

Strategic plan 2010/11 – 2014/15



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Strategic plan 2010/11 – 2014/15

Statistics South Africa
Pali Lehohla, Statistician-General

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Mr Trevor A Manuel (MP)
Minister in Presidency: National Planning

Foreword

In the last fourteen years I have been the Minister responsible for Stats SA amongst other portfolios over which I have political oversight, and looking back I can confirm with confidence that Stats SA has graduated into the fact finder of the nation as prescribed in the Statistics Act (Act No. 6 of 1999). Over the last five years especially, the organisation has built intellectual leadership that holds its own in the country and globally, and should, going forward, be in a position to implement the Statistics Act fully.

I recall that in 2003 I challenged the statistical fraternity in the country – particularly Stats SA and the South African Statistical Association (SASA) – to up their act. This was in view of the fact that we just do not have enough of a cadre of professionals that is numerically competent nor do we have a teaching profession to plant the seed that would subsequently undertake the enormous task of measurement, as the apartheid legacy lingers in our citizenry through outputs of our education system and inputs into the life of work. This challenge has been steadily addressed and the organisation not only holds its own, but has become a hub of competence from which other agencies draw important lessons. Whilst our task of building a formidable team with sufficient breadth and depth is yet not complete, the juvenile nature of the leadership and team of Stats SA is an asset in that it is ambitious, agile and learns fast, and has served us well thus far.

The Stats SA strategy that I present before Parliament articulates with clarity the enormity of the task that confronts measurement, especially that which is brought about by how we have reconfigured ourselves to address the ten priority areas. The strategy takes note that the Statistics Act anticipated this change and therefore the legislative and institutional pillars for implementation are in place. However, it recognises the practical and administrative constraints that the organisation will have to deal with in its implementation.

There is evidence to point to the resilience of this organisation as it successfully built its reputation brick by brick in the past years and built public trust in the numbers. In the next five years, Stats SA will become more central to evidence-based policy-making by elevating its statistics and products to the threshold of policy-making, monitoring and evaluation as prescribed in the Statistics Act. The organisation will work on improved capabilities in both economic and social statistics and would add more critical information on economy and society. The environment for coordination of statistics is almost ripe in the country, and therefore Stats SA will speed up the implementation of a national system of statistics which will provide authoritative numbers that will be respected by all.

I would like to thank the Chairperson of the Statistics Council, Mr Howard Gabriels, and the Statistician-General, Mr Pali Lehohla and his team for their dedication, and look forward to working with them as we enter a new phase of statistical development in our country.



Howard Gabriels
Chairperson of the Statistics Council

Foreword

The Strategic Plan for next five years represents the dawn of a new era for statistical development in South Africa. Over the past few years, we have witnessed a dramatic increase in the demand for data from a broad range of stakeholders.

Primarily, the increase in demand for data arises from the commitment of government for evidence-based policy-making. The establishment of the Ministries in the Office of the President for both Performance Monitoring and Evaluation and National Planning, signals the emphasis of government to develop policies and programmes that are rooted in measuring development outcomes and hence provide data and information that will be the foundation of knowledge.

Stakeholders are continuously demanding accurate, relevant and timeous data for decision-making. They include amongst others the business community, trade unions, NGOs, community-based organisations and international organisations. Furthermore, there is an increasing demand for data at lower levels of geography for municipalities and districts to develop effective plans and improve service delivery.

The approach presented in the strategic direction of this document is two-fold. On the one hand, Stats SA must continue to improve the quality and coverage of all the surveys and data series it produces to ensure that it remains relevant to the needs of users. On the other hand, all public sector institutions must improve their capacity to deliver administrative data that are robust and useful for statistical purposes. This situation was envisaged in the Statistics Act of 1999, which provided for the coordination role of the Statistician-General and the Minister responsible for Statistics in section 14 of the Act.

The gazetting of the South African Statistical Quality Assurance Framework (SASQAF) is another important development to create a foundation for the assessment of the quality of both surveys conducted in government departments as well as administrative datasets, which could be designated as official statistics. We applaud this commitment to improve the quality of official statistics.

I thank the Minister and Statistician-General for their support and constructive engagement during the process of developing the Strategic Plan and Work Programme. At its meeting on 9 March 2010, the Statistics Council considered both the Strategic Plan and the Work Programme in terms of section 5 of the Statistics Act, and recommends the approval of both documents by the Minister.



Pali Lehohla
Statistician-General

Introduction

In the last five years of this decade, Stats SA has become more confident with the statistics it produces. From early 2006, after almost five years of searching for the right people to appoint at the level of Deputy Directors-General, Stats SA has a full complement of DDGs in the Standards and Methodology, Economic Statistics, Population and Social Statistics, Corporate Services, Statistical Support and Informatics, and Corporate Relations clusters. With such a diverse profile of technical skills at the top, this team of women and men continue to make an invaluable contribution to leading Stats SA into the future and delivering quality services to users of statistics.

There has been a variety of improvements in key indicators series, such as the consumer price index and the Quarterly Labour Force Survey. The sampling frames from which the economic and household surveys are collected have also been improved. Overall, the quality of statistics is better than it was five years ago and our governance has improved significantly from the days of qualified audit opinions.

However, as we enter the fourth term of a democratic government, the emphasis has changed, and these changes focus on what data and insights are available for better planning. A Planning Commission and a Monitoring and Evaluation Ministry have been established to set the pace for improved planning and monitoring of performance.

This environment speaks volumes to those who produce statistics. The challenge that Stats SA faces is that this environment is new and requires not only cycle-focused statistics but statistics that relate to structure. In this strategy, Statistics South Africa articulates how it positions itself in response to this new environment over the next five years. In its new strategic direction, the following six strategic objectives were adopted to drive measurement, focusing on the ten priorities that government has identified.

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

I am confident that the new strategic direction, which focuses on expanding statistical coverage through coordination, will address the knowledge and information needs of the country, and will enable the people of South Africa and the rest of the world to better understand the dynamics of our economy and society.

May I seize this moment to thank Minister Trevor Manuel and the Chairperson of the Statistics Council, Mr Howard Gabriels for their unrelenting leadership. I look forward to their continued support and guidance as we move towards changing the statistical landscape of our country.



Chapter 1: The strategic importance of statistics

1.1 Introduction

'I like good news. I like to tell good stories about how well we are doing as a country. But please don't give me what I like, give me what I need, because part of what I need to do is to help deliver democracy to people who have waited for it to touch their lives.' (Minister TA Manuel, 2002)

The central objective and mission of government's developmental agenda, outlined in the Medium Term Strategic Framework (MTSF, 2009–2014), is to set the country on a higher and sustainable trajectory of economic growth by the end of the mandate period of the current government (2014). This is to be accompanied by an expanded and more diversified economic base, with unemployment, poverty and income inequality being reduced, and universal access to electricity, water and sanitation in decent community settlements achieved.

These goals have to be reached within the limitations and opportunities imposed by the past and the present, represented both within the country and internationally. South Africa is deeply affected by the global environment within which it functions as a national entity. At the same time, the developmental challenges our society faces have deep historical roots in our past. Changing the social and economic structure of a society so influenced by its past, and its international context, is a long-term undertaking, in which both successes and failures need to be subject to rigorous assessment, monitoring and measurement. This is one of the central ways in which the success of the national agenda, focused on creating a common and shared vision for growth and development, can be evaluated on an ongoing basis. The past 16 years of democracy remain a positive mark globally on how transitions can be successfully led and managed. The transition had a sustained economic growth, an expansionary social services agenda and prominent input for change by South Africa on the continent and in world affairs.

