 2010

Note: Higher education institutions were previously referred to as universities and technikons

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Information on National Accounts	Number of reports produced	<p><i>Tourism</i></p> <ul style="list-style-type: none"> • Questionnaire developed by June 2007 • Pilot Tourism Survey (household) conducted by August 2007 	<p><i>Tourism</i></p> <ul style="list-style-type: none"> • Main Tourism Survey conducted by August 2008 • Results of main Tourism Survey published by January 2009 	<p><i>Tourism</i></p>
		<p><i>Natural Resource Accounts (NRA)</i></p> <ul style="list-style-type: none"> • 1 Document on research and development of Environmental Economic Accounts (EEAs) for South Africa by March 2008 	<p><i>Natural Resource Accounts (NRA)</i></p> <ul style="list-style-type: none"> • 1 Document on research and development of EEAs for South Africa by March 2009 	<p><i>Natural Resource Accounts (NRA)</i></p> <ul style="list-style-type: none"> • 1 Document on research and development of EEAs for South Africa by March 2010
		<p><i>Supply and Use tables (SUT)</i></p> <ul style="list-style-type: none"> • 2 Sets of Supply and Use tables by November 2007 and February 2008 	<p><i>Supply and Use tables (SUT)</i></p> <ul style="list-style-type: none"> • 2 Sets of Supply and Use tables by November 2008 and February 2009 • Report published on cross-classification of value added by industry and classification by March 2009 	<p><i>Supply and Use tables (SUT)</i></p> <ul style="list-style-type: none"> • 2 Sets of Supply and Use tables by November 2009 and February 2010 • 1 Report on the compilation of a detailed SUT by March 2010

(b) Price stability

Policy context: Fiscal policy supports South Africa's economic growth momentum and the progressive realisation of social goals. Targeted real increases in expenditure address areas of pressing social and economic importance. CPIX inflation remains within the 3–6 per cent target band, but has been trending upward during 2006. This trend, combined with the more sharply rising producer price inflation, has prompted the Reserve Bank to raise interest rates.

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

Key initiatives and developments to improve the measurement of price stability

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

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

In 2006, Stats SA implemented a change in the collection method for the CPI. Historically, price data for the CPI had been collected by means of posting questionnaires to retail stores and the head offices of retail

chains. The new method involves field workers collecting price data by directly observing prices in retail outlets. The new collection method allows Stats SA to carry out rigorous quality assurance on the data used to compile the CPI.

The next significant improvement in the CPI will be the reweighting of the basket on the basis of the 2005/06 Income and Expenditure Survey. Research on the reweighting began in March 2007 and the reweighted CPI will be published from January 2009.

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

An Income and Expenditure Survey was conducted during 2006/07. Stats SA is in the process of editing, imputing, annualising and weighting the IES data. The consumption expenditure variables and household descriptor variables have been completed and handed over to the CPI unit to begin analysis for the reweighting process.

The following information will be available during the first half of the financial year:

- a) A broad analysis of consumption trends in the economy; and
- b) A comparison of changes from 1996 to 2005/06 – across race, geography and income quintiles.

Stats SA plans to disseminate the final results of the IES by November 2007.

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

In 2006, extensive consultations were conducted with producer associations and major producers to review the current PPI basket in line with the overall project of reweighting the PPI basket. Along with inputs from the Large Sample Survey (LSS) of manufacturers of 2005/06, and useful administrative data sources, a new PPI basket is being developed. A reweighted PPI will be published from January 2008.

Research with respect to best international practice on reweighting and PPI processes and systems continues to be conducted to improve the quality of the PPI.

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

Medium-term outputs and milestones: Price stability

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on price changes	Number of commodities' price movements collected Frequency, accuracy and timeliness of reports	<i>Consumer Price Index (CPI)</i> <ul style="list-style-type: none"> Monthly CPI releases covering approximately 1 100 consumer products with a response rate of 100%, normally on the last Wednesday of each month New CPI basket and weights developed by July 2007 	<i>Consumer Price Index (CPI)</i> <ul style="list-style-type: none"> Monthly CPI releases covering approximately 1 100 consumer products with a response rate of 100%, normally on the last Wednesday of each month CPI published, based on new basket 	<i>Consumer Price Index (CPI)</i> <ul style="list-style-type: none"> Monthly CPI releases covering approximately 1 100 consumer products with a response rate of 100%, normally on the last Wednesday of each month
		<i>Production Price Index (PPI)</i> <ul style="list-style-type: none"> Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90%, 4 weeks after the reference month Rewighted PPI published by February 2008 	<i>Production Price Index (PPI)</i> <ul style="list-style-type: none"> Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90%, 4 weeks after the reference month Process and systems review 	<i>Production Price Index (PPI)</i> <ul style="list-style-type: none"> Monthly PPI releases covering approximately 1 700 producer products with a response rate of at least 90%, 4 weeks after the reference month Improved processes and systems implemented
		<i>Income and Expenditure Survey (IES)</i> <ul style="list-style-type: none"> Dataset and 10 statistical releases published by November 2007 	<i>Income and Expenditure Survey (IES)</i>	<i>Income and Expenditure Survey (IES)</i>

(c) Employment and job creation

Policy context: There are clear signs that the economy's capacity to create jobs is improving. Rapid growth in domestically-oriented sectors and nascent improvements in more export oriented sectors will continue to shift the economy onto a more labour-absorbing growth path. Job creation has been broad-based. Strong consumer spending boosted employment levels in the wholesale and retail trade sectors, while significant job creation also took place in manufacturing and construction. Compared to other emerging markets, South Africa has not reported adequately on the informal sector. Raising the level of economic activity in historically disadvantaged communities requires direct interventions by government. As part of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), government has prioritised several sectors for development, particular in areas with high labour-absorption capacity.

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

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

Re-engineering the Labour Force Survey: The decision to re-engineer the Labour Force Survey (LFS) was based on the need to address the criticisms by users relating to the reliability of LFS data in terms of frequency, accuracy and timeliness of the survey. Advice from experts who evaluated the processes and outputs of the current LFS necessitated the process for re-engineering the LFS.

The benefits of the new quarterly Labour Force Survey include:

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

Stats SA has finalised the questionnaire design and tested fieldwork procedures during 2006/07. During 2007/08 listing of the new master sample will be finalised, data processing systems will be tested and piloted, and a permanent fieldwork force will be appointed. Stats SA is planning to launch the new quarterly LFS in January 2008 and the first published data will be available in August 2008.

Quarterly Employment Statistics survey: A major review of the Quarterly Employment Statistics (QES) survey is being carried out and some key challenges are to ensure that the business register provides a good basis for providing more robust estimates of levels and changes in the economy. The role of the QES in providing more detailed industry-level employment data will also be given emphasis over the medium term.

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

Medium-term outputs and milestones: Employment and job creation

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on labour market trends	Frequency, accuracy and timeliness of reports	<i>Employment and Earnings</i> <ul style="list-style-type: none"> Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after reference month Improved QES coverage from the 2004 sample to the 2006 sample 	<i>Employment and Earnings</i> <ul style="list-style-type: none"> Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after reference month Improved QES coverage from the 2006 sample to the 2007 sample 	<i>Employment and Earnings</i> <ul style="list-style-type: none"> Quarterly release on employment and earnings, and average monthly earnings with a response rate of at least 80%, 12 weeks after reference month Improved QES coverage from the 2007 sample to the 2008 sample
		<i>Labour Force Survey (LFS)</i> <ul style="list-style-type: none"> Biannual release on labour market information with a response rate of at least 85%, 6 months after the reference month 	<i>Labour Force Survey (LFS)</i> <ul style="list-style-type: none"> Biannual release on labour market information with a response rate of at least 85%, 6 months after the reference month 	<i>Labour Force Survey (LFS)</i>

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Redesigned LFS	Quality of the LFS	<p><i>Re-engineered LFS</i></p> <ul style="list-style-type: none"> • Listing of the new master sample PSUs (3000) finalised • Supplementary questionnaires designed • Dress rehearsal of all systems and phasing in of new master sample for 2008 September LFS by July/September 2007 • Methodology on rotation, relisting and sampling finalised • New sample finalised • Redesigned quarterly LFS introduced by January 2008 	<p><i>Re-engineered LFS</i></p> <ul style="list-style-type: none"> • Results of the 1st quarter (old and new) and the 2nd quarter of the new LFS by August 2008 • Maintenance of the master sample 	<p><i>Re-engineered LFS</i></p> <ul style="list-style-type: none"> • Quarterly release of labour market indicators, 4 weeks after last day of data collection • Maintenance of the master sample

(d) Life circumstances, service delivery and poverty

Policy context: Severe social and development challenges remain to be addressed. Investment in people needs to be accelerated, health and social development services improved, crime prevention reinforced and job creation and community development bolstered. Increased allocations to the provincial equitable share take into account the need for quality improvements in social services as well as broadening access. Strong emphasis is placed on strengthening local government's ability to deliver basic municipal services. Allocations target expanded free basic services to poor households. Local government allocations also support infrastructure-related spending and the extension of basic services to poor communities.

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

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

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

Following the fully inclusive population censuses in 1996 and 2001, the next Population Census will be conducted in 2011. The Community Survey conducted in February 2007, assisted in developing human, management and logistical capabilities for Census 2011.

Promoting opportunities for the participation of marginalised communities in economic activity and improving the quality of life of the poor is a key priority of government. Although the current annual General Household Survey (GHS) and the biannual Labour Force Survey (LFS) provide some insights into livelihoods and living conditions, Stats SA has no dedicated survey measuring poverty in South Africa. In the past a

variety of data sources, such as the 1996 and 2001 censuses, have been used to produce poverty reports and maps. Stats SA will prioritise collecting poverty information in response to user needs. Strategic conceptualisation and planning has commenced and relevant stakeholders are being consulted. Stats SA plans to initiate a poverty survey over the medium term.

The key projects to measure life circumstances, service delivery and poverty are described as follows.

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

Stats SA conducted a Community Survey during February 2007, collecting information from approximately 280 000 households across the country, over a period of four weeks. Processing has commenced in March 2007 and the results are expected to be released in November 2007.

Poverty survey: In keeping with practice in many other countries, the use of an official poverty line has been proposed for South Africa to assist in measuring the extent of household poverty and monitoring progress in poverty reduction. Government proposes to pilot a poverty line for an initial period to allow for public comments and consultations before its design is finalised. Stats SA plans to pilot the series before the end of 2007. In summary, the proposal is:

- A poverty line based on minimum food needs for daily energy requirements, plus essential non-food items, is prepared.
- Two additional thresholds below and above the poverty line as indicators of extreme poverty and of a broader level of household income adequacy.

- Publication by Stats SA of an annually updated poverty line and the lower and upper thresholds to take account of price changes, using a basket of goods from the CPI, subject to review every five years to ensure that the poverty line and thresholds remain relevant and accurate.

Stats SA is in the process of designing a multi-topic household survey to provide high quality, comprehensive data on most aspects of household welfare, in an integrated environment. This includes information on

poverty levels, employment and unemployment patterns, household enterprises, school enrolment and educational attainment, health, migration, housing and the living environment, access to public services, and other dimensions of living standards. The pilot Poverty survey is planned to be conducted in 2007/08 and the main survey to be rolled out by the end of 2007/08.

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

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on living conditions in South Africa	Number of reports produced Frequency, accuracy and timeliness of reports	<p><i>General Household Survey (GHS)</i></p> <ul style="list-style-type: none"> • Annual report on the living conditions of South Africans with a response rate of at least 85%, 9 months after the reference month by May 2007 • Quality and relevance of the GHS improved by investigating alternative methods of data dissemination and improved turnover time of publications to ensure relevance and reliability 	<p><i>General Household Survey (GHS)</i></p> <ul style="list-style-type: none"> • Annual report on the living conditions of South Africans with a response rate of at least 85%, 6 months after the reference month 	<p><i>General Household Survey (GHS)</i></p> <ul style="list-style-type: none"> • Annual report on the living conditions of South Africans with a response rate of at least 85%, 6 months after the reference month

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical information on living conditions in South Africa	Number of reports produced	<p><i>Community Survey (CS)</i></p> <ul style="list-style-type: none"> Data captured, edited and analysed by July 2007 	<p><i>Community Survey (CS)</i></p>	<p><i>Community Survey (CS)</i></p>
	Frequency, accuracy and timeliness of reports	<ul style="list-style-type: none"> Final results published by November 2007 		
		<p><i>Poverty survey</i></p> <ul style="list-style-type: none"> Targeted user consultation during May and November 2007 Pilot survey conducted by July 2007 Results of pilot survey by November 2007 Main survey conducted from February 2008 to January 2009 (multicycle) 	<p><i>Poverty survey</i></p> <ul style="list-style-type: none"> Main survey conducted from February 2008 to January 2009 (multicycle) Processing of survey results 	<p><i>Poverty survey</i></p> <ul style="list-style-type: none"> Report on poverty profile by June 2009
		<p><i>Service delivery at local level</i></p> <ul style="list-style-type: none"> Annual release on the non-financial census data of municipalities for 2006 with a response rate of 100%, by December 2007 	<p><i>Service delivery at local level</i></p> <ul style="list-style-type: none"> Annual release on the non-financial census data of municipalities for 2007 with a response rate of 100%, by December 2008 	<p><i>Service delivery at local level</i></p> <ul style="list-style-type: none"> Annual release on the non-financial census data of municipalities for 2008 with a response rate of 100%, by December 2009

(e) Demographic profile and population dynamics

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

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

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

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

The planning of Census 2011 has been on-going. The strategic plan has been finalised. The plan has taken cognisance of the lessons learnt during the last two censuses and international best practice, particularly the United Nations recommendations for Population and Housing Censuses and experiences from other countries. Inputs from both external and internal stakeholders have also been incorporated. An integrated schedule of activities covering the period 2006/2015 has been prepared. This schedule of activities will inform the preparation of annual operational plans and budgets.