Economic growth and development, including the creation of decent work and investment in quality education and skills development, are at the centre of government's programme. In this context, the thrust of Statistics South Africa's (Stats SA) strategic planning is based on the priorities set out in the MTSF, the manner in which national and international dynamics may influence the achievement of these priorities, and the mechanisms required to plan, measure, monitor and evaluate implementation and progress in these priority areas.

1.2 The changing requirements for statistics

The introduction of a democratic government based on universal adult franchise in 1994 created new statistical imperatives for South Africa. Citizens now had the right to quantitative information that would allow them to make informed choices about government, contending political parties, competing socio-economic interests and their impact on society. Policy developers and decision-makers across society required statistical data to establish socio-economic and developmental priorities and benchmarks, and to monitor their successes and failures in implementing new programmes and policies. Statistical information was increasingly used to guide planning and resource allocation, and for monitoring and evaluation of new initiatives and approaches. The 'democratisation' of statistical practice led to increasing calls for statistics to become the basis for

rational and empirically founded decision-making and this supports the constitutional imperatives contained in chapter 3 (section 41), chapter 5 (section 100) and chapter 6 (section 139).

This centrality of planning, monitoring and evaluation in government has recently been formalised through the establishment of new Ministries in the Presidency dedicated to these areas. This has led to increased emphasis on evidence-based decision-making, including the need to assess development efforts through measurable results. The role of statistics is to continuously enable society to understand their environment through deepening and expanding their evidential knowledge base as captured in Principle 1 of the United Nations Fundamental Principles and sections 2 and 3 of the Statistics Act (Act No. 6 of 1999) as it relates to the purpose of the Act and of official statistics. There is now a stronger demand than ever for statistics to provide a basis for measuring and monitoring development goals and targets, and establish multi-data indicators which reflect progress and change.

These requirements place new and greater demands on Stats SA not only to produce relevant, high-quality data, but also to develop the framework required for the production and evaluation of statistical information generated in other institutions and organisations, including the private sector, research bodies, non-governmental organisations and lobbying and single-interest groups. The Statistics Act anticipated this new environment as espoused in section 2 on the purpose of the Act, section 3 on the purpose of official statistics, section 5 on the role of the Minister, section 6 on the appointment and tenure of the Statistician-General, section 7 on the role of the Statistician-General, section 8 on the appointment of the Statistics Council, section 13 on the functions of the Statistics Council, and section 14 on the role of the Statistician-General and Minister regarding statistical coordination and technical support in the production of statistics within the South African state.

Government has specified the areas in which it plans to achieve measurable development outcomes. These measures depend on two main sources of information, namely administrative records on the one hand and survey and census-based data on the other. The measurable development outcomes are:

- Quality basic education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, effective and efficient local government system

- Protect and enhance environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship

Monitoring and measuring progress in these national development outcomes requires statistical data of consistent and reliable quality, regardless of its source of production. It also needs a sound statistical system based on sustainable statistical infrastructure as prescribed in section 6(2)a and b, on integrity of the production environment and section 14 on coordination and technical support on production of statistics within the state.

1.3 The purpose of this Strategic Plan

The main objective of this Strategic Plan is to define the roadmap for establishing a sound statistical system for the country. It builds on the successes and addresses the weaknesses of Stats SA over the past fifteen years, and outlines the medium-term strategy for improvements in statistical development. The plan is designed to guide planning and resource allocation over the next five years, and will be reviewed annually in the light of changing stakeholder needs, and emerging priorities and developments. The outcome of these annual reviews, and the changes associated with them, will be captured in Stats SA's annual Work Programme.

The Strategic Plan addresses the issues common to any long-term strategic planning process:

- **Where are we now?** Discusses the current status of statistical production in the country and developments in Stats SA
- **Where do we want to be?** This section sets out the vision of what we want to look like in the future
- **How are we going to get there?** This section outlines the first steps to be taken towards realising the vision of the future

1.4 The current status of statistical production in the country

Although there has been some progress in developing an integrated national system of statistics, South Africa's overall statistics system remains fragmented, with a huge under-coverage in terms of user requirements, types of statistics, and differentiation by geographical level, sector and subsector for both economic and social themes. This is partly a legacy of the system of apartheid, with its emphasis on geographical and population fragmentation. It is also a consequence of the uneven development and underdevelopment which characterises the country. Currently the system is more influenced by cycles and not by structure. In this regard, data collection has focused on survey and census-based methods. For instance, economic statistics measure growth and prices, and social statistics measure population size and changes amongst others. Since inadequate information is being collected by way of structure, a need therefore exists to collect information longitudinally,

such that unit record data items are tracked and their change across time gets understood. Herein lie the strength and use of administrative records. In this regard, the Act prescribes in terms of section 7(2)b that the Statistician-General must develop and maintain registers or lists which may be of use in producing statistics.

Insufficient data are gathered to inform decision-making, planning, assessment of programmes, and monitoring of progress. This is particularly so at lower levels in the geographical hierarchy, such as provinces and local authorities. These inadequacies in data collection also limit the ability to construct appropriate statistical indicators derived from a number of datasets. This is where the development of registers plays a pivotal role. For example, administrative records in health and education, and municipality rolls which are useful sources of information.

The challenge has been, and remains, undoing decades of distorted collections of statistics, and building trust in official statistics. In the absence of a comprehensive framework for defining the demand for statistics and for aligning production to the demand, gaps in data that should have been collected but were not, and collection of irrelevant or low-priority data, have often produced a mismatch between statistical output and user needs. Fortunately, there is enabling legislation to address these problems, and there are now in place enabling frameworks which include the national strategies for the development of statistics. However, practice and reality on the ground reflect that progress in this regard has been painfully slow.

1.5 Developments in Statistics South Africa

Stats SA, the main role player in the production of official statistics, has undergone major changes since South Africa's first democratic and inclusive election ushered in the post-apartheid era. These developments are discussed below:

1994–1999: Aligning statistics to new policy

During the period 1994 to 1999, the country underwent a profound institutional transformation at all levels of government, aimed at promoting reconstruction and development on the one hand, and economic growth on the other. This process required the national statistics office, then known as the Central Statistical Service (CSS), to undergo a comprehensive redesign and reprioritisation of activities. The former homelands' statistical offices were integrated into the CSS at the same time as legislation governing official statistics was being reviewed and redrafted. The whole economic series of statistical collection was re-engineered, social surveys were introduced, and the first-ever inclusive national population census was conducted in 1996. The staff complement rose to approximately 900, and new legislation, the Statistics Act (Act No. 6 of 1999), was enacted by Parliament. This provides for a Statistician-General who administers the Act and who is also the accounting officer for Statistics South Africa. The role of the national statistics office in coordination and assessment of official and other statistics is covered in sections 7 and 14 of the Statistics Act.

2000–2009: Building a new Statistics South Africa

South Africa's first Statistician-General, provided for under the new Statistics Act, was appointed in 2000 as head of Stats SA. The face of official statistics began changing rapidly during this period as a result of new systems and methodologies, new statistical series, and a broad range of transformation initiatives. Within Stats SA, the agenda for change focused on the development of leadership, management, systems, people and organisational design. Although change in some areas was relatively smooth, there were also significant and debilitating discontinuities and challenges in the quality of some statistical outputs. These included the undercount in Census 2001, the infamous mis-estimation of the consumer price index (CPI), and the quality of the Labour Force Survey (LFS) by 2004.