Research to inform the development of content and methodologies has continued to provide useful insights into the improvements that need to be made to ensure the achievement of the ultimate goal of delivering a

census. The focus during 2006/07 has been on documentation of methodologies which have been utilised in the Community Survey and testing of questions pertaining to the measurement of disability.

The following milestones are envisaged to be achieved:

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

A monitoring and evaluation plan is currently being developed to assist in ensuring the delivery of the above milestones.

Over the period leading to data collection in 2011, capacity development will be the overarching theme. The Community Survey conducted in February 2007, has been used as the recruiting and capacity-building platform. Some of the plans and methods developed for Census 2011, particularly the Census and Survey Administration System (CSAS), have been tested on the Community Survey.

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

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

Medium-term outputs and milestones: Demographic profile and population dynamics

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Number of reports and releases produced	<p><i>Demographic profile, population projections and estimates</i></p> <ul style="list-style-type: none"> • Report on unnatural mortality by October 2007 • Concept brief and planning – Social trends by September 2007 • Annual report on projected population estimates by July 2007 	<p><i>Demographic profile, population projections and estimates</i></p> <ul style="list-style-type: none"> • Report – Social trends • Annual report on projected population estimates by July 2008 	<p><i>Demographic profile, population projections and estimates</i></p> <ul style="list-style-type: none"> • Annual report on projected population estimates by July 2009
		<p><i>Health and Vital Statistics</i></p> <ul style="list-style-type: none"> • Annual release on 2006 mortality and causes of death by May 2007 • Annual release and report on 2006 marriages and divorces by July 2007 • Annual release on recorded live births for 2006, by June 2007 • Monthly release on tourism and migration • Annual report on tourism and migration by April 2007 • Thematic report on morbidity by December 2007 	<p><i>Health and Vital Statistics</i></p> <ul style="list-style-type: none"> • Annual release on 2007 mortality and causes of death by May 2008 • Annual release and report on 2007 marriages and divorces by July 2008 • Annual release on recorded live births for 2007 by June 2008 • Monthly release on tourism and migration • Annual report on tourism and migration by April 2008 • Assessment of the status of health data platforms in the country by September 2008 • Discussion document on stillbirths by August 2008 	<p><i>Health and Vital Statistics</i></p> <ul style="list-style-type: none"> • Annual release on 2007 mortality and causes of death by May 2009 • Annual release and report on 2008 marriages and divorces by July 2009 • Annual release on recorded live births for 2008 by June 2009 • Monthly release on tourism and migration • Annual report on tourism and migration by April 2009 • Extraction and integration of data from at least three platforms by December 2009 • Statistical release on stillbirths by August 2009

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	Number of reports	<p><i>Population Census 2011</i></p> <ul style="list-style-type: none"> • Communication plan developed by June 2007 • Monitoring and evaluation framework finalised by July 2007 • Census data items developed by December 2007 • 50% EAs demarcated by March 2008 • Research on mortality schedule conducted by March 2008 	<p><i>Population Census 2011</i></p> <ul style="list-style-type: none"> • Information Communication Technology (ICT) plan for Census finalised by May 2008 • Communication plan consulted by March 2009 • Monitoring and evaluation framework implemented by March 2009 • Pilot census products developed by March 2009 • 75% EAs demarcated by March 2009 • Research on literacy schedule conducted by March 2009 • Current system reviewed and Census Survey and Administration System (CSAS) plan developed by March 2009 • Questionnaire and tabulation plan developed by August 2008 • Fieldwork manuals for the pilot census developed by August 2008 • Data processing plans reviewed and finalised by March 2009 	<p><i>Population Census 2011</i></p> <ul style="list-style-type: none"> • ICT plan for Census implemented by March 2010 • Communication plan implemented • Monitoring and evaluation reports on implementation by March 2010 • Pilot census products finalised • 100% EAs demarcated • Research conducted on respondent perceptions and attitudes • CSAS development finalised • Questionnaire and tabulation plan finalised • Fieldwork manuals for the pilot census finalised • Data processing site established

4.3.2 Enhancing the quality of products and services

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

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

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

The following are the key initiatives in this area.

(a) Managing stakeholder relations

Managing relations with Stats SA's stakeholders (respondents, providers of administrative information and users of statistical information) is vital to being a preferred supplier of quality statistics. Partnerships and effective communication are vital for 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 need to be communicated in a way that is well understood by users and that meets their information needs.

Through a better understanding of Stats SA's stakeholders, our interactions with suppliers and users of information will become more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. Stats SA's credibility

rests on its ability to produce quality statistics that can stand up to public scrutiny. Ensuring quality should be part of its corporate culture. Sharing this culture with stakeholders is part of the organisational branding required.

A marketing and stakeholder management strategy and system must facilitate the establishment of channels for stakeholders to reach and interact with the relevant Stats SA staff, for a range of information requirements. A two-way communication channel is vital, for providing information to stakeholders, whilst receiving feedback and information from them, to better tune the form of statistical outputs to meet user needs. Retaining the history of interactions with stakeholders (both individuals and organisations) through employing a Stakeholder Relationship System will enable Stats SA to respond better to the needs of a particular stakeholder.

Stats SA strives to enhance access to statistics continuously. Mechanisms employed to achieve this include Stats SA's website (StatsOnline – <http://www.statssa.gov.za>), and User Information Services, which provide for person-to-person contact telephonically and via email. To support the continued growth in use of StatsOnline, bandwidth is being increased and a range of 'lighter' electronic products being developed. The Stakeholder Relationship Management (SRM) unit proactively promotes Stats SA's products and services through workshops, exhibitions and conferences. Training of individuals and groups in the use of data and tools which make it accessible is undertaken. Five two-day workshops combining training and information sharing about both economic and social statistical data products are to be convened in May 2007.

(b) Improving the business register

The business register forms the sampling frame from which businesses are selected to report on their economic activities. The sampling frame is derived from the various tax registers of the South African Revenue Services (SARS). Currently the Business Sampling Frame (BSF) indicates turnover as the measure of size. As 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.

During 2006/07 a strategic review of the business register was conducted. The final report contains a set of recommendations, focusing on improvement initiatives. During 2007/08 activities will be identified to implement the recommendations which include optimising the use of administrative data, revision of the conceptual framework, assessment of the system, re-engineering of survey frames and improving of manual and procedures.

The reliability of data contained in a business registration system is important to a developmental state. At present, business registration data are housed in multiple sources that are not integrated, and contain duplications, omissions and inaccuracies. This has a negative impact on understanding the South African economy, and hinders government's business facilitating and tracking commitments. The challenge is to establish a business registration system characterised by a comprehensive, single entry register containing reliable economic information that enables the developmental state to fulfil socio-economic obligations.

Different registers are maintained by various government departments for each product or service, with different computer information systems supporting each registration. The fundamentally different administrative approaches by each government department and/or agency in terms of their varied mandates, compounded by the fact that many are not linked, result in essentially the same information being provided repeatedly as this information is not shared between the agencies.

Stats SA, in conjunction with SARS and DTI is currently investigating the possibility of a business registration system that is based on a single national register.

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

Medium-term outputs and milestones: Managing stakeholder relations

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Stakeholder management strategy and plan	Stakeholder management system developed	<p><i>Stakeholder management system</i></p> <ul style="list-style-type: none"> • SMS for key indicators by June 2007 (CPI, CPIX, PPI, GDP, unemployment rate, population figures) • SRM system tested and rolled out by March 2008 	<p><i>Stakeholder management system</i></p> <ul style="list-style-type: none"> • 10 000 Stakeholders receiving SMS message by March 2009 • Training on SRM system by June 2008 • SRM system implemented by September 2008 (first iteration) • SRM system implemented in provinces by March 2009 	<p><i>Stakeholder management system</i></p> <ul style="list-style-type: none"> • SRM system fully implemented by March 2010
Increased stakeholder interactions	Number of departments	<p><i>Stakeholder relations</i></p> <ul style="list-style-type: none"> • 10 Key government departments identified by March 2008 • Key accounts managers trained by March 2008 	<p><i>Stakeholder relations</i></p> <ul style="list-style-type: none"> • All national, provincial and local government contacts updated on Stakeholder Management System • Respondents to business surveys managed through SRM system • Key accounts managed through SRM system 	<p><i>Stakeholder relations</i></p> <ul style="list-style-type: none"> • Key government departments increased to 30 • Quality of information on SRM system monitored • Meaningful reports drawn for monitoring and decision-making within units
User satisfaction assessed	% increase in user satisfaction	<p><i>User satisfaction</i></p> <ul style="list-style-type: none"> • User satisfaction survey conducted by March 2008 	<p><i>User satisfaction</i></p> <ul style="list-style-type: none"> • User satisfaction survey conducted by March 2009 	<p><i>User satisfaction</i></p> <ul style="list-style-type: none"> • User satisfaction survey conducted by March 2009

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Increased accessibility and usage of statistical products	<p>% increase in visitor sessions</p> <p>Number of publications downloaded</p>	<p><i>StatsOnline</i></p> <ul style="list-style-type: none"> • 10% increase in website visitor sessions • 2 million visitor sessions for the year • 800 000 publications downloaded 	<p><i>StatsOnline</i></p> <ul style="list-style-type: none"> • 10% increase in website visitor sessions • 2,01 million visitor sessions for the year • 820 000 publications downloaded 	<p><i>StatsOnline</i></p> <ul style="list-style-type: none"> • 10% increase in website visitor sessions • 2,021 million visitor sessions for the year • 850 000 publications downloaded
Marketing strategy and plan implemented	Stakeholder perception (user satisfaction survey; media)	<p><i>Marketing</i></p> <ul style="list-style-type: none"> • 5 Statistical literacy workshops conducted • 9 African Statistics Day workshops conducted • Exhibitions and promotions: <ul style="list-style-type: none"> ○ International Statistical Institute (ISI) 2007 – Portugal ○ South African Statistical Association (SASA) – 2007 ○ Southern African Development Community (SADC) events 	<p><i>Marketing</i></p> <ul style="list-style-type: none"> • 5 Statistical literacy workshops • 9 African Statistics Day workshops • Exhibitions and promotions: <ul style="list-style-type: none"> ○ South African Statistical Association (SASA) – 2008 ○ Southern African Development Community (SADC) events 	<p><i>Marketing</i></p> <ul style="list-style-type: none"> • 5 Statistical literacy workshops • 9 African Statistics Day workshops • Exhibitions and promotions: <ul style="list-style-type: none"> ○ International Statistical Institute (ISI) 2009 ○ South African Statistical Association (SASA) – 2009 ○ Southern African Development Community (SADC) events

Medium-term outputs and milestones: Improving the business register

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Sample frame for the collection of economic statistics	Sub-annual collections: Retail and wholesale trade sales; manufacturing production and sales Annual collections: Economic annual survey Periodic collections: Large sample survey	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> • Survey of large businesses based on economic statistics analysis by March 2008 • Quarterly reports on the Survey of large and complex businesses • Quarterly reports on the Survey of large businesses based on business register analysis • Quarterly reports on the Survey of large businesses based on administrative sources • Preliminary snapshot of the Business Sampling Frame (BSF) provided to Economic Statistics by January 2008 • Final snapshot of the BSF provided to Economic Statistics by March 2008 	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> • Survey of large businesses based on economic statistics analysis by March 2009 • Quarterly reports on the Survey of large and complex businesses • Quarterly reports on the Survey of large businesses based on business register analysis • Quarterly reports on the Survey of large businesses based on administrative sources • Preliminary snapshot of the BSF provided to Economic Statistics by January 2009 • Final snapshot of the BSF provided to Economic Statistics by March 2009 	<p><i>Business register maintenance</i></p> <ul style="list-style-type: none"> • Survey of large businesses based on economic statistics analysis by March 2010 • Quarterly reports on the Survey of large and complex businesses • Quarterly reports on the Survey of large businesses based on business register analysis • Quarterly reports on the Survey of large businesses based on administrative sources • Preliminary snapshot of the BSF provided to Economic Statistics by January 2010 • Final snapshot of the BSF provided to Economic Statistics by March 2010

(c) Maintaining and updating the household sampling frame

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

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

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

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

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

The re-engineering of the Labour Force Survey has catalysed the creation of a new master sample for household surveys. Information on all the dwelling units in the 3040 primary sampling units from which household

samples are to be drawn needs to be captured. In contrast to the previous master sample, the exact locations of all dwelling units will be captured in the initial listing, as well as the maintenance of the listing of dwellings.