It was in this context that Stats SA began developing new strategies to drive quality improvements in both its statistical and governance processes to put in place the building blocks for a successful organisation.

Stats SA identified the central challenges that had to be addressed if the overall performance of the Department was to improve:

- Restoration of trust in official statistics
- The low level of numeric literacy in the country, even amongst users of statistics, which often led to the abuse of statistical data
- A low level of debate and innovation in the area of statistical methodology and analysis
- The need to align the pace of change and innovation relative to capacity
- Contestation over what gets measured as part of official statistics, who decides on those priorities, and what factors influence those decisions

Stats SA introduced a number of methodological changes in consultation with key stakeholders, addressing quality concerns and the restoration of trust in official statistics. These included a new CPI collection methodology, overhauling the Labour Force Survey, a new diary method for the Income and Expenditure Survey as well as several improvements to statistical processes and systems.

A comprehensive skills development framework was developed to guide statistical capacity building, and the Department implemented an internship programme and foreign study programme to address the skills shortage. The organisation grew immensely during this period, and now has a permanent staff complement of about two thousand five hundred and an establishment of three thousand, compared to some nine hundred in 1994.

Nationally, regionally and internationally, Stats SA began playing a leading role in statistical development. It led a successful pilgrimage on the continent through the African Symposium for Statistical Development (ASSD), working closely with the Economic Commission for Africa (ECA)

and the African Development Bank (AfDB) to revive statistical practice and use on the continent, and later this initiative was joined by the African Union Commission (AUC). South Africa's participation in international statistical development peaked with the Statistician-General chairing the United Nations Statistics Commission and several other global statistical initiatives and the hosting of the biannual International Statistics Institute (ISI) gathering in Durban during 2009.

1.6 Core products and services

Stats SA's core business is to enable society to understand their environment through deepening and expanding their evidential knowledge base. Currently Stats SA produces and disseminates relevant, reliable and quality statistical series on the evolving nature of the economy, and social conditions in the country. The key stakeholders are government, the private sector, the non-profit and non-governmental sector, the international investor community, international agencies, and members of the South African public exercising their democratic right to social, political and economic participation.

In producing and disseminating statistical information, the focus has largely been on measuring and monitoring the outcomes of policy and programmes rather than measuring or quantifying the inputs to or outputs of those programmes. Thus there has been less focus on developing registers or lists in the production environment.

The main areas in which the Department gathers statistical data are:

- Economic growth
- Price stability
- Employment and job creation
- Life circumstances, service delivery and poverty monitoring
- Population dynamics and demographic profiles

Stats SA also develops and maintains databases on businesses and enumeration areas, which are the basis of the sampling frames used for economic and social surveys, less so for register based production of statistical information. A georeferenced national database of dwellings is in the process of being developed.

1.7 Environmental assessment

During 2009, Stats SA undertook an internal and external assessment of the readiness of the statistical system to respond to the growing demand for statistical information by stakeholders such as government, business and the public at large.

The following are key findings from the assessment:

1.7.1 Within Stats SA

The assessment found that the Department has succeeded to consistently deliver statistical products in line with international standards such as the International Monetary Fund's Special Data Dissemination Standard (SDDS). Statistical products effectively audit the outcomes and performance of policy and programmes on a national level.

The Department has developed a national quality assessment framework (SASQAF) which defines quality criteria and guidelines for the production of official statistics and has introduced a number of methodological changes to its statistical process which increase alignment to international best practice. Improved corporate governance is reflected in three successive unqualified audits.

The assessment found that further work was required around fragile IT systems, balancing red tape and bureaucracy which hamper delivery, the completeness and coverage of frames, leadership and management development, and methodological and analytical skills.

Apart from the Population Census and the Community Survey, Stats SA's outputs have not adequately informed planning. Planning occurs primarily at low administrative levels of geography (e.g. local authorities). Stats SA's products place little emphasis on small area statistics. Even at national level, the Department produces less than 10% of statistics required to inform development indicators. Statistics produced by other organs of state and the private sector are used extensively in the public domain, regardless of their quality and integrity.

The internal environment is now ready to extend its influence externally and allows for the provisions of the Statistics Act on the roles of the Minister and the Statistician-General with regard to coordination and assessment of statistics produced to be fully implemented. This relates particularly to:

- Official and other statistics informing planning, decision-making and monitoring and assessment of policies and programmes
- Coordination of the production of official and other statistics by organs of the state, including:
 - Avoidance of duplication of work (sections 5d and 14b – Minister, section 7(1)e-iv, 7(2)g and j, section 142a and b – Statistician-General, section 13b – Statistics Council)
 - Setting of statistical standards (sections 7e, 14(5)a, (6)b and 17 – Statistician-General)
 - Assessment of statistical initiatives and collections undertaken by other organs of state (section 14(7)i and ii – Statistician-General)

- Provision of statistical advice to other organs of state (sections 7(2)f and 14(2)a – Statistician-General)
- Designation of statistics as official (section 14(7)a – Statistician-General)

1.7.2 External to Stats SA

The assessment of the external environment confirmed that opportunities existed for Stats SA to expand its role in statistical production to better meet the needs of users. These include:

- Increased demand for statistical information with regard to decision-making, planning, monitoring, evaluation and outcomes of government's developmental initiatives. This is underscored by the establishment of new Ministries for National Planning, Performance Monitoring and Evaluation, Economic Development, and Land and Rural Development
- Stakeholders demand that Stats SA take the lead in the formation of a national statistics system (NSS)
- The core use of statistics to facilitate economic trade
- The urgent demand for micro-level data to facilitate investment in social capital
- Harmonisation of statistical production across all spheres of government
- Globalisation of statistics and the African Agenda to regenerate statistics

There are, however, factors which limit Stats SA's ability to respond adequately to the present opportunities in the external environment:

- The demand for statistical information far outstrips the supply of adequate data
- Absence of statistical coordination is part of a wider issue associated with cooperative governance and integration of government programmes
- Scarcity of statistical skills challenges most institutions and is a major constraint in the production of high-quality statistics
- Limited funds for statistical activities in the statistical system. Statistical coordination has traditionally been poorly funded both in Stats SA and other organs of state where the mandate for production of statistics is not prioritised
- The delay in a coordination system for statistical production has corroded confidence in the Statistics Act, and Stats SA's ability to lead and govern the NSS
- The quality of statistical information produced by other organs of state is questionable

1.8 Rationale for change

The environmental assessment identified critical gaps in South Africa's statistical system. Addressing the following gaps is the driving force for change:

- A statistical information gap between available data and information required by users and stakeholders
- A gap in the quality of statistics currently produced by the various organs of state
- A capacity gap to produce statistics fit for use

The Statistics Act anticipated the change and provides an enabling legislative environment for this change to occur and defines the institutional arrangements.

In this context, Stats SA has revised its strategic direction to address gaps in the internal and external environment to better meet the needs of stakeholders.



Chapter 2: Where do we want to be?

A new strategic direction

2.1 Strategic shifts

The new direction adopted by Stats SA is informed by four major strategic shifts. The first concerns the gap between what is produced, and what is required. The other three shifts create the conditions and statistical infrastructure required to be able to expand the domain of statistical production and organisation. This involves the way in which Stats SA organises its own statistical production, and in which it supports and coordinates statistical production by other organs of state.

2.1.1 Expansion of the domain of statistical production, and increasing the supply of official statistics

Currently, most of Stats SA's products are based on official statistics, and measure some outcomes and outputs nationally and provincially. However, planning, implementation and monitoring of development initiatives and service provision take place at all three levels of the country's administrative geography (national, provincial and municipal). The domain of statistical production needs to be expanded to cover statistical production at macro- (national), meso- (provincial) and micro- (municipal or small area) levels, as well as specific sectors (economic, social or developmental).

2.1.2 Addressing the statistical information gap

The second strategic shift involves moving away from the current practice of producing statistical series as unique and isolated events, both by Stats SA and other organs of state. The approach must continue to be underpinned by statistical series as a matter of cause. However, it must be incrementally enriched by a production system focusing on integration and analysis that cuts across series and products. In effect, this involves operationalising the provisions of the Statistics Act, especially in regard to the Statistician-General's responsibility to coordinate statistical programmes of other organs of state in terms of section 7(2)g. The key instrument for coordination in this respect is the development of the National Strategy for the Development of Statistics (NSDS).

2.1.3 Addressing the quality gap

The third strategic shift relates to gaps in statistical quality. This involves moving from setting standards for Stats SA's own statistical products to setting standards for statistical products of all organs of state within a coordinated statistical system, in terms of section 7(2)e and f. Two instruments underpin this shift – statistical standards and certification standards. The principal instrument for coordination of statistical standards is the South African Statistical Quality Assessment Framework (SASQAF), while the principal instrument for certification is a statistical assessment toolkit.

2.1.4 Addressing the statistical skills/capacity gap

The fourth strategic shift involves a move from developing statistical capacity (skills and infrastructure) within Stats SA to developing capacity for all organs of state that produce statistics within a systems framework. In terms of sections 2 and 3 of the Statistics Act, statistical production cannot be sustained without well-developed and maintained capacity across organs of state.

2.2 A new vision and mission

The changing requirements for statistics demand that quality and relevance should guide the transformation of statistics in the public domain, regardless of whether they are produced as official statistics, by other organs of state, or by private entities. This transformation, which of its nature must involve partnerships between producers of statistics, is aimed at making statistics 'fit for use' for decision-making, planning, monitoring and measuring.

This is reflected in Stats SA's vision, which is:

'Your leading partner in quality statistics'.

Stats SA's central contribution towards this vision is captured in its mission statement, which is:

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

2.3 Shared values

In striving towards its vision, and fulfilling its mission, Stats SA is guided by the following values derived from the Batho Pele principles:

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

2.4 Strategic outcomes

The following strategic outcomes will drive the strategic focus of the organisation:

2.4.1 Trust and public confidence in statistical information

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

2.4.2 An informed developmental state that strengthens democracy and accountability

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

2.4.3 Sustained statistical capacity

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

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

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

2.5 Strategic objectives

Six strategic objectives will drive strategic change in the statistical system over the next five years:

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

2.6 Core competencies

Stats SA has identified a set of integrated and harmonised abilities central to the way the organisation and its employees work. These distinct competencies that are required involve:

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

2.7 Strategic risks

The organisation has identified the following strategic risks that could impact on the implementation of the new strategic direction:

Strategic risk	Impact of risk on outcomes	Risk management strategy
Legislative:		
Failure to fully implement the Act in relation to coordination of statistical production amongst organs of state	The lack of trust and public confidence in statistics	Statistics Council to recommend the new strategic direction to the Minister for approval and presentation to Parliament for consideration
	Policy development, strategies and decisions are not based on evidence	Cabinet approval: Role of statistics in decision-making Promote the use of statistics for evidence-based decisions amongst organs of state Establish statistics units in organs of state

Strategic risk	Impact of risk on outcomes	Risk management strategy
Institutional:		
Failure to lead and collaborate effectively with partners in the SANSS	Official statistics not informing development outcomes	Designate statistics as official through conducting independent quality assessments
	The lack of prioritisation in statistical coordination	Establish a governance structure for the SANSS Compile NSDS and sector statistical work programmes
	Duplication of statistical information	Create professional support and capacity for the Statistician-General Establish a statistical clearing house
	Insufficient quality and supply of statistical outputs	Establish economic and social statistics subsystems: <ul style="list-style-type: none"> • Provide technical support • Set standards • Develop statistical tools and protocols
Operational:		
Incomplete and inaccurate frames	Negative impact on the quality of economic and social statistics	Participate in the Business registration reform project
		Finalise dwelling frame project and collaborate with key stakeholders
		Collaborate with Home Affairs on the population register as a fundamental dataset
Failure to retain and develop adequate statistical capacity in the SANSS	Inability of the statistical system to respond to the demand for statistical information	Establish a statistical training institute
Failure to lead and manage the work programme of Stats SA	Lack of credibility and trust in Stats SA to lead the SANSS	Monitor performance through project and programme management approach
	Qualified audit report	Improve demand management



Chapter 3: How are we going to get there?

Strategy in action

The preceding parts of this strategic plan focus on the current and future state of statistics in the country. This chapter focuses on the first steps to be taken in implementing the strategic objectives. It provides an outline of the statistical activities and initiatives that Stats SA will undertake in the next five years. These are informed and structured by the four strategic shifts outlined in Chapter 2.

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

The government has, through its Medium Term Strategic Framework (MTSF), identified 12 priority development outcomes. As part of a standardised system for production of statistics, Stats SA has translated the measurement of these priority outcomes, together with international frameworks for statistical reporting as well as the needs of users, into the following ten statistical themes that constitute the universe of statistical production:

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

Apart from the population census, Stats SA's current contribution to the statistical information base relates mainly to conducting business and household surveys and, to a lesser extent, using administrative records to compile statistics. These are generally presented at a national and provincial level.

In the sections that follow, the key strategic initiatives to be undertaken by Stats SA over the next five years have been mapped against each of the statistical themes derived from government's 12 priority outcomes.

Strategic objective 1: Expanding the statistical information base

Measurable objective: Inform economic and social development and decision-making by providing accurate, relevant and timely economic, population and social statistics through the application of internationally recognised practices

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Economic growth and transformation</i>				
Publish quarterly and annual GDP to provide a comprehensive measure of economic change	Introduce incremental changes to the quality of the GDP including the introduction of the System of National Accounts for 2008	Monitor progress on the implemented new changes from the survey areas	Review impact of changes on quarterly and annual GDP	Rewighted and rebased GDP
Publish monthly, quarterly and periodic industry and trade statistics on 9 sectors of the economy to track business cycles accurately	Introduce quality improvements: <ul style="list-style-type: none"> • Seasonal adjustments • Deflators 	Enhance surveys on: <ul style="list-style-type: none"> • Transport • Construction • Communication 	Enhance surveys on: <ul style="list-style-type: none"> • Forestry and fishing • Business services 	Enhance surveys on: <ul style="list-style-type: none"> • Real estate • Community, social and personal services
Expand the depth of Large Sample Surveys (LSS) to improve the understanding of the structure of the economy	Research incremental process of introducing a series of new surveys to address the information gap	Introduce collection of financial and product detail in the LSS programme on 5-digit level	Maintain and improve LSS programme	Maintain and improve LSS programme
Publish quarterly and annual private sector financial statistics on 8 sectors of the economy	Review Annual Financial Statistics (AFS) and Large Sample Survey (LSS) programme	Introduce collection of all sectors in the AFS on 4-digit level	Introduce annual release of business demographics	
Publish annual government financial statistics as an important input into national accounts	Research expansion of existing datasets particular for the national accounts	Define the public sector for South Africa for measurement of government spending in collaboration with SARB and National Treasury	Research sources for public financial corporations and public non-financial corporations	Introduce quarterly estimate of general government expenditure
			Research the separate inclusion of trading services of municipalities	