(d) Providing methodological support

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

Sound methodology is the basis for quality statistical outputs. The Methodology and Standards unit provides statistical quality assurance and methodological and technical support in the following survey areas through:

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

Methodological support to survey areas has to date been primarily through the secondment of methodologists and other staff to key projects of the organisation, thereby ensuring that projects meet their objectives within the given timelines and secondly by providing guidelines and standards and drawing samples. In particular, the Methodology and Standards unit provides computer systems support, and develops applications to survey areas as well as to the organisation in general. Finally, Methodology and Standards conducts independent statistical audits to assist survey areas in identifying deficiencies and limitations in the production environment as well as possible enhancements needed to statistical products.

Methodological support over the medium term is planned as follows:

Economic Statistics

- Conducting audits on key economic surveys, for quality assurance.
- Developing and implementing formal quality control processes in the Systems Development Life Cycle to ensure improved quality of systems.
- Drawing samples annually for all economic-based surveys based on the Business Sampling Frame.
- Providing support to the strategic review of the business register.
- Providing support to the conceptualisation and planning of the new series in Trade and Industry.

Social Statistics

- Conducting audits on social surveys, for quality assurance.
- Developing and implementing formal quality control processes in the Systems Development Life Cycle to ensure improved quality of systems.
- Providing support to the integrated household survey programme and ensuring a methodologically sound master sample for household surveys.

- Providing support to LFS re-engineering project.
- Providing support to the review of the Health and Vital Statistics series (Migration and Tourism, Births, and Causes of Death).

Community Survey

- Quality assurance through the design of control visits for household based surveys.

Population Statistics

- Quality assessment through the Post-enumeration Survey (PES).

In addition, Stats SA aims to focus on training staff in survey methodology, report writing skills and analysis and analytical thinking, as these will enhance the relevance of statistical products and improve the underlying statistical series.

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

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Sample frame for the collection of household surveys	Percentage coverage and completeness of the geographic frame	<p><i>Geographic database maintenance</i></p> <ul style="list-style-type: none"> • Aerial photography, satellite imagery and spatial data from the dwelling frame integrated into the GIS (quarterly) • Cadastre and address spatial datasets from private sector data custodians integrated into the GIS (quarterly) • Spatial datasets from national government departments integrated into the GIS (quarterly) 	<p><i>Geographic database maintenance</i></p> <ul style="list-style-type: none"> • Aerial photography, satellite imagery and spatial data from the dwelling frame integrated into the GIS (quarterly) • Cadastre and address spatial datasets from private sector data custodians integrated into the GIS (quarterly) • Spatial datasets from national government departments integrated into the GIS (quarterly) 	<p><i>Geographic database maintenance</i></p> <ul style="list-style-type: none"> • Aerial photography, satellite imagery and spatial data from the dwelling frame integrated into the GIS (quarterly) • Cadastre and address spatial datasets from private sector data custodians integrated into the GIS (quarterly) • Spatial datasets from national government departments integrated into the GIS (quarterly)
		<p><i>Geographic frame maintenance</i></p> <ul style="list-style-type: none"> • 100% updated EA links to changed provincial, district council and municipal boundaries (annually) • Place name database updated (75% of place names) • Updated EAs (2011) defined through office demarcation (50% of country) • 6% Enumerator Area (EA) field data collection for demarcation and verification 	<p><i>Geographic frame maintenance</i></p> <ul style="list-style-type: none"> • 100% updated EA links to changed provincial, district council and municipal boundaries (annually) • Place name database updated • Updated EAs (2011) defined through office demarcation • 7 % Enumerator Area (EA) field data collection for demarcation and verification 	<p><i>Geographic frame maintenance</i></p> <ul style="list-style-type: none"> • 100% updated EA links to changed provincial, district council and municipal boundaries (annually) • Place name database updated • Updated EAs (2011) defined through office demarcation • 4 % Enumerator Area (EA) field data collection for demarcation and verification for informal and high growth areas

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Sample frame for the collection of household surveys	Percentage coverage and completeness of the geographic frame	<p><i>Georeferenced dwelling frame</i></p> <ul style="list-style-type: none"> • Georeferenced dwelling frame created (56% of frame cumulative) • Georeferenced dwelling frame for metropolitan councils maintained 	<p><i>Georeferenced dwelling frame</i></p> <ul style="list-style-type: none"> • Georeferenced dwelling frame created • Georeferenced dwelling frame for metropolitan councils maintained 	<p><i>Georeferenced dwelling frame</i></p> <ul style="list-style-type: none"> • Georeferenced dwelling frame created • Georeferenced dwelling frame for metropolitan councils maintained
		<p><i>Master sample and household survey support</i></p> <ul style="list-style-type: none"> • Map production and training • Georeference new master sample 	<p><i>Master sample and household survey support</i></p> <ul style="list-style-type: none"> • Map production and training • Georeference master sample update 	<p><i>Master sample and household survey support</i></p> <ul style="list-style-type: none"> • Map production and training • Georeference master sample update
		<p><i>National integrated georeferenced dwelling frame</i></p> <ul style="list-style-type: none"> • Maintenance of georeferenced dwelling frame created for municipalities from 2005/06 to 2006/07 • Dwelling frame fieldwork team expanded 	<p><i>National integrated georeferenced dwelling frame</i></p> <ul style="list-style-type: none"> • Maintenance of georeferenced dwelling frame created for municipalities from 2005/06 to 2007/08 • Dwelling frame fieldwork team expanded 	<p><i>National integrated georeferenced dwelling frame</i></p> <ul style="list-style-type: none"> • Maintenance of georeferenced dwelling frame created for municipalities from 2005/06 to 2008/09 • Dwelling frame fieldwork team expanded

Medium-term outputs and milestones: Providing methodological support

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical quality and methodological support services to producers of statistics	Number of technical reports on methodological and systems applications	<p><i>Methodological and systems support to economic surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually for all economic surveys based on the sound Business Sampling Frame • Current methodological practices and systems reviewed and researched • Monitoring framework developed to ensure continuous improvement to economic surveys 	<p><i>Methodological and systems support to economic surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually for all economic surveys based on the sound Business Sampling Frame • Current methodological practices and systems reviewed and researched • Monitoring and reporting on survey processes to ensure continuous improvement 	<p><i>Methodological and systems support to economic surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually for all economic surveys based on the sound Business Sampling Frame • Current methodological practices and systems reviewed and researched • Monitoring and reporting on survey processes to ensure continuous improvement
	Samples drawn for economic and social statistics according to user specifications	<p><i>Methodological and systems support to population and social surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually based on the sound geographic frame • Current methodological practices and systems reviewed and researched • Methodological support to re-engineering the LFS • Monitoring framework developed to ensure continuous improvement to population and social surveys 	<p><i>Methodological and systems support to population and social surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually based on the sound geographic frame • Current methodological practices and systems reviewed and researched • Monitoring and reporting on survey processes to ensure continuous improvement 	<p><i>Methodological and systems support to population and social surveys</i></p> <ul style="list-style-type: none"> • Samples drawn annually based on the sound geographic frame • Current methodological practices and systems reviewed and researched • Monitoring and reporting on survey processes to ensure continuous improvement
		<p><i>Methodological support to the National Statistics System</i></p> <ul style="list-style-type: none"> • Support to NSS partners – questionnaire design and sampling 	<p><i>Methodological support to the National Statistics System</i></p> <ul style="list-style-type: none"> • Support to NSS partners – questionnaire design and sampling 	<p><i>Methodological support to the National Statistics System</i></p> <ul style="list-style-type: none"> • Support to NSS partners – questionnaire design and sampling

4.3.3 Developing and promoting statistical coordination and partnerships

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

The following are the strategic objectives in this area:

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

(a) Implementing common standards, definitions and classifications

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

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

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

The successful implementation of the DMID project involves:

- Developing and implementing an End-to-End Statistical Data Management Facility (ESDMF) consisting of a set of tools for retrieval, analysis and report-generation, in which statistical data are housed in a standard manner;
- Establishing a central metadata repository, where everything required to interpret and understand the data is stored according to standard, uniform and agreed fields and formats;
- Identification, development and adoption of standards (international, national and local) to enable analysis and comparison across different data sets; and
- Approved policies and procedures regulating loading, archiving, updating, deleting, revising and disseminating data.

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

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical data management – a statistical data warehouse with standardised metadata	Percentage of products with standardised metadata in the metadata repository	<i>Data governance</i> <ul style="list-style-type: none"> Workflow policies for data management approved 	<i>Data governance</i> <ul style="list-style-type: none"> Workflow policies for data management approved for 90% of all projects 	<i>Data governance</i> <ul style="list-style-type: none"> Workflow policies approved and implemented for all surveys as part of the ESDMF
	Percentage roll-out of data management facility	<i>Data management facility</i> <ul style="list-style-type: none"> 50% of ESDMF developed 	<i>Data management facility</i> <ul style="list-style-type: none"> 75% of ESDMF developed 	<i>Data management facility</i> <ul style="list-style-type: none"> Development of ESDMF completed
		<i>Metadata management</i> <ul style="list-style-type: none"> 50% of projects/surveys implemented functional metadata capturing tool as part of the ESDMF Fully functional registers and registration process 	<i>Metadata management</i> <ul style="list-style-type: none"> 90% of projects/surveys use functional metadata capturing tool as part of the ESDMF All types of metadata elements registered 	<i>Metadata management</i> <ul style="list-style-type: none"> All projects within the ESDMF use functional metadata capturing tool Registers and registration part of the ESDMF
	<i>Standards development and implementation</i> <ul style="list-style-type: none"> Infrastructure in place for standards development Ongoing review and development of standards 	<i>Standards development and implementation</i> <ul style="list-style-type: none"> 80% standards required in Stats SA in place 	<i>Standards development and implementation</i> <ul style="list-style-type: none"> Standards development infrastructure independent of DMID project 	
	<i>Certification and practice framework</i> <ul style="list-style-type: none"> Certification and practice framework reviewed and updated Reporting on quality framework by originating components (50% compliance) 	<i>Certification and practice framework</i> <ul style="list-style-type: none"> Certification and practice framework reviewed and updated Application of quality dimensions monitored (90% compliance) 	<i>Certification and practice framework</i> <ul style="list-style-type: none"> Quality framework implemented as part of ESDMF 	

(b) Strengthening relations with organs of state

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

- Formulate quality criteria and establish standards, classifications and procedures for statistics;

- Promote coordination among producers of official statistics in order to:
 - advance the quality, consistency, comparability and optimum use of official statistics; and
 - avoid unnecessary duplication;
- Advise any organ of state regarding the application of appropriate quality criteria and standards, classifications and procedures for statistics; and
- Designate as official statistics any statistics or class of statistics produced from statistical collections by Statistics South Africa or other organs of state.

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

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical advocacy and partnerships within the National Statistics System (NSS)	Number of MoUs and SLAs signed	<i>Partnerships with organs of State</i> <ul style="list-style-type: none"> • MoUs signed with five national departments • Service Level Agreements (SLAs) on projects signed with four national departments 	<i>Partnerships with organs of State</i> <ul style="list-style-type: none"> • MoUs signed with three national departments • Service Level Agreements (SLAs) on projects signed with three national departments 	<i>Partnerships with organs of State</i> <ul style="list-style-type: none"> • MoUs signed with three national departments • Service Level Agreements (SLAs) on projects signed with three national departments
	Number of statistical master plans	<i>Statistical master plan</i> <ul style="list-style-type: none"> • Statistical master plans compiled for two national departments 	<i>Statistical master plan</i> <ul style="list-style-type: none"> • Statistical master plans compiled for two national departments 	<i>Statistical master plan</i> <ul style="list-style-type: none"> • Statistical master plans compiled for two national departments

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Statistical advocacy and partnerships within the National Statistics System (NSS)	Number of capacity audits	<i>Capacity audits</i> <ul style="list-style-type: none"> Audit reports on three national departments 	<i>Capacity audits</i> <ul style="list-style-type: none"> Audit reports on three national departments 	<i>Capacity audits</i> <ul style="list-style-type: none"> Audit reports on three national departments
	Number of registers and administrative records checked	<i>Registers and administrative records</i> <ul style="list-style-type: none"> Joint Working Parties established with three national departments 	<i>Registers and administrative records</i> <ul style="list-style-type: none"> Joint Working Parties established with three national departments 	<i>Registers and administrative records</i> <ul style="list-style-type: none"> Joint Working Parties established with three national departments
	Coverage and maintenance of the compendium of indicators	<i>Compendium of indicators</i> <ul style="list-style-type: none"> Compendium of indicators integrated 	<i>Compendium of indicators</i> <ul style="list-style-type: none"> Compendium of indicators reviewed and updated in collaboration with PCAS 	<i>Compendium of indicators</i> <ul style="list-style-type: none"> Compendium of indicators reviewed and updated in collaboration with PCAS
	Number of departments that are SASQAF compliant	<i>Adoption of SASQAF</i> <ul style="list-style-type: none"> Three departments trained in the application of SASQAF 	<i>Adoption of SASQAF</i> <ul style="list-style-type: none"> Three departments trained in the application of SASQAF 	<i>Adoption of SASQAF</i> <ul style="list-style-type: none"> Three departments trained in the application of SASQAF

4.3.4 Building human capacity

A key challenge facing South Africa today is a shortage of mathematical and statistical skills as a result of the Bantu education policy during the apartheid regime that excluded the majority of the African population from mainstream science and mathematics learning. A generation of mathematics students was destroyed, and thereafter, successive generations of mathematics and science teachers. Twelve years into democracy, the residue of Bantu education lingers on.

Stats SA has developed a strategy to address the lack of statistical skills, not only within the organisation itself, but also in the broader National Statistics System (NSS) including a programme to nurture a young cadre of school mathematics teachers in the country. In so doing, Stats SA has aligned its statistical skills development strategy with the national skills development strategy.

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

It is with this challenge in mind that Stats SA developed a comprehensive statistical skills development framework encompassing both the supply and demand side of developing skills to enhance statistical literacy in the country.

In the medium term Stats SA will focus on:

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

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

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

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

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

Of the above programmes, Maths4Stats is intended to produce a cadre of skilled mathematics educators in South Africa. Not only does Stats SA arrange workshops for Training of Trainers for the Maths4Stats project, but also works hand in hand with the South African Statistical Association (SASA), the Association of Mathematics Educators in South Africa (AMESA) and other stakeholders to ensure that teachers are exposed to international best teaching practices that ultimately enthuses the educators towards greater achievement in the classroom. Although Stats SA has initiated the Maths4Stats project, and continues to ensure that relevant stakeholders are involved, it is the Department of Education that will incorporate the learning into the core curricula for schools in the country.

(b) Building capacity within Stats SA

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

- Recruiting and training staff through the Internship Programme;
- Strengthening internal statistical development and training; and
- Establishing a Statistical Training Institute.

The Internship Programme is intended to address a skills shortage in the organisation, especially in the core areas of statistical production. Suitable university graduates are identified and recruited, and given intensive training for a period of twelve months. During this period, the interns are assessed regularly on a number of tasks with a view to ascertain their suitability for permanent employment within Stats SA.

Stats SA piloted the Internship Programme during the 2005/06 financial year. Fifteen graduates from different South African Universities were recruited into the programme. Stats SA recruited 17 new interns for the 2006/07 financial year. Thirty three new interns have been recruited for 2007/08. It is envisaged that the Internship Programme will become an important tool for filling positions at the entry-level of professional ranks across the organisation.

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

(i) Process Stream

The statistical value chain consists of the following processes, namely: user-need assessment, design, collection, data processing, analysis and dissemination. Stats SA collects statistical data through postal surveys, household surveys, or through administrative records from various sources. Different survey methodologies exist to ensure that high quality statistical information is produced. Stats SA continues to offer courses in this stream to cover the holistic survey process as well as focusing on individual aspects of the value chain which is dependent on the skills gap in the organisation. Stats SA has been utilising the assistance of international experts as well as partnerships with local universities to develop and offer courses in the process stream.

(ii) Content Stream

In order to understand the environment in which we operate, and to respond effectively to the needs of our users, Stats SA needs subject-matter specialists in fields such as economics, social sciences, demography and geography. This will require that subject-specific courses be developed to keep abreast of current knowledge and methodology, as well as to enhance skills competence of professional staff engaged in the above priority areas. Stats SA will continue to work in partnership with international experts in the relevant areas to develop the necessary curricula and materials.

(iii) Generic Stream

In any organisation, there are a number of additional skills that enhance professional and managerial competence, in general. The aim of training and development initiatives at Stats SA is to offer training and development courses across the statistics value chain but also including support areas such as IT training, financial management, human resource management, communication skills development, etc. Training in these areas is offered internally and externally through training workshops, seminars and conferences.

(iv) Leadership and Management Development Stream

A number of institutions already offer well-developed management and leadership programmes. Stats SA plans to collaborate with these institutions to develop a customised management and leadership tool-kit for the organisation. The Leadership and Management Development Programme will include general management topics, but the training will focus on the specific tasks of managing a statistical organisation. This will embrace topics such as project management, process management and quality control, customer focus, decision theory and practice, etc.

Statistical Training Institute: In line with other national statistical organisations such as Statistics Canada and the Statistics Bureau of Japan, Stats SA is planning to establish a Statistical Training Institute that will perform its core training functions.

Amongst other things, the Institute plans to offer training courses that are accredited with the South African National Qualification Framework.

The expected results to be achieved from establishing a Statistical Training Institute include the following:

- To provide in-house courses and on-the-job training opportunities for data collection, data processing and basic statistics;
- To provide advanced courses on official statistics for professional staff through in-house courses offered by national and international subject-matter experts, and through courses offered at universities and other tertiary institutions;
- To integrate training and development efforts in order to advance research capacity through partnerships with universities for training senior methodologists and statisticians;

- To coordinate training of users of statistics in their application and utilisation; and
- To carry out scientific research that feeds directly into the training programmes of the Institute.

Over the long term, the Statistical Training Institute will serve not only Stats SA staff members, but also persons requiring statistical skills in the

wider National Statistics System as well as in the SADC region as part of regional integration.

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

Medium-term outputs and milestones: Building human capacity

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Increased statistical capacity in Stats SA	Number of staff recruited and trained through internship programme	<i>Internship programme</i> <ul style="list-style-type: none"> • 30 New interns appointed • Intern development programme developed by September 2007 • 50 New coaches trained by 31 March 2008 • Coaches development programme developed by February 2008 	<i>Internship programme</i> <ul style="list-style-type: none"> • 50 New interns appointed • Intern development programme improved and accredited by November 2008 • 70 New coaches trained by 31 March 2009 • Coaches development programme improved and accredited (ongoing) 	<i>Internship programme</i> <ul style="list-style-type: none"> • 50 New interns appointed • 120 New coaches trained
	Number of staff attending training	<i>Statistical training (295)</i> <ul style="list-style-type: none"> • Quarterly reports on statistical training and short courses attended 	<i>Statistical training (365)</i> <ul style="list-style-type: none"> • Quarterly reports on statistical training and short courses attended 	<i>Statistical training (400)</i> <ul style="list-style-type: none"> • Quarterly reports on statistical training and short courses attended
		<i>Leadership and management development training (50)</i> <ul style="list-style-type: none"> • Quarterly reports on leadership and management development training attended 	<i>Leadership and management development training (50)</i> <ul style="list-style-type: none"> • Quarterly reports on leadership and management development training attended 	<i>Leadership and management development training (50)</i> <ul style="list-style-type: none"> • Quarterly reports on leadership and management development training attended

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Increased statistical capacity in Stats SA	Number of staff attending training	<i>Generic training courses (510)</i> <ul style="list-style-type: none"> Quarterly reports on generic training courses 	<i>Generic training courses (510)</i> <ul style="list-style-type: none"> Quarterly reports on generic training courses 	<i>Generic training courses (150)</i> <ul style="list-style-type: none"> Quarterly reports on generic training courses
		<i>IT training courses</i> <ul style="list-style-type: none"> Quarterly reports on IT training courses 	<i>IT training courses</i> <ul style="list-style-type: none"> Quarterly reports on IT training courses 	<i>IT training courses</i> <ul style="list-style-type: none"> Quarterly reports on IT training courses
	Number of staff participating in international learning programme	<i>International programme</i> <ul style="list-style-type: none"> Quarterly reports on survey methodology course (SADC) conducted 	<i>International programme</i> <ul style="list-style-type: none"> Survey methodology course conducted 	<i>International programme</i> <ul style="list-style-type: none"> Survey methodology course conducted
E-Learning established	% of E-Learning System implemented	<i>E-Learning</i> <ul style="list-style-type: none"> Data adapted and imported, and Learner Management System (LMS) tested by October 2007 Programme for E-Learning identified and developed by June 2007 Modular content for E-Learning developed by June 2007 	<i>E-Learning</i> <ul style="list-style-type: none"> LMS piloted E-Learning solution by June 2008 Modular content developed by October 2008 4 Developed on-line training courses piloted by December 2008 	<i>E-Learning</i> <ul style="list-style-type: none"> LMS implemented On-line training courses implemented by December 2009

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Training institute established	Statistical Training Institute	<p><i>Statistical Training Institute</i></p> <ul style="list-style-type: none"> • Stats SA accredited as a training institute by November 2007 • Conceptualisation of the institute by June 2007 • Implementation plan for the institute approved by November 2007 • Curriculum for the institute identified by November 2007 	<p><i>Statistical Training Institute</i></p> <ul style="list-style-type: none"> • Stats SA accredited • Plan for the training institute developed and implemented • Curriculum developed for Official Statistics Programme: Certificate, Diploma and Degree in Statistics 	<p><i>Statistical Training Institute</i></p> <ul style="list-style-type: none"> • Stats SA accredited • Functional institute • Curriculum developed for postgraduate courses: Masters in Statistics and in Demography.
Enhanced the statistical training of educators (Learning outcome 4)	Number of Maths4stats workshops hosted	<p><i>Statistical literacy at school level</i></p> <ul style="list-style-type: none"> • 18 Workshops conducted (quarterly) • Trained educators registered with Association for Mathematics Education of South Africa (AMESA) (continuous) 	<p><i>Statistical literacy at school level</i></p> <ul style="list-style-type: none"> • 18 Workshops conducted (quarterly) • Trained educators registered with AMESA 	<p><i>Statistical literacy at school level</i></p> <ul style="list-style-type: none"> • 36 Workshops conducted • Trained educators registered with AMESA
Skills gap identified	Timeous submission of Workplace Skills Plan	<ul style="list-style-type: none"> • All managers assessed by June 2007 • Skills audit conducted by June 2007 • Annual training plan compiled and implemented by July 2007 	<ul style="list-style-type: none"> • Annual training plan compiled and implemented 	<ul style="list-style-type: none"> • Annual training plan compiled and implemented

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Stats SA accredited as services provider	Number of training and development activities aligned with South African Qualifications Authority (SAQA) requirements	<ul style="list-style-type: none"> Relationship with Public Service Sector Education and Training Authority (PSETAs) established by April 2007 Skills programme identified for accreditation by June 2007 Accreditation committee established by May 2007 	<ul style="list-style-type: none"> Stats SA accredited as providers Quality of training materials reviewed and updated Accreditation committee in place 	<ul style="list-style-type: none"> Stats SA accredited as providers Quality of training materials reviewed and updated Accreditation committee in place
A pool of statistical skills established	Number of staff in statistical skills pool	<ul style="list-style-type: none"> 12 Learners by April 2007 	<ul style="list-style-type: none"> 24 Learners by April 2008 	<ul style="list-style-type: none"> 30 Learners by April 2009



chapter 5 governance and accountability

5.1 Introduction

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

Our medium-term enabling goals are to:

- Improve integrated strategic, business and operational planning and reporting across the organisation;
- Improve accurate and timely management information to inform decision-making and better manage resources;
- Promote communication and collaboration within the organisation;
- Enhance intergovernmental and international collaboration;
- Improve recruitment and employment practices to deliver the right outcomes and value diversity;
- Identify and nurture the development of staff who will provide leadership to the organisation in the future through implementing an effective career pathing and succession plan;
- Develop and train a competent and skilled workforce that is able to produce high quality statistics;
- Achieve equity in the workplace through equal opportunities and fair treatment of employees;
- Improve financial and procurement practices to ensure effective and efficient service delivery to the organisation;
- Improve business processes to ensure good governance, compliance to relevant legislation and improved organisational effectiveness;
- Implement and manage policies that ensure compliance to relevant legislation;

- Decentralise corporate support functions to provinces;
- Increase the capacity in the provinces and districts to improve collections in the field and better serve the needs of stakeholders at provincial and local level; and
- Optimise the application of technology to improve the quality of statistics.

5.2 Management support services

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

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

a) Communication strategy

Stats SA has had its share of credibility problems in the past. We have not always been able to communicate effectively with the media and other critical stakeholders leading to an ongoing reputational contestation as we tried to deal with all the tensions, capacity constraints and changes that have been an integral part of South Africa's transition to democracy. We have developed a communication strategy that will guide our communication initiatives over the next few years.

The key communication challenges that the strategy plans to address are establishing a reputation of credibility to improve the image of the organisation, ensuring appropriate communication with key strategic stakeholders as well as improving information flow to staff towards organisational effectiveness.

Stats SA's communication strategy aims to achieve the following over the medium term:

- The active promotion of Stats SA as the preferred supplier of quality statistics including the mission and business objectives.