Strategic objective 1: Expanding the statistical information base (continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Economic growth and transformation</i>				
Finalise strategy on mastering the full national accounts	Build National Accounts capability and data sources	Build National Accounts capability and data sources	Build National Accounts capability and data sources	Shadow expenditure approach estimates annually
	Conduct feasibility and scoping exercises on GDP estimates from income and expenditure sides	Compile proposals on GDP estimates from income and expenditure sides	Develop methodology and plans to compile independent expenditure approach annually	Develop methodology and plans to compile independent expenditure approach quarterly
Produce satellite accounts to respond to important policy issues	Further research Environmental accounts (Tourism) see below	Produce series of outputs as identified below	Produce more detailed accounts	Integrated Economic Accounts position paper
		SAM report	Overview of SAM report	
Publish Tourism Satellite Account	Conduct research on: <ul style="list-style-type: none"> • Information Communication Technology • Non-profit organisations • Research and development 	Compile discussion documents on: <ul style="list-style-type: none"> • Information Communication Technology • Non-profit organisations • Research and development 	Compile position papers on: <ul style="list-style-type: none"> • Information Communication Technology • Non-profit organisations • Research and development 	Compile reports on: <ul style="list-style-type: none"> • Information Communication Technology • Non-profit organisations • Research and development
<i>Regional economic statistics</i>				
Research availability of data sources	Compile a compendium of available regional data sources including the business register	Introduce an annual report on regional statistics based on VAT data	Expand reports based on availability and quality of data sources	Develop strategy for expanding the regional statistics information base, based on enterprises in the business sampling frame
	Assess quality of data sources			

Strategic objective 1: Expanding the statistical information base (continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Prices</i>				
Publish monthly Consumer Price Index	Research: Measurement of health sector Measurement of domestic worker wages Process improvements: collection methodology	Preparation for rebasing based on IES results	CPI rebased	Biennial updating of weights
Publish monthly Producer Price Index	Re-engineer PPI	Launch revamped PPI	Develop a larger set of industry-based PPI • Exports and imports • Machinery and equipment	Develop a larger set of industry-based PPI • Construction • Selected services
Conduct Income and Expenditure Survey	Finalise collection phase Process and analyse data collected from households	Publish and disseminate results	Introduce a rolling sample collection methodology	
<i>Employment, job creation and decent work</i>				
Publish Quarterly Employment Survey (QES) statistics	Publish at a more detailed level (3-digit SIC level) Improve timeliness of QES to feed into GDP	Research independent survey for average monthly earnings (AME) Improve integration of labour market statistics with production statistics	Introduce new AME survey Improve industry detail in QES	Improve quality and coherence
Publish Quarterly Labour Force Survey (QLFS) statistics	Develop decent work indicators	Longitudinal analysis of QLFS data	Introduce seasonal adjustment of QLFS estimates	

Strategic objective 1: Expanding the statistical information base (continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Employment, job creation and decent work</i>				
<p>Supplementary modules in:</p> <ul style="list-style-type: none"> • Child labour • Volunteer work • Expanded public works programme • Employers and self-employed • Time use survey 	<p>Supplementary modules in:</p> <ul style="list-style-type: none"> • Expanded public works programme • Child labour • Time use survey <p>Harmonise labour market indicators in Stats SA</p>	<p>Supplementary modules in:</p> <ul style="list-style-type: none"> • Expanded public works programme • Employers and self-employed <p>Harmonise labour market indicators in SANSS</p>	<p>Supplementary modules in:</p> <ul style="list-style-type: none"> • Expanded public works programme • Time use • Decent work 	<p>Supplementary modules in:</p> <ul style="list-style-type: none"> • Expanded public works programme • Employers and self-employed • Decent work
<i>Life circumstances, service delivery and poverty</i>				
<p>Publish annual report on living conditions in South Africa by conducting a General Household Survey (GHS)</p>	<p>Introduce enhanced collection methodology for GHS as part of integrated fieldwork approach</p> <p>Improve processing and analysis turnaround times of GHS</p>	<p>Introduce thematic reports focusing on more in-depth analysis of GHS data</p>	<p>Conduct feasibility study for including the GHS in the integrated household survey programme</p>	<p>Test GHS as part of the integrated household survey programme</p>
<p>Publish results of Living Conditions Survey (LCS)</p>	<p>Conduct research to introduce a continuous survey with a core module that collects detailed expenditure information that provides information to both the LCS and IES</p>	<p>Develop, test and pilot methodologies and modules for a continuous survey</p>	<p>Conduct LCS as part of a continuous household survey programme to collect information on:</p> <ul style="list-style-type: none"> • Detailed consumption expenditure data at metro and other urban areas by province • Living conditions indicators at national, provincial and municipal level 	<p>Process and analyse data collected in the field</p>

Strategic objective 1: Expanding the statistical information base (continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Life circumstances, service delivery and poverty</i>				
Publish Municipal survey on non-financial statistics	Publish Municipal survey on non-financial statistics	Publish Municipal survey on non-financial statistics	Publish Municipal survey on non-financial statistics	Publish Municipal survey on non-financial statistics
<i>Population dynamics</i>				
Finalise preparations for Population Census 2011: <ul style="list-style-type: none"> • Conduct final tests in the field • Demarcate country in enumerator areas • Commence with publicity campaign 	Appoint 120 000 fieldworkers Finalise logistical arrangements for fieldwork			
	Conduct Population Census 2011	Process and analyse data collected from households	Publish and disseminate information on the population profile of South Africa at national, provincial and local level	Train users on statistical analysis and use of Census data for evidence-based decisions
Compile proposal on cycle of the population census				
Compile mid-year population estimates	Compile mid-year population estimates	Compile mid-year population estimates		Compile mid-year population estimates
<i>Population dynamics</i>				
Publish monthly and annual statistics on vital registrations in relation to births, deaths, marriages and divorces, tourism and migration	Introduce process improvements in relation to automated coding for demographic variables and timeliness of statistical releases	Increase variables of Mortality and causes of death series	Publish Mortality and causes of death information at subprovincial level	Provide demographic research/consulting services

Strategic objective 1: Expanding the statistical information base (continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Population dynamics</i>				
		Enhance analytical work to expand statistical information base		
<i>Health</i>				
Maintain and grow partnerships with key stakeholders in the health sector	Recommend data improvements	Health conducts self-assessment and compile quality improvement plan	Implement recommendations to improve administrative records to become sustainable sources of statistics	Improve administrative records as sustainable sources of statistics
Compile a status report on health statistics	Provide technical support and advice			
<i>Education</i>				
Maintain and grow partnerships with key stakeholders in the education sector	Education conducts self-assessment and compile quality improvement plan	Implement recommendations to improve administrative records to become sustainable sources of statistics	Improve administrative records as sustainable sources of statistics	Improve administrative records as sustainable sources of statistics
Formalise indicators that measure the education sector				
Map education statistics subsystem (Basic education)				
Recommend data improvement plans				
<i>Safety and security</i>				
Formalise indicators that measure the safety and security sector	Introduce a Victims of Crime Survey	Publish and disseminate results on Victims of Crime Survey		

Strategic objective 1: Expanding the statistical information base (concluded)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Safety and security</i>				
Maintain and grow partnerships with key stakeholders in the safety and security sector	Recommend data improvement	SAPS conducts self-assessment and compile quality improvement plan	Implement recommendations to improve administrative records to become sustainable sources of statistics	Improve administrative records as sustainable sources of statistics
Compile a status report on crime statistics	Provide technical support and advice			
<i>Sustainable resource management and use</i>				
	Commence research on sustainable resource management	Develop instruments for measuring environmental statistics	Develop instruments for measuring climate change	Collect statistical information on sustainable resource management and use
Economic environmental accounts: <ul style="list-style-type: none"> • Discussion papers on water, minerals and energy 	Discussion documents on: <ul style="list-style-type: none"> • Water accounts • Minerals accounts • Energy accounts • Fishery accounts 	Discussion documents on: <ul style="list-style-type: none"> • Water accounts • Minerals accounts • Energy accounts • Fishery accounts 	Reports on: <ul style="list-style-type: none"> • Water accounts • Minerals accounts • Energy accounts • Fishery accounts 	Economic environmental accounts indicators for all accounts
<i>Rural development, food security and land reform</i>				
Stats SA produces statistical information on agriculture (formal sector) that forms part of the economic statistics programme	Develop strategy for independent estimates of agriculture	Develop information infrastructure for understanding urban-rural dynamics and interrelationship		

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

Trust in official statistics is essential to the functioning of a democracy. Statistics can encourage debate, inform policy development and decision-making and enable citizens and other stakeholders to evaluate whether government is delivering on its promises and agenda. For official statistics to fulfil these functions, role players need to have confidence in the statistics being produced.

Low confidence levels revolve primarily around a perceived lack of accuracy of statistics as well as relevance of information produced. In order to build and retain trust in official statistics, producers of statistics need to adhere to the fundamental principles of official statistics, which include:

- Impartiality
- Professional independence
- Transparency of methods applied
- Entitlement to comment on erroneous interpretation and misuse of statistics
- Use of the most efficient sources
- Confidentiality
- Transparency of laws
- Cooperation among institutions
- Adherence to international standards
- International cooperation

Improving user and public perception of and confidence in official statistics involves the following actions:

Addressing the quality gap: In the past, the quality of statistics produced by Stats SA has been questioned. Numerous quality improvement initiatives have been put in place to address these concerns. In addition the quality of statistics produced by other organs of state in areas such as crime, health and education, has been questioned by both government and the public. Despite a number of positive internal developments to improve quality, the pressure on Stats SA to improve the quality of statistical outputs has not lessened. Rather, it has increased with the Department's emerging role as leader in statistical production systems.

Stats SA is required to introduce a set of measures to manage, improve and change negative perceptions of users of statistics. These need to address statistical units, data items, standards and classifications.

The formulation, adoption and implementation of a quality assurance framework (the South African Statistical Quality Assessment Framework [SASQAF]) is an important step towards allaying concerns of users about the quality of official statistics.

SASQAF outlines eight quality dimensions of official statistics. One of its key objectives is to promote harmonised quality reporting across statistical processes and producers and hence to facilitate comparisons across processes and outputs. Using SASQAF, Stats SA will audit the quality of statistical information produced internally and externally. Statistics will be declared as official if they are sustainable, meet the quality requirements and are relevant beyond the needs of the organ or agency that collected them.

Promoting the quality and coverage of frames: In terms of the Statistics Act, Stats SA is required to develop and maintain registers or lists for producing statistics and developing frames for drawing of samples. The coverage and quality of these frames impact on the accuracy of statistical information produced, as frames form the foundation for drawing samples for surveys. Stats SA currently maintains two frames, namely the geographic and the business sampling frame. These, together with the dwelling frame and the population register, are the infrastructural pillars of quality statistics.

Stats SA relies on a complete frame of dwelling units for the selection of samples for household surveys and conducting censuses. The purpose of a dwelling frame is to identify (through a physical address), locate (through a geographic coordinate on a geographic system) and describe all structures on the ground. Stats SA is in the process of developing and maintaining a National Dwelling Frame in collaboration with provincial, metropolitan and local authorities, as well as other government departments and private sector entities. Allocating addresses to homesteads in traditional areas will take place with local authorities and the South African Post Office.

The business register is the sampling frame for all business surveys conducted by Stats SA. The accuracy of a business register, as the foundation for economic statistics, allows results of sample surveys to be raised to reflect national economic trends rather than just those of the sample which was surveyed.

Stats SA is part of an inter-departmental project aimed at reforming business registration. Registration is currently spread across various government agencies without any coordination. Improved quality and coverage of economic statistics requires a business registration system characterised by a comprehensive, single national register containing reliable economic information. The absence of such a system makes the sourcing and maintenance of a business register inefficient and costly. The introduction of a single registration point in which tax registration becomes an integral part of business incorporation based on a national and unique identifier is the desired outcome of this project.

Addressing the information gap: The primary production function for official statistics is well established and functional in Stats SA. However, there is neither dedicated capacity nor an institutional framework to support research, integration and analysis of primary and secondary data across subject-matter areas. This is the type of knowledge which is required for development planning and monitoring of the outcomes of government programmes and projects. This information gap has led to frustration amongst information users who seek a single-source, dedicated public information service for their needs.

There is widespread agreement amongst public policy users that Stats SA needs to raise its profile with regard to research, analysis and data integration. In the area of development planning, as articulated through the Planning Commission, Stats SA is expected to develop statistical infrastructure that will contribute to the body of knowledge required for 'well-researched, evidence-based inputs'.

Stats SA has developed a strategy to produce integrated information for development planning through research, data integration and analysis. Its anticipated results will deal with information on outcome and impact analysis. However, as is appropriate for the national statistics agency, it will not pronounce on policy, which falls beyond the mandate conferred by the Statistics Act.

Improving the corporate image: Stats SA's credibility rests on its ability to produce relevant statistics of quality that can stand up to public scrutiny and robust interrogation. Deepening the Department's credibility rests on improving the quality and relevance of the statistics collected. However, this needs to be accompanied by an integrated approach to communication, marketing and stakeholder relations. The anticipated outcome is a more-receptive environment for statistical information to inform evidence-based decision-making.