- The management of Stats SA's reputation through closing the gaps between its vision and culture.
- The enhancement of relationships with all key stakeholders.

b) International relations strategy

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

statistical capacity building in SADC and Africa; ensure that we continue to reflect international best practice; and share core technology with other national statistical offices in the region.

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

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

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

Medium-term outputs and milestones: Management support services

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Planning, monitoring and reporting	Number of reports compiled and submitted to relevant stakeholders	<p><i>Planning</i></p> <ul style="list-style-type: none"> • Work programme tabled in Parliament by May 2007 • Business plans per division compiled by March 2008 	<p><i>Planning</i></p> <ul style="list-style-type: none"> • Strategic plan tabled in Parliament by May 2008 • Business plans per division compiled by March 2009 	<p><i>Planning</i></p> <ul style="list-style-type: none"> • Work programme tabled in Parliament by May 2009 • Business plans per division compiled by March 2010
		<p><i>Monitoring and reporting</i></p> <ul style="list-style-type: none"> • Annual report tabled in Parliament by October 2007 • Quarterly reports submitted to Minister and Treasury 	<p><i>Monitoring and reporting</i></p> <ul style="list-style-type: none"> • Annual report tabled in Parliament by October 2008 • Quarterly reports submitted to Minister and Treasury 	<p><i>Monitoring and reporting</i></p> <ul style="list-style-type: none"> • Annual report tabled in Parliament by October 2009 • Quarterly reports submitted to Minister and Treasury

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Policy coordination	Number of policies approved and reviewed	<p><i>Policy coordination</i></p> <ul style="list-style-type: none"> • Policies reviewed and developed in the following areas: <ul style="list-style-type: none"> ○ HRM ○ Finance and Procurement ○ FMLS ○ IT ○ Statistical Processes 	<p><i>Policy coordination</i></p> <ul style="list-style-type: none"> • Implementation of policy framework monitored 	<p><i>Policy coordination</i></p> <ul style="list-style-type: none"> • Policies reviewed and monitored
Project management and support	Effective project management	<p><i>Project management</i></p> <ul style="list-style-type: none"> • Support provided to 4 projects in accordance with Stats SA's Project Management Framework (PMF) • 4 Operations supported in operational planning, monitoring and reporting • Annual master project plan for 2007/08 compiled • Annual operational planning process facilitated across Stats SA • 20 Staff members trained in project management 	<p><i>Project management</i></p> <ul style="list-style-type: none"> • Support provided to 4 projects in accordance with Stats SA's Project Management Framework • 4 Operations supported in operational planning, monitoring and reporting • Annual master project plan for 2008/09 compiled • Annual operational planning process facilitated across Stats SA • 20 Staff members trained in project management 	<p><i>Project management</i></p> <ul style="list-style-type: none"> • Support provided to 4 projects in accordance with Stats SA's Project Management Framework • 4 Operations supported in operational planning, monitoring and reporting • Annual master project plan for 2009/10 compiled • Annual operational planning process facilitated across Stats SA • 20 Staff members trained in project management
Management information system	Timely management information to support decision-making	<p><i>Management information system</i></p> <ul style="list-style-type: none"> • 6 Components of MIS developed/improved, implemented and maintained • Monthly management information reports provided 	<p><i>Management information system</i></p> <ul style="list-style-type: none"> • 6 Components developed and operational • Monthly management information reports provided 	<p><i>Management information system</i></p> <ul style="list-style-type: none"> • 6 Components developed and operational • Monthly management information reports provided

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Enhanced communication and collaboration	Improved communication interventions	<p><i>Internal communication</i></p> <ul style="list-style-type: none"> • Monthly newsletter and report to staff • Biannual staff meeting • Annual communication management interaction plan developed and implemented • Plan for enhancing internal communication channels developed and implemented • Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> ○ DMID ○ 57th ISI session 	<p><i>Internal communication</i></p> <ul style="list-style-type: none"> • Monthly newsletter and report to staff • Biannual staff meeting • Annual communication management interaction plan developed and implemented • Internal communication channels reviewed • Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> ○ DMID ○ 57th ISI session 	<p><i>Internal communication</i></p> <ul style="list-style-type: none"> • Monthly newsletter and report to staff • Biannual staff meeting • Annual communication management interaction plan developed and implemented • Internal communication channels improved • Communication plans developed to meet business unit needs: <ul style="list-style-type: none"> ○ DMID ○ 57th ISI session
		<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> • Weekly news article • Report on media enquiries • Media database developed • Standard operating procedure and policy for 'dealing with the media' approved • Monthly media coverage report 	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> • Weekly news article • Report on media enquiries • Media database maintained • Standard operating procedure and policy for 'dealing with the media' implemented • Monthly media coverage report 	<p><i>Public and media relations</i></p> <ul style="list-style-type: none"> • Weekly news article • Report on media enquiries • Media database maintained • Standard operating procedure and policy for 'dealing with the media' monitored • Monthly media coverage report

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Enhanced communication and collaboration	Improved communication interventions	<ul style="list-style-type: none"> Media skills development plan developed Annual communication plan compiled and implemented for key statistical releases 	<ul style="list-style-type: none"> Senior management trained in media skills Annual communication plan compiled and implemented for key statistical releases 	<ul style="list-style-type: none"> Senior management trained in media skills Annual communication plan compiled and implemented for key statistical releases
	Distinct Stats SA brand	<p><i>Corporate image</i></p> <ul style="list-style-type: none"> Brand strategy for the organisation developed by June 2007 1st phase of brand strategy implemented by March 2008 Brand policy and guidelines implementation plan developed 	<p><i>Corporate image</i></p> <ul style="list-style-type: none"> 2nd phase of brand strategy implemented Brand policy and guidelines implemented 	<p><i>Corporate image</i></p> <ul style="list-style-type: none"> Application of brand policy and guidelines monitored and approved
	Informed stakeholders	<p><i>Publicity and advocacy</i></p> <ul style="list-style-type: none"> Publicity and advocacy strategy and plan developed and implemented 	<p><i>Publicity and advocacy</i></p> <ul style="list-style-type: none"> Publicity and advocacy strategy and plan monitored 	<p><i>Publicity and advocacy</i></p> <ul style="list-style-type: none"> Publicity and advocacy strategy and plan reviewed
International relations	Participation in international activities	<p><i>Participation in SADC (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> Millennium statistical capacity development programme in relation to MDG monitoring 	<p><i>Participation in SADC (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> Millennium statistical capacity development programme in relation to MDG monitoring 	<p><i>Participation in SADC (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> Millennium statistical capacity development programme in relation to MDG monitoring
		<p><i>Participation in Africa (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> Participation in 2010 Round of Census and household surveys 	<p><i>Participation in Africa (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> Participation in 2010 Round of Census and household surveys 	<p><i>Participation in Africa (Sharing, learning and leadership)</i></p> <ul style="list-style-type: none"> Participation in 2010 Round of Census and household surveys

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
International relations	Participation in international activities	<p><i>Participation in the world (Sharing and learning)</i></p> <ul style="list-style-type: none"> • ISI Strategic Plan • ISlbalo Programme: <ul style="list-style-type: none"> ○ Women in statistics ○ Research programme for young statisticians and demographers ○ Maths, stats and the girl child ○ Data analysis forum ○ ISlbalo statistics education 	<p><i>Participation in the world (Sharing and learning)</i></p> <ul style="list-style-type: none"> • ISI event management implemented • ISlbalo programme rolled out 	<p><i>Participation in the world (Sharing and learning)</i></p> <ul style="list-style-type: none"> • International Statistical Institute conference hosted • ISlbalo programme hosted
Internal audit services	Number of internal audits conducted	<p><i>Internal audit</i></p> <ul style="list-style-type: none"> • Population and social statistics • Fieldworker payments • Advisory and consulting services relating to Census 2011 activities 	Results of audits in year 1 will determine plans for year 2	Results of audits in year 2, as well as organisational risk assessment will determine plans for year 3
		<p><i>Provincial and regional offices</i></p> <ul style="list-style-type: none"> • 9 Provincial offices and ±40 district offices audited 		
		<p><i>Financial management</i></p> <ul style="list-style-type: none"> • Supply Chain Management (SCM) [Acquisition phase and follow-up] • Payment batches 		

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Internal audit services	Number of internal audits conducted	<ul style="list-style-type: none"> • Asset management • Transport management system • Bids and bidding process • Debt management and loss control • Security • Review of 2007-08 AFS 	Results of audits in year 1 will determine plans for year 2	Results of audits in year 2, as well as organisational risk assessment will determine plans for year 3
		<p><i>Human resource management and HCD</i></p> <ul style="list-style-type: none"> • Recruitment process, labour relations, leave register reconciliations and overtime • Job grading process • HCD coordination of training linked to performance evaluations 		
		<p><i>Data management and technology</i></p> <ul style="list-style-type: none"> • General control review (CobiT phase 3 review of remaining areas) • Follow-up on implementation of previous year's audit recommendations 		

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Internal audit services	Number of internal audits conducted	<p><i>Governance relating to core business</i></p> <ul style="list-style-type: none"> • Evaluation of performance management information and reporting • Review of Economic Statistics cluster process for compliance • Review of geography processes • Risk management process and advisory services • Policies and procedures (compliance follow-up and advisory services) • Follow-up of implementation of internal audit recommendations on MIS • Ad hoc projects and investigations 	Results of audits in year 1 will determine plans for year 2	Results of audits in year 2, as well as organisational risk assessment will determine plans for year 3

5.3 Statistical support services

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

(a) Information and Communication Technology (ICT) strategy

ICT is not simply about technology, or hardware or software or peripherals. In general, ICT aims to support the efficient management and communication of information. For Stats SA, ICT relates to data management and governance, providing facilities that enable and support the production of statistics through the entire statistical value chain.

Stats SA's ICT infrastructure is based on a number of different networks (both local area and wide area in nature), which link Stats SA personnel in Head Office and provincial offices with one another, with the storage systems for statistical data, and with external users and producers of statistics. Servers at the Head Office, data processing centre and provincial offices allow for storage of some 21 terabytes of data together with the utilisation of a range of software, from office automation products, through relational database management systems and analytical tools, to tools facilitating dissemination.

In terms of peripherals, Stats SA runs approximately two thousand personal computers, a thousand printing devices (including network printers, combination fax/photocopier/printers, plotters for printing of maps, and high-speed digital printers for mass production of statistical publications). A range of stand-alone and network-linked scanners is also available, including highly sophisticated systems for the scanning of questionnaires and the conversion of images into data.

The ICT strategy places considerable emphasis on *stabilising* and *rationalising* what already exists. This includes improved management of data storage, faster and more reliable networks for improved communication and data access across the entire organisation, a disaster

recovery plan to mitigate the effects of a disaster which impacts data stored, networks and peripherals, as well as the development and maintenance of a storage area network allowing for centralised and rational storage and retrieval of data.

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

The enhanced management of data through employing ICT is an essential component of improving the quality of data and official statistics. Underpinned by central storage of and access to metadata (including information on the collection of the data and production of statistics, the data items or variables, classifications and definitions), the DMID initiative involves building of technology-driven statistical tools mapped to each element of the statistical value chain, including editing, tabulation, analysis, storage and dissemination. The collection of these tools, the ESDMF, is to be built over a period of three years, with the availability of standard tools to Stats SA staff on sign-off of each quarterly phase of development.

(b) Integrated fieldwork strategy

Stats SA has embarked on a process to change the routines, capabilities, and quality standards of its provincial network and survey operations. Whereas previously local offices worked on the principle that household surveys were 'once off', circumstances have made that principle obsolete.

The ever-increasing demand and need for fieldwork operations in the organisation culminates in competition for resources internally and externally. Fieldwork operations are very fragmented due to the lack of a well-defined coordinating structure that can promote integration during fieldwork operations. This led to compromising the fragile situation of respondent fatigue that is a current phenomenon that the organisation is attempting to deal with. Projects operate independently and each one has its own set of rules that are always different from other similar projects. These fragmentations perpetuate duplication of resources, different

salary levels for individuals doing the same job, unclear reporting lines and roles and impede the organisation to direct resources where they are most needed to advance set strategic objectives and make a meaningful contribution to improved service delivery. Stats SA has developed an integrated fieldwork strategy and plans to implement the recommendations over the medium term.