The overall aim of this strategic objective is to ensure that statistics produced are fit for the purpose for which they were collected. In order to reach this goal, Stats SA will focus on the following over the next five years:

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

Measurable objectives:

- Improve the comparability and accuracy of statistical information by reviewing and auditing methodological compliance in survey areas
- Ensure reliable and accurate statistical information by drawing annual samples for economic statistics
- Ensure a reliable sampling frame for household surveys by updating 70% of the spatial frame and database
- Increase awareness and the use of official statistics by maintaining and improving stakeholder relations

Strategic objective 2: To enhance public confidence and trust in statistics
(continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Quality management system</i>				
Develop a quality management framework for Stats SA	Compile a quality management policy and strategy	Develop quality management system and training material	Roll out Phase 1 of quality management system – Train staff in quality management system	Roll out Phase 2 of quality management system – Introduce quality improvement cycle
Methodological support, standards development and systems solutions	Provide systems solution support, methodological support and standards development support	Provide and sustain systems solution support, methodological support and standards development support	Provide and sustain systems solution support, methodological support and standards development support	Provide and sustain systems solution support, methodological support and standards development support
	Expand methodological support to the SANSS	Sustain methodological support to the SANSS	Sustain methodological support to the SANSS	Sustain methodological support to the SANSS
Set up surveys monitoring and evaluation programme through integrated fieldwork approach	Implement a monitoring and evaluation framework for statistical quality assurance of survey operations	Publish quality assurance reports on survey operations	Publish quality assurance reports on survey operations	Publish quality assurance reports on survey operations
Finalise plans and methodologies for the Post Enumeration Survey (PES) of Census 2011	Conduct PES of Census 2011	Process and analyse results of PES	Publish results of PES	

Strategic objective 2: To enhance public confidence and trust in statistics
(continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Standard setting</i>				
Standards development within Stats SA including operational manuals and guidelines	Develop a strategy, framework and policy on standards development	Set up standards development infrastructure	Develop standards according to user needs	Develop standards according to user needs
Standards development for SANSS	Build standards development capability	Build standards development capability	Build standards development capability	Build standards development capability
Annual review of SASQAF	Train partners in health sector in SASQAF	Train partners in safety and security sector in SASQAF	Annual review of SASQAF	Annual review of SASQAF
Review sector-specific standards for basic education statistics	Provide support to health sector in standards development	Provide support to safety and security sector in standards development	Provide support to other sectors in standards development	Provide support to other sectors in standards development
<i>Declaring statistics as official</i>				
Establish independent quality assessment unit	Build assessment capability	Build assessment capability	Build assessment capability	
Assess 2 statistical series against SASQAF and designate as official	Assess 4 statistical series against SASQAF and designate as official	Assess 6 statistical series against SASQAF and designate as official	Assess 8 statistical series against SASQAF and designate as official	Assess 8 statistical series against SASQAF and designate as official
<i>Dwelling frame development and maintenance</i>				
Create dwelling frame (9,9 million points - 500 000 per year)	10,4 million points	10,9 million points	11,4 million points	11,9 million points
	Develop maintenance methodologies	Maintain a standard geographical frame	Maintain a standard geographical frame	Maintain a standard geographical frame
Assign georeferenced addresses to dwellings (600 000 - 300 000 per year)	Assign georeferenced addresses to dwellings (900 000)	Assign georeferenced addresses to dwellings (1 200 000)	Assign georeferenced addresses to dwellings (1 500 000)	Assign georeferenced addresses to dwellings (1 800 000)

Strategic objective 2: To enhance public confidence and trust in statistics
(continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Dwelling frame development and maintenance</i>				
	Provide a functional digital data capture system	Create a dwelling frame product for distribution to stakeholders	Expand geographical services through improving the geographic information system	Develop a user-friendly data dictionary interface
Finalise demarcation of enumerator areas (EAs) for Census 2011	Finalise map production and EA summary books	Improve geographic support to other household surveys		
<i>Business sampling frame development and maintenance</i>				
Provide annual sampling frame for business surveys	Design and develop the integrated business sampling frame system (module 1)	Design and develop the integrated business sampling frame system (module 2)	Design and develop the integrated business sampling frame system (module 3)	Design and develop the integrated business sampling frame system (module 4)
	Improve the functionality of the business sampling frame	Automate generation of quarterly snapshot (ADAPT)	Production of quarterly snapshot to economic statistics	Improved functionality of business sampling frame
	Improve utilisation of business sampling frame by georeferencing businesses in the business sampling frame	Further roll out georeferencing of businesses in the business sampling frame	Develop proposal and plan to compile register-based statistics	Produce register-based statistics at lower level
<i>Innovation management</i>				
Knowledge management	Define framework, policy and strategy for knowledge management	Roll out Phase 1: Develop system and processes; train staff in knowledge management approach in Stats SA	Roll out Phase 1: Implement knowledge management approach	Functional knowledge management system
Develop a Business Registration Reform strategy	Development of a single business registration system	Phase 1: Implementation of a single business registration system	Phase 2: Implementation of a single business registration system	Fully operational business registration system

Strategic objective 2: To enhance public confidence and trust in statistics
(concluded)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Integrative research and analysis</i>				
Establish an integrative research and analysis unit	Develop a repository for integrated, development-themed knowledge products	Develop integrated, development-themed knowledge products	Participate in knowledge research and innovation on key development themes through partnerships with local, national and international scientific groups	Knowledge research and innovation on key development themes in partnership with key stakeholders
Define an integrative research and analysis agenda	Integrate and transform primary data outputs to generate integrative information on cross-cutting issues Produce research reports and related visual products	Provide a range of technical support and advisory services within and outside government	Review operational model for integrative research and analysis	
<i>Integrated communication, marketing and stakeholder relations</i>				
Develop the Stats SA brand	Launch Stats SA's new brand through the Census 2011 publicity campaign	Roll out new brand to Stats SA's offices countrywide	Maintain brand of Stats SA	Maintain brand of Stats SA
Increase use and accessibility of statistical information through StatsOnline	Increase use and accessibility of statistical information: • Revamp StatsOnline to reflect new brand	Demystify statistics by educating users on the use of statistics in evidence-based decisions	Disseminate census products and tools and train users	Provide support to users in the use of statistics in evidence-based decisions
Improve internal and external communication: Communicate new strategic direction to staff	Position Stats SA and the SANSS in the public domain: • Develop a communication and marketing campaign	Roll out communication and marketing campaign	Improve posture of Stats SA in the public domain	Maintain posture in the public domain

3.3 Strategic objective 3: To improve productivity and service delivery

The international financial and economic crisis has resulted in recession, declining growth rates and a resultant decline in revenue collection through taxation. With less revenue available, budgets have been pruned, and governance and financial controls strengthened. 'Doing more with less' captures the imperative of the next five years.

Retaining the pace of delivering high-quality statistical information in the face of these internal challenges has led to a range of strategies linking greater efficiency and cost-saving initiatives with increased effectiveness. These include:

Streamlining field collections: The process of data collection in the field is fragmented and costly, as resources are duplicated across surveys. An integrated fieldwork strategy has been developed to streamline data collection. This will deliver better value for money and increase the quality of final statistical output, in that a permanent fieldwork force of interviewers will be able to record responses and information more effectively.

Optimising data processing: Data processing involves the conversion of statistical information from different collection tools, such as questionnaires, into electronic data that are clean, accurate, consistent and reliable. In order to address the inefficient use and duplication of infrastructure, facilities, systems and staff, a corporate data processing centre will be introduced to integrate and coordinate data processing across a range of surveys.

Ensuring functional provincial and district offices: The effective and efficient functioning of provincial and district offices is key to the success of the Stats SA's operations, as all field collections are managed from these locations. In view of the Population Census scheduled for 2011, a number of improvements have to be fast tracked to ensure the readiness of these offices.

Improving governance and accountability: Transparency and accountability have become dominant themes in governance. Efficient and accountable management of public funds is a central element of good governance. Well-defined legal and administrative mechanisms are required to support the achievement of good governance standards. Good governance will be achieved through promotion of compliance to legislative and policy environments; and ensuring effective service delivery of the right things, at the right time.