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

Medium-term outputs and milestones: Statistical support services

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Provincial support services	Number of completed questionnaires collected for household surveys in the field	<p><i>Survey operations conducted in the field</i></p> <ul style="list-style-type: none"> • Biannual Labour Force Survey (approximately 30 000 questionnaires) • General Household Survey (approximately 30 000 questionnaires) • Tourism Survey (approximately 30 000 questionnaires) • Pilot Poverty survey • Census Research (9 000 questionnaires): Mortality schedule • Population Census: Strategy and communication plan workshops; monitoring and evaluation workshops; user consultation workshops • Geography master sample: Update listings for ±30 000 dwellings 	<p><i>Survey operations conducted in the field</i></p> <ul style="list-style-type: none"> • Quarterly Labour Force Survey • General Household Survey (approximately 30 000 questionnaires) • Tourism Survey (approximately 30 000 questionnaires) • Poverty survey • Census Research (9 000 questionnaires): Mortality schedule • Geography master sample: Update listings for ±30 000 dwellings 	<p><i>Survey operations conducted in the field</i></p> <ul style="list-style-type: none"> • Quarterly Labour Force Survey • General Household Survey (approximately 30 000 questionnaires) • Tourism Survey (approximately 30 000 questionnaires) • Census Research (9 000 questionnaires): Respondent perceptions and attitudes • Geography master sample: Update listings for ±30 000 dwellings

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Provincial support services	Number of completed questionnaires collected for household surveys in the field	<ul style="list-style-type: none"> • Financial statistics: <ul style="list-style-type: none"> ○ Quarterly financial (282) ○ Non-financial (282) ○ Financial (282) ○ CAPEX (615) • CPI – 1 100 consumer products collected 	<ul style="list-style-type: none"> • Financial statistics: <ul style="list-style-type: none"> ○ Quarterly financial (282) ○ Non-financial (282) ○ Financial (282) ○ CAPEX (615) • CPI – 1 100 consumer products collected 	<ul style="list-style-type: none"> • Financial statistics: <ul style="list-style-type: none"> ○ Quarterly financial (282) ○ Non-financial (282) ○ Financial (282) ○ CAPEX (615) • CPI – 1 100 consumer products collected
	Number of functional district offices	<ul style="list-style-type: none"> • Quarterly reports on established infrastructure in district offices 	<ul style="list-style-type: none"> • Quarterly reports on improved infrastructure in district offices 	<ul style="list-style-type: none"> • Quarterly reports on improved infrastructure in district offices
Statistical information services	Accessibility of Stats SA's statistics	<p><i>Publishing, printing and distribution</i></p> <ul style="list-style-type: none"> • 225 Publications printed and distributed • Enhanced printing facilities and improved internet access to statistical information 	<p><i>Publishing, printing and distribution</i></p> <ul style="list-style-type: none"> • 225 Publications printed and distributed 	<p><i>Publishing, printing and distribution</i></p> <ul style="list-style-type: none"> • 225 Publications printed and distributed
Information technology support services	% Decrease in server downtime	<p><i>IT infrastructure</i></p> <ul style="list-style-type: none"> • Storage Area Network (SAN) upgraded and stabilised • Servers, workstations and mobile technology upgraded 	<p><i>IT infrastructure</i></p> <ul style="list-style-type: none"> • SAN maintained and upgraded • Technology implemented, upgraded, maintained and reviewed 	<p><i>IT infrastructure</i></p> <ul style="list-style-type: none"> • SAN maintained and upgraded • Technology implemented, upgraded, maintained and reviewed
	Staff satisfaction with IT services	<p><i>ICT Service Desk</i></p> <ul style="list-style-type: none"> • Service Level Agreements with users developed by June 2007 	<p><i>ICT Service Desk</i></p> <ul style="list-style-type: none"> • Service Level Agreements implemented and reviewed 	<p><i>ICT Service Desk</i></p> <ul style="list-style-type: none"> • Service Level Agreements implemented and reviewed

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Information technology support services	98% Availability of system	<i>Corporate applications and databases</i> <ul style="list-style-type: none"> Phase 1 of the Electronic Document Management System (EDMS) implemented by August 2007 	<i>Corporate applications and databases</i> <ul style="list-style-type: none"> EDMS maintained and supported 	<i>Corporate applications and databases</i> <ul style="list-style-type: none"> EDMS maintained and supported
	% Decrease in loss of computer equipment	<i>ICT security</i> <ul style="list-style-type: none"> Physical security policy implemented 	<i>ICT security</i> <ul style="list-style-type: none"> Policies monitored 	<i>ICT security</i> <ul style="list-style-type: none"> Policies reviewed and enhanced
	% Decrease in loss of data/information	<ul style="list-style-type: none"> Virtual Local Area Network (VLAN) segmentation implemented 	<ul style="list-style-type: none"> VLAN maintained, enhanced and reviewed 	<ul style="list-style-type: none"> VLAN maintained, enhanced and reviewed

5.4 Corporate support services

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

To ensure good governance and effective services, steps have been taken by the mainly new team of managers to improve the effectiveness of the cluster and ensure that everyone performs effectively whilst the rules and regulations are being respected. Additional resources will be required and re-engineering of some of the systems will be undertaken. A model will be developed during 2007/08 to manage the provincial and district offices with regards to the corporate services functions.

Specific areas of improvement and new initiatives have been planned for the 2007/08 financial year. These are listed below per division:

(a) Human resource management

Stats SA has initiated a process to review and revamp its human resource practices towards effective service delivery to all areas within the organisation. Stats SA faces enormous recruitment challenges based on the fact that statistical skills are scarce in the country as well as the fact that the organisation has to recruit more than 2000 temporary staff annually to assist with fieldwork of household surveys. During 2007/08 the recruitment and job evaluation policies and procedures will be reviewed and implemented. Resources and efforts will be increased in the improvement of the administrative processes. A leave management system has been developed and will be rolled out to the department to ensure that proper management of leave is in place. Managing the performance of staff is important to ensure high quality products and services. A continuous performance management process will be implemented and monitored during 2007/08.

(b) Facilities management, logistics and security (FMLS)

The FMLS division is responsible for providing a secure, safe and healthy working environment for all staff; accommodation that meets the needs of stakeholders and promotes the corporate image; and an effective and efficient logistical service that is timely and cost effective to support all operations in the organisation. This includes fleet management, asset management and property management. The division will focus on the following projects:

- Acquisition of additional space for Head Office;
- Relocating Head Office staff to new premises;
- Development and implementation of a subsidised vehicle and transport policy;
- Implementation of a fleet management system; and
- Signage for all Stats SA offices.

(c) Relocation of Stats SA

Stats SA currently occupies three premises and will be occupying a fourth in the 2007/08 financial year. This situation in addition to the anticipated growth, inadequate facilities in the current building and the inconvenience of moving between three buildings requires that we acquire bigger and more adequate premises.

The current lease agreement for Stats SA's occupation of the De Bruyn Park Building which expires in June 2007 has been extended to June 2009.

A new site has been identified to relocate Stats SA. The Department of Public Works and the Tshwane Inner City Project (TICP) appointed by Cabinet, is currently reviewing the space needs according to recommendations made by Stats SA. During the 2007/08 financial year, a needs analysis will be conducted.

The following tables outline the medium-term outputs and milestones to ensure effective and efficient statistical and corporate support services.

Medium-term outputs and milestones: Corporate support services

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective risk management	Unqualified audit report	<p><i>Risk management</i></p> <ul style="list-style-type: none"> Quarterly risk management report to Exco and Audit Committee Annual risk assessment conducted by March 2008 Operational risk plans revised 	<p><i>Risk management</i></p> <ul style="list-style-type: none"> Quarterly risk management report to Exco and Audit Committee Annual risk assessment conducted by March 2009 Operational risk plans revised 	<p><i>Risk management</i></p> <ul style="list-style-type: none"> Quarterly risk management report to Exco and Audit Committee Annual risk assessment conducted by March 2010 Operational risk plans revised
Legal services	Number of quality contracts and opinions	<p><i>Legal support</i></p> <ul style="list-style-type: none"> Legal support and advice provided through opinions and contracts 	<p><i>Legal support</i></p> <ul style="list-style-type: none"> Legal support and advice provided through opinions and contracts 	<p><i>Legal support</i></p> <ul style="list-style-type: none"> Legal support and advice provided through opinions and contracts
	Relevance of Statistics Act	<p><i>Review and compliance</i></p> <ul style="list-style-type: none"> Legislation relating to information and data to establish contradictions and impediments to the Statistics Act reviewed 	<p><i>Review and compliance</i></p> <ul style="list-style-type: none"> Statistics Act amended 	
	Compliance to legislation	<ul style="list-style-type: none"> Statistics Act reviewed for amendments Checklist for compliance compiled 	<ul style="list-style-type: none"> Compliance audit conducted in relation to relevant legislation 	<ul style="list-style-type: none"> Compliance to relevant legislation monitored

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective financial management	Timely submission of MTEF budget	<p><i>MTEF</i></p> <ul style="list-style-type: none"> MTEF compiled reflecting the needs of the department by August 2007 Budgeting template developed and implemented to include demand management, timelines (cash flows), standardised costs and budgeting per sub-activity by April 2007 	<p><i>MTEF</i></p> <ul style="list-style-type: none"> MTEF compiled reflecting the strategy of the department by August 2008 Budgeting template improved to include demand management, timelines (cash flows), standardised costs and budgeting per sub-activity 	<p><i>MTEF</i></p> <ul style="list-style-type: none"> MTEF compiled reflecting the strategy of the department by August 2009 Budgeting template improved
	Timely submission of the Estimates of National Expenditure (ENE)	<p><i>Estimates of National Expenditure</i></p> <ul style="list-style-type: none"> Estimates of National Expenditure compiled to reflect reprioritisation of funds and additional unforeseen expenditures by December 2007 ENE database adjusted by December 2007 	<p><i>Estimates of National Expenditure</i></p> <ul style="list-style-type: none"> Estimates of National Expenditure compiled to reflect reprioritisation of funds and additional unforeseen expenditures ENE database adjusted by December 2008 	<p><i>Estimates of National Expenditure</i></p> <ul style="list-style-type: none"> Estimates of National Expenditure compiled to reflect reprioritisation of funds and additional unforeseen expenditures ENE database adjusted by December 2009
	Adequate cash flow to fund monthly activities	<p><i>Cash flows</i></p> <ul style="list-style-type: none"> Drawings approved and revised during the financial year Monthly cash flows informed by business plans to fund monthly expenditure 	<p><i>Cash flows</i></p> <ul style="list-style-type: none"> Sound cash flows informed by business plans 	<p><i>Cash flows</i></p> <ul style="list-style-type: none"> Sound cash flows informed by business plans

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective financial management	Redressed expenditure report	<p><i>Virements and shifts</i></p> <ul style="list-style-type: none"> • Virements and shifts effected between and within units to avoid possible overspending by March 2008 	<p><i>Virements and shifts</i></p> <ul style="list-style-type: none"> • Virements and shifts effected between and within units to avoid possible overspending by March 2009 	<p><i>Virements and shifts</i></p> <ul style="list-style-type: none"> • Virements and shifts effected between and within units to avoid possible overspending by March 2010
	Timely and accurate expenditure reports	<p><i>Expenditure reporting</i></p> <ul style="list-style-type: none"> • Accuracy and timeliness of expenditure and commitment reporting improved • Monthly monitoring of expenditure and advice on over- or underspending • Monthly expenditure reports to Exco and Audit Committee • Early Warning System and Minister's report • Report to the Audit Committee on budget utilisation of the Department 	<p><i>Expenditure reporting</i></p> <ul style="list-style-type: none"> • Accuracy and timeliness of expenditure and commitment reporting monitored • Monthly monitoring of expenditure and advice on over- or underspending • Monthly expenditure reports to Exco and Audit Committee • Early Warning System and Minister's report • Report to the Audit Committee on budget utilisation of the Department 	<p><i>Expenditure reporting</i></p> <ul style="list-style-type: none"> • Accuracy and timeliness of expenditure and commitment reporting enhanced • Monthly monitoring of expenditure and advice on over- or underspending • Monthly expenditure reports to Exco and Audit Committee • Early Warning System and Minister's report • Report to the Audit Committee on budget utilisation of the Department
	Loss suspense account trends	<p><i>Loss management</i></p> <ul style="list-style-type: none"> • 33% of previous financial year's loss cases investigated and written off • Use of Loss Management System enhanced by September 2007 	<p><i>Loss management</i></p> <ul style="list-style-type: none"> • 40% of previous financial year's loss cases investigated and written off • Use of Loss Management System monitored 	<p><i>Loss management</i></p> <ul style="list-style-type: none"> • 50% of previous financial year's loss cases investigated and written off • Loss Management System reviewed

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective financial management	Quality financial reporting substantiated by an effective audit trail	<p><i>Internal control</i></p> <ul style="list-style-type: none"> • Safeguarding, verification and reconciliation of batches • Financial inspection conducted at provincial offices 	<p><i>Internal control</i></p> <ul style="list-style-type: none"> • Safeguarding, verification and reconciliation of batches • Financial inspection conducted at provincial offices 	<p><i>Internal control</i></p> <ul style="list-style-type: none"> • Safeguarding, verification and reconciliation of batches • Financial inspection conducted at provincial offices
Effective and efficient supply of goods, services and assets	Best price options in achieving value for money	<p><i>Demand management</i></p> <ul style="list-style-type: none"> • Guidelines established for demand management by May 2007 	<p><i>Demand management</i></p> <ul style="list-style-type: none"> • Demand management incorporated into budget process 	<p><i>Demand management</i></p> <ul style="list-style-type: none"> • Demand management fully functional
	Goods and services are available at the right time and place	<p><i>Acquisition management</i></p> <ul style="list-style-type: none"> • Acquisition process enhanced in terms of receiving bids and quotes by June 2007 • Service provider turnaround times monitored to ensure delivery as and when required 	<p><i>Acquisition management</i></p> <ul style="list-style-type: none"> • Acquisition process monitored • Service provider turnaround times monitored to ensure delivery as and when required 	<p><i>Acquisition management</i></p> <ul style="list-style-type: none"> • Acquisition process monitored • Service provider turnaround times monitored to ensure delivery as and when required

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective and efficient supply of goods, services and assets	Goods and services are available at the right time and place	<ul style="list-style-type: none"> • Service provider database updated in ensuring that appropriate service providers are attainable to service user requirements • Service provider database updated and maintained 	<ul style="list-style-type: none"> • Service provider database updated in ensuring that appropriate service providers are attainable to service user requirements 	<ul style="list-style-type: none"> • Service provider database updated in ensuring that appropriate service providers are attainable to service user requirements
	Effective monitoring of orders and commitments	<p><i>Logistics management</i></p> <ul style="list-style-type: none"> • Daily monitoring of orders issued vs. the clearing of commitments 	<p><i>Logistics management</i></p> <ul style="list-style-type: none"> • Daily monitoring of orders issued vs. the clearing of commitments 	<p><i>Logistics management</i></p> <ul style="list-style-type: none"> • Daily monitoring of orders issued vs. the clearing of commitments
	Effective management and monitoring of store stock levels	<ul style="list-style-type: none"> • Mechanism implemented to effectively monitor and replenish stores stock levels by June 2007 	<ul style="list-style-type: none"> • Replenishment of stores stock levels monitored 	<ul style="list-style-type: none"> • Mechanism reviewed for effectively replenishing stores stock levels
	Improved creditors management	<p><i>Credit management</i></p> <ul style="list-style-type: none"> • Strategy to decrease turnaround time for payment to suppliers implemented • Monthly reconciliation of orders, invoices and supplier statements 	<p><i>Credit management</i></p> <ul style="list-style-type: none"> • Turnaround time for payment to suppliers monitored • Monthly reconciliation of orders, invoices and supplier statements 	<p><i>Credit management</i></p> <ul style="list-style-type: none"> • Turnaround time for payment to suppliers monitored • Monthly reconciliation of orders, invoices and supplier statements

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective and efficient supply of goods, services and assets	SCM compliance and performance reporting	<p><i>Supply chain management compliance</i></p> <ul style="list-style-type: none"> Supply chain management policy developed and implemented Improved SCM procedures implemented SCM framework implemented by December 2007 Format and criteria for reporting established by May 2007 	<p><i>Supply chain management compliance</i></p> <ul style="list-style-type: none"> Integrated SCM and effective collective purchasing Continuous improvement of SCM procedures SCM framework monitored by December 2007 Monthly reporting on SCM performance 	<p><i>Supply chain management compliance</i></p> <ul style="list-style-type: none"> SCM compliance monitored Monthly reporting on SCM performance
	Decentralised procurement function to provinces	<p><i>Decentralisation</i></p> <ul style="list-style-type: none"> Requirements for decentralisation of selected SCM functions analysed and planned 	<p><i>Decentralisation</i></p> <ul style="list-style-type: none"> Policy and procedure enhanced to accommodate decentralisation Provincial SCM practitioners trained 	<p><i>Decentralisation</i></p> <ul style="list-style-type: none"> Selected SCM functions decentralised to provincial offices
	Efficient and effective contract management	<p><i>Contract management</i></p> <ul style="list-style-type: none"> Contract management function established Contracts compiled and monitored 	<p><i>Contract management</i></p> <ul style="list-style-type: none"> Contract management function maintained Contracts compiled and monitored 	<p><i>Contract management</i></p> <ul style="list-style-type: none"> Contract management function reviewed Contracts compiled and monitored

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Quality accounting information through sound financial administration	Quality accounting information	<p><i>Financial administration</i></p> <ul style="list-style-type: none"> • Monitor and report on completeness and accuracy of financial batches • Document tracking system developed by June 2007 • Communication tool developed and implemented to communicate changes to processes • Concept developed to establish a helpdesk by December 2007 	<p><i>Financial administration</i></p> <ul style="list-style-type: none"> • Monitor and report on completeness and accuracy of financial batches • Document tracking system implemented • Implementation of customer feedback tool monitored • Helpdesk established for Financial Administration 	<p><i>Financial administration</i></p> <ul style="list-style-type: none"> • Monitor and report on completeness and accuracy of financial batches • Functioning of document tracking system monitored and evaluated • Implementation of customer feedback tool monitored • Helpdesk processes evaluated from users' perspective
	Compliance with legislative and audit requirements	<ul style="list-style-type: none"> • Financial enhancements implemented via National Treasury • Annual financial statements compiled by May 2007 	<ul style="list-style-type: none"> • Financial enhancements implemented via National Treasury • Annual financial statements compiled 	<ul style="list-style-type: none"> • Financial enhancements implemented via National Treasury • Annual financial statements compiled

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Quality accounting information through sound financial administration	Efficient and effective salary administration	<ul style="list-style-type: none"> Salary administration function reviewed by August 2007 	<ul style="list-style-type: none"> Review recommendations implemented 	<ul style="list-style-type: none"> Salary administration function monitored and evaluated
	Effective debt management	<ul style="list-style-type: none"> Debt recovery agency introduced by April 2007 Debt policy and procedure enhanced by June 2007 Continuous evaluation of the causes of debt and implementation of mitigating factors thereto 	<ul style="list-style-type: none"> Debt recovery agency monitored Debt policy and procedure implemented Continuous evaluation of the causes of debt and implementation of mitigating factors thereto 	<ul style="list-style-type: none"> Debt recovery agency monitored Implementation of debt policy monitored Continuous evaluation of the causes of debt and implementation of mitigating factors thereto
Financially compliant provincial and district offices	Effective financial management at provincial and district offices	<p><i>Cash management</i></p> <ul style="list-style-type: none"> Transfer of cash floats for projects enhanced by June 2007 Cash management policy and procedure implemented by January 2008 Project needs defined to limit cash usage by December 2007 	<p><i>Cash management</i></p> <ul style="list-style-type: none"> Transfer of funds to provincial and regional offices monitored Implemented enhancements identified from the review Project needs defined to limit cash usage 	<p><i>Cash management</i></p> <ul style="list-style-type: none"> Transfer of funds to provincial and regional offices evaluated Cash management process monitored via monthly age analysis Project needs defined to limit cash usage

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Financially compliant provincial and district offices	Effective financial management at provincial and district offices	<p><i>Financial compliance in provinces</i></p> <ul style="list-style-type: none"> • Payment of fieldworkers coordinated • Business Internet solutions investigated by June 2007 • Negotiation with SITA for fieldworkers payment solutions by January 2008 	<p><i>Financial compliance in provinces</i></p> <ul style="list-style-type: none"> • Payment of fieldworkers coordinated • Business Internet solutions implemented • Negotiation with SITA for fieldworkers payment solutions 	<p><i>Financial compliance in provinces</i></p> <ul style="list-style-type: none"> • Payment of fieldworkers coordinated • Business Internet solutions maintained and enhanced • Negotiation with SITA for fieldworkers payment solutions
Effective and efficient financial control of assets	<p>Reconciled assets for the period Logis, BAS and BAUD</p> <p>Assets disposal on a biannual basis</p> <p>Decentralisation of asset function to provincial offices</p>	<p><i>Asset management</i></p> <ul style="list-style-type: none"> • Monthly reconciliations with effective reporting leading to the AFS • BAUD register monitored and updated on a timeous basis • Asset acquisition strategy (AAS) developed by June 2007 • Disposal trends monitored <ul style="list-style-type: none"> • Provincial capability for the decentralisation of assets evaluated • Network requirements and capability established at provincial level to house the asset register 	<p><i>Asset management</i></p> <ul style="list-style-type: none"> • Monthly reconciliations with effective reporting leading to the AFS • BAUD register monitored and updated on a timeous basis • AAS implemented • Disposal trends monitored <ul style="list-style-type: none"> • Decentralisation strategy developed • Asset register decentralisation to provincial offices developed 	<p><i>Asset management</i></p> <ul style="list-style-type: none"> • Monthly reconciliations with effective reporting leading to the AFS • BAUD register monitored and updated on a timeous basis • AAS updated and maintained • Disposal trends monitored <ul style="list-style-type: none"> • Asset function decentralised to provincial offices • Asset register implemented at provincial offices

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective human resource management	Staff opinion survey	<p><i>Recruitment and retention</i></p> <ul style="list-style-type: none"> E-recruitment system developed and piloted (CSAS) Head-hunting policy for critical strategic positions on senior management level 	<p><i>Recruitment and retention</i></p> <ul style="list-style-type: none"> E-recruitment system implemented Succession plan compiled for levels 13–16 (1st and 2nd quarter) Recruitment policy reviewed (1st and 2nd quarter) Recruitment plan developed (1st quarter) 	<p><i>Recruitment and retention</i></p> <ul style="list-style-type: none"> Head-hunting critical strategic positions on senior management and professional level Succession plan compiled for levels 1–12
		<p><i>Performance management</i></p> <ul style="list-style-type: none"> Quarterly performance reviews conducted Performance contracts compiled for all SMS staff Performance plans compiled for staff on level 12 and lower 	<p><i>Performance management</i></p> <ul style="list-style-type: none"> Quarterly performance reviews conducted Performance contracts compiled for all SMS staff Performance plans compiled for staff on level 12 and lower 	<p><i>Performance management</i></p> <ul style="list-style-type: none"> Quarterly performance reviews conducted Performance contracts compiled for all SMS staff Performance plans compiled for staff on level 12 and lower

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective human resource management	Staff opinion survey	<ul style="list-style-type: none"> Annual performance evaluation conducted 	<ul style="list-style-type: none"> Annual performance evaluation conducted Training provided on performance management system for new staff Performance management policy reviewed 	<ul style="list-style-type: none"> Annual performance evaluation conducted Automated human resource processes
		<p><i>Employee assistance</i></p> <ul style="list-style-type: none"> HIV/Aids peer group education programme monitored Counselling and professional support implemented 	<p><i>Employee assistance</i></p> <ul style="list-style-type: none"> HIV/Aids peer group education programme reviewed Counselling and professional support provided Service provider procured for Wellness Programme Disability Management Programme implemented 	<p><i>Employee assistance</i></p> <ul style="list-style-type: none"> HIV/Aids peer group education programme monitored Counselling and professional support provided Management of Wellness Programme service provider Disability Management Programme monitored and evaluated
	Unqualified audit	<p><i>Benefit administration</i></p> <ul style="list-style-type: none"> Leave tracking system developed Provincial and district offices supported and capacitated Job grading system improved 	<p><i>Benefit administration</i></p> <ul style="list-style-type: none"> Leave tracking system developed Provincial and district offices supported and capacitated 	<p><i>Benefit administration</i></p> <ul style="list-style-type: none"> Leave tracking system monitored

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

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Effective human resource management	Unqualified audit	<p><i>Labour relations management</i></p> <ul style="list-style-type: none"> • All staff, including managers, trained • Progressive discipline supported • Management of grievances 	<p><i>Labour relations management</i></p> <ul style="list-style-type: none"> • All staff, including managers, trained • Progressive discipline supported • Management of grievances 	<p><i>Labour relations management</i></p> <ul style="list-style-type: none"> • All staff, including managers, trained • Progressive discipline supported • Management of grievances
	HR strategic direction	<p><i>Human resource planning</i></p> <ul style="list-style-type: none"> • HR turnaround strategy developed • Human resource plan compiled by March 2008 	<p><i>Human resource planning</i></p> <ul style="list-style-type: none"> • HR turnaround strategy implemented (1st and 2nd quarter) • Human resource plan compiled by March 2009 	<p><i>Human resource planning</i></p> <ul style="list-style-type: none"> • HR strategy revised, monitored and evaluated • Human resource plan compiled by March 2010