There is, however, an important additional challenge, which involves finding a balance between those forms of compliance which are cumbersome and bureaucratic, and efficient service delivery. In order to achieve this, the Department has designed a range of interventions to enhance, integrate and streamline its administrative, management and logistical processes and support services.

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

Strategic objective 3: To improve productivity and service delivery

Measurable objective: Improve efficiency and effectiveness by integrating survey operations, promoting good governance practices and decentralising corporate services functions to the provinces

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Integrated approach to fieldwork</i>				
Conceptualise a framework for a national footprint for survey operations in the field	Develop a strategy and strengthen internal capacity to manage a national survey operations programme	Establish a national footprint capability to serve the SANSS	Stabilise processes and systems of a national surveys programme	National surveys programme established
Roll out an integrated fieldwork strategy	Roll out an integrated fieldwork strategy	Roll out an integrated fieldwork strategy	Stabilize integrated fieldwork force	Integrated fieldwork force as part of a national footprint
<ul style="list-style-type: none"> Establish an annual household survey programme and create efficiency savings 	<ul style="list-style-type: none"> Establish a periodic household survey programme and create efficiency savings 	<ul style="list-style-type: none"> Establish an economic survey programme 		
<i>Corporate data processing facility</i>				
Develop a common data processing platform	Standardise data processing instruments, systems and methodologies	Integrate data processing instruments, systems and methodologies	Introduce integrated quality assurance systems and re-engineer processes	Integrated and standardised corporate data processing
<i>Governance and accountability</i>				
Improve management of organisational performance	Improve management of organisational performance	Improve management of organisational performance	Improve management of organisational performance	Goals and milestones as set out in strategic plan and work programme achieved
Roll out enhanced integrated planning, monitoring and reporting processes	Provide monthly integrated programme and project management information	Provide monthly integrated programme and project management information	Enhance integrated programme and project management information	
Develop strategic performance measures	Provide quarterly and annual progress reports on implementation of new strategic direction	Provide quarterly and annual progress reports on implementation of strategic direction according to the balanced scorecard	Provide quarterly and annual progress reports on the implementation of the strategic direction	

Strategic objective 3: To improve productivity and service delivery (continued)

2010/11	2011/12	2012/13	2012/13	2014/15
<i>Governance and accountability</i>				
Build programme and project management capability and provide support	Build capability and provide project management support to priority projects especially Census 2011	Build capability and provide project management support to priority projects especially the new building project	Build capability and provide project management support to priority projects	
<i>Human resource management</i>				
Minimise instances of contract employment for survey operations as part of the integrated fieldwork strategy	Balance staff deployment between Census 2011 and survey operations	Optimise census and survey operations to realise efficiency gains	Deploy national footprint	Employer of choice
Deploy professional staff internally to strengthen capacity	Deploy public service staff (e.g. teachers) to survey operations in line with the Public Service Act, 1994 /15 as part of the build-up towards the national footprint	Deploy professional staff internally to strengthen capacity	Deploy professional staff to SANSS to build statistical capacity	
Enhance turnaround time for employment practices; build on internship programme	Drive a change management programme to implement the new strategic direction	Drive a change management programme in preparation for relocation of Stats SA's Head Office	Maintain a motivated work force	Motivated work force
<i>Security, logistical and transport services</i>				
Provide cost-effective logistical, fleet and travel services	Implement subsidised vehicle system as part of the integrated fieldwork strategy Improve turnaround time of fleet and logistical services Fleet, security and logistical support to Census 2011	Close down census operations in district and satellite offices	Increase efficiency gains of a cost-effective fleet and travel service	Optimal logistical, fleet and travel services meeting user needs timeously

Strategic objective 3: To improve productivity and service delivery (concluded)

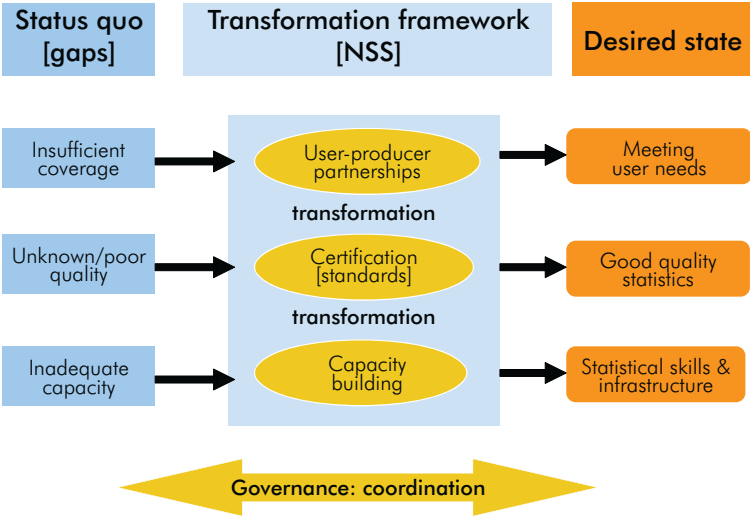
2010/11	2011/12	2012/13	2013/14	2014/15
<i>Financial management and administration</i>				
Remove waste in the production system by implementing an integrated demand management plan	Improve financial processes, systems and controls in preparation for Census 2011	Optimise on efficiency gains to 'do more with less'	Review financial systems to ensure effective and efficient service delivery	Unqualified audit based on sound financial management and administrative systems
Reprioritise budget in line with new strategic direction	Improve turnaround times of procurement services	Monitor the impact improved service delivery		
<i>Corporate governance</i>				
Roll out risk management system	Provide integrated risk management information and risk profile	Improve corporate governance processes and systems	Optimal governance processes and systems	Unqualified audit based on good governance
Develop mitigating strategies and action plans to address strategic risks	Ensure mitigating strategies are addressing strategic risks	Monitor strategic risks		
<i>Functionality of provincial and district offices</i>				
Roll out an integrated fieldwork strategy	Roll out an integrated fieldwork strategy	Roll out an integrated fieldwork strategy	Roll out an integrated fieldwork strategy	Integrated fieldwork force as part of a national footprint
<ul style="list-style-type: none"> Implement an annual household survey programme and create efficiency savings through sharing of resources 	<ul style="list-style-type: none"> Implement a periodic household survey programme and create efficiency savings 	<ul style="list-style-type: none"> Implement an economic survey programme 		
Census 2011: <ul style="list-style-type: none"> Ensure functionality of district offices 	Census 2011: <ul style="list-style-type: none"> Preparation for field collections: establishment of satellite offices 	Census 2011: <ul style="list-style-type: none"> Closing down of satellite offices 	Census 2011: <ul style="list-style-type: none"> Dissemination and training on Census data 	
Decentralise corporate support services (Phase 2) <ul style="list-style-type: none"> Warehousing Receipt of goods and services on LOGIS 	Decentralise corporate support services (Phase 3)	Decentralise corporate support services (Phase 4)	Decentralise corporate support services	Decentralised corporate services to support field operations

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

Statistical development to date has been focused on Stats SA as the official statistics agency, to the neglect of other producers of data. This strategic shift aims to ensure delivery of comprehensive statistics to users meeting national, subnational, sectoral and international needs. The intended outcome is a coordinated National Statistics System (NSS) with shared goals and cross-cutting strategies capable of efficiently and effectively monitoring development indicators.

The NSS is the organising framework or mechanism for implementing statistical coordination. A major role of the NSS is transformation of the current ineffective current state of statistics which is characterised by gaps in information, quality and capacity. This