Medium-term outputs and milestones: Facilities management and logistics

Output	Measure/ Indicator	2007/08	2008/09	2009/10
Improved facilities management and logistical services	Improved visibility of Stats SA's premises	<p><i>Branding of premises</i></p> <ul style="list-style-type: none"> • Signage needs evaluated in all provinces and district offices 	<p><i>Branding of premises</i></p> <ul style="list-style-type: none"> • Complete installation of signage needs in all Stats SA locations – 9 provinces 	<p><i>Branding of premises</i></p> <ul style="list-style-type: none"> • Branding of new Stats SA Campus
	Adequate accommodation facilities at Head Office, provinces and districts	<p><i>Facilities management</i></p> <ul style="list-style-type: none"> • PABX facilities installed in all provinces by October 2007 • Video-conferencing equipment installed by July 2007 • Interim space needs resolution – work activities rearranged to accommodate recruitment of additional staff by July 2007 • Alternative accommodation identified by July 2007 	<p><i>Facilities management</i></p> <ul style="list-style-type: none"> • Enhancement of PABX facilities reviewed • Video-conferencing facility extended to selected district offices • Staff members adequately accommodated 	<p><i>Facilities management</i></p> <ul style="list-style-type: none"> • Extension of PABX facilities selectively installed to regional offices • Video-conferencing facility completed for all 9 provinces and selected district offices
	Improved management of transportation	<p><i>Fleet management</i></p> <ul style="list-style-type: none"> • Procurement of transport needs delegated to provinces by July 2007 	<p><i>Fleet management</i></p> <ul style="list-style-type: none"> • GG vehicles equipped with tracking devices 	<p><i>Fleet management</i></p> <ul style="list-style-type: none"> • Hired vehicle specifications to include tracking devices and fuel cards

Medium-term outputs and milestones: Facilities management and logistics (concluded)

Output	Measure/ Indicator	2007/08	2008/09	2009/10
New building for Stats SA	Stats SA relocated to new premises	<p><i>Relocation of Stats SA</i></p> <ul style="list-style-type: none"> • Staff opinion survey conducted to determine the space needs per cluster and internal design of new building by May 2007 • Environmental impact assessment on proposed location completed by August 2007 • Interior design and space planning of new building completed by May 2007 • ICT and security infrastructure established by June 2007 • Building construction commenced by October 2007 	<p><i>Relocation of Stats SA</i></p> <ul style="list-style-type: none"> • Building construction continued • Procurement needs for all operations identified • Tender process initiated to obtain all needs (furniture and equipment) for new building • Staff awareness campaign conducted 	<p><i>Relocation of Stats SA</i></p> <ul style="list-style-type: none"> • Stats SA relocated by October 2009 • All existing Head Office buildings closed by November 2009 • All Head Office assets disposed of by November 2009 • Lease agreements for all Head Office buildings terminated by September 2009 • Phased occupation of new building according to operational priorities commenced by April 2009



chapter 6 environment and stakeholders

6.1 Introduction

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

6.2 Legislative mandate

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

Further, Stats SA is mandated to:

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

6.3 Statistics Council

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

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

- (a) Advise the Minister, the Statistician-General and other organs of state on statistical matters with regard to:
 - the collection, processing, analysis, documentation, storage and dissemination of statistics, including the undertaking of a population census, and
 - the elimination of unnecessary overlapping or duplication with regard to the collection or publication of statistics by organs of state;
- (b) Promote and safeguard official statistics and the coordination of statistical activities;
- (c) Furnish the Minister and the Statistician-General with an annual report which must be tabled in Parliament; 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.

6.4 Stakeholders and their needs

Stats SA interacts with a range of stakeholders from whom information is collected, and to whom information is supplied. The development of a Stakeholder Relations and Marketing strategy will commence in 2007/08. The strategy will focus on facilitating the establishment of channels for stakeholders to reach and interact with the relevant Stats SA staff, for a range of information requirements. The stakeholder database of Stats SA includes:

- **Government:** Central, provincial and local government use statistical information to inform policy development and to measure the impact of government programmes on economic and social development. Government is both a major user and a major supplier of data.
- **The public:** The community at large is mainly interested in basic information on the economy and society, such as economic growth, employment, inflation and population dynamics. This information is largely communicated through the media. Stats SA's strategy strives

to inspire confidence in the quality of these key measurements. The public also supplies data through household survey collections and the census.

- **The media:** The media plays an important role in the publication of statistical information both nationally and locally. Stats SA has embarked on a communication and development strategy to empower key role-players in the media arena. This ensures that the right information is published at the right time and that it is properly described and imparted in the appropriate form to the public.
- **Business:** The business community shares similar interests in quantitative information, and in principle, all economic variables are potential subjects for comparison. Important indicators include the number of employed, the size of the market, and the rate at which prices are changing. Businesses are also important sources of statistical information. Reducing the burden of surveys on the business community continues to be an important factor in the design of statistical programmes.
- **The academic sector:** The academic sector uses statistical information for both research and teaching purposes. While other users require statistics to inform decision-making, the academic community is interested in how the data are generated. The academic sector can play a strategic role in evaluating the quality of statistics produced, and promoting interest in statistics amongst students.
- **Parliamentarians:** Political representatives are responsible for entrenching and voicing the interests of their voters in Parliament and the National Assembly. Researchers in Parliament conduct research to obtain information on behalf of the political parties. The Parliament library collects and files political and national information that can be used by parliamentarians and visiting international delegates.
- **Non-governmental organisations (NGOs):** NGOs aim to monitor the government's progress in many areas such as sustainable development and providing service delivery. NGOs also work for the upliftment of communities and implement development projects. They can use census and other Stats SA data to monitor government's progress and to aid decision-making for their own projects.

- **Constitutional institutions and major public entities:** Constitutional institutions (such as the Commission on Gender Equality, and the Financial and Fiscal Commission) ensure that the major elements of the Constitution are followed throughout the country. Major public entities work with government to provide infrastructure, service delivery and information on a national level (e.g. Eskom, Telkom, museums).
- **Foreign and international bodies:** Official statistical information is an essential basis for mutual knowledge, comparison and trade amongst countries. It is for this reason that Stats SA meets the international information requirements of bodies such as the IMF. Stats SA also has regular contact with other international statistical agencies to share professional expertise and experiences. This promotes the adoption of common concepts, standards, classifications and practices that support the international comparison of statistics.

6.5 Service delivery improvement plan

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.

6.5.1 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 products. Stats SA's commitment to improved service delivery is described on the next page.

(a) Information service

User Information Services is the first point of direct contact with our customers. This centre is the gateway to all statistical products. Staff are trained to handle telephone, email, fax and written enquiries. Customers can also approach User Information Services in the provinces to provide prompt responses on published data. The current turnaround time for responding to user requests ranges from 80% within 24 hours for simple requests to 100% within one month for international/country-specific statistical information. Stats SA intends to improve turnaround time to 90% within 24 hours for simple requests to 60% within 1 week for international/country-specific statistical information with the remaining 40% responded to within one month. Additional Information Officers will be employed and ongoing generic competency training will be conducted with frontline staff to improve their efficiency.

Stats SA can be contacted at (012) 310 8600 for telephonic enquiries, (012) 310 8500 for fax enquiries or emailed at info@statssa.gov.za.

(b) Subscription service

Stats SA's standard products can be acquired through subscription to specific publications. Customers may indicate whether the publication should be emailed or posted to them free of charge. The number of statistical releases distributed through this medium is expected to decrease as Stats SA plans to implement a Short Message Service (SMS) system which will send messages on key indicators to subscribers (CPI, CPIX, PPI, GDP, unemployment rate and population estimates).

(c) StatsOnline

Stats SA's publications 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. A newsletter is emailed each week to inform stakeholders of the current activities and releases for the following week. The number of downloads from StatsOnline is expected to decrease with the introduction of the SMS system.

(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.

(e) Consultation

Stats SA's credibility rests on its ability to produce quality statistics that can stand up to public scrutiny. Through a better understanding of Stats SA's stakeholders, our interactions with suppliers and users of information will become more effective, ultimately leading to the portrayal of the organisation as a credible, responsive and reliable source of statistics. The outputs of surveys will be communicated in a way that is well understood by users and that meets their information needs. Stats SA plans to conduct a total of 14 national and provincial workshops, combining training and information-sharing about both economic and social statistical data products during 2007/08. Stats SA will also participate in exhibitions in an effort to increase awareness.

(f) Openness and transparency

Stats SA has a catalogue of its reports and releases which is available in hard copy as well as on the website. In addition, the website advertises releases planned for the forthcoming week as well as all releases planned for the quarter. The weekly schedule indicates the specific time that the statistics will be released. The introduction of the South African Statistical Quality Assurance Framework (SASQAF) will improve the quality of explanatory notes on reports and releases, thus improving the openness and transparency of releases. The redesign of releases will be undertaken in 2007/08 in an effort to make releases more easily understandable.

6.5.2 Consultation arrangements

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

For each statistical series produced by Stats SA there is an advisory committee comprising key stakeholders in the field. These advisory committees meet periodically, or whenever changes to a questionnaire or statistical release are proposed. Stats SA also conducts periodic workshops in order to seek advice, comments and suggestions from key stakeholders.

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

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

6.6 Key products and services

6.6.1 Core business

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

- **Economic statistics** on various aspects of the economy derived from information from businesses, enabling the compilation of indices such as the Producer Price Index and Consumer Price Index; trends in employment, production volumes and prices in various sectors; and financial statistics of government and the private sector;
- **Social, employment and population statistics** based on household surveys, a ten-yearly population census, a labour force survey, poverty statistics and administrative records; and
- **National accounts**, which include the Gross Domestic Product, Supply and Use tables and Social Accounting Matrices.

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

6.6.2 Support activities

Support activities consist of both statistical and organisational support functions.

Statistical support activities include:

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

Management, organisational and administrative support functions include:

- an executive management structure responsible for strategy and policy;
- programme management with a management information system to monitor operational performance and spending;
- financial and provisioning management;
- an internal audit component guided by an independent internal audit committee;
- human resource management to attract, develop and retain skilled staff; and
- improvement of service delivery through strategic planning, monitoring and evaluation.

6.7 Resource plan

Stats SA's Head Office is located in Pretoria. There are also nine provincial offices. Fifty-four regional offices were recently established and are in the process of being resourced. Head Office is mainly responsible for planning, coordination and statistical production at national level whilst the provincial and regional offices play a key role in user liaison and data collection at provincial and municipal level.

Expenditure estimates

Expenditure by programme and economic classification

Programme	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	Audited	Audited	Audited			2007/08	2008/09	2009/10
R thousand	2003/04	2004/05	2005/06	2006/07		2007/08	2008/09	2009/10
1 Administration	122 914	138 377	210 880	221 670	217 513	292 828	346 328	390 318
2 Economic Statistics	44 896	51 973	144 474	175 688	172 067	145 904	244 006	255 818
3 Population and Social Statistics	61 611	89 226	174 080	616 869	588 522	415 688	321 637	598 929
4 Quality and Integration	18 600	23 146	31 668	53 206	49 126	58 296	60 010	63 187
5 Statistical Support and Informatics	52 245	68 512	82 815	94 348	76 105	187 573	279 015	237 104
Subtotal	300 266	371 234	643 917	1 161 781	1 103 333	1 100 289	1 250 996	1 545 356
Direct charge on National Revenue Fund	-	-	-	-	-	-	-	-
Total	300 266	371 234	643 917	1 161 781	1 103 333	1 100 289	1 250 996	1 545 356
Change to 2006 Budget estimate				87 298	28 850	170 100	166 000	

Expenditure estimates (concluded)

Economic classification	Expenditure outcome					Medium-term expenditure estimate		
	Audited	Audited	Audited	Adjusted appropriation	Revised estimate			
R thousand	2003/04	2004/05	2005/06	2006/07		2007/08	2008/09	2009/10
Current payments	285 479	356 451	598 444	1 112 506	1 054 058	1 076 763	1 230 203	1 457 885
Compensation of employees	154 711	195 052	302 052	489 045	439 472	565 294	618 064	735 477
Goods and services	128 569	161 292	295 673	623 461	614 586	511 469	612 139	722 408
of which:								
<i>Communication</i>	14 594	15 262	19 722	29 451	29 451	29 921	33 339	48 631
<i>Computer services</i>	23 314	20 971	22 755	35 438	35 438	29 475	51 226	41 361
<i>Consultants, contractors and special services</i>	21 452	26 448	69 364	202 702	202 702	95 697	161 667	155 514
<i>Inventory</i>	6 099	9 146	19 716	49 737	49 737	22 523	24 995	63 102
<i>Maintenance, repair and running cost</i>	2 192	3 014	4 858	18 021	18 021	9 493	12 379	56 687
<i>Operating leases</i>	21 742	31 140	29 705	34 866	34 866	59 988	59 072	68 802
<i>Travel and subsistence</i>	21 490	26 775	82 647	196 972	188 097	132 150	176 266	174 595
Interest and rent on land	-	106	-	-	-	-	-	-
Financial transactions in assets and liabilities	2 199	1	719	-	-	-	-	-
Transfers and subsidies to:	755	868	1 552	862	862	1 176	2 039	2 900
Provinces and municipalities	526	642	1 013	356	292	-	-	-
Non-profit institutions	4	-	72	50	51	-	-	-
Households	225	226	467	456	519	1 176	2 039	2 900
Payments for capital assets	14 032	13 915	43 921	48 413	48 413	22 350	18 754	84 571
Machinery and equipment	8 226	13 035	38 506	36 069	38 291	20 914	18 039	82 963
Software and other intangible assets	5 806	880	5 415	12 344	10 122	1 436	715	1 608
Total	300 266	371 234	643 917	1 161 781	1 103 333	1 100 289	1 250 996	1 545 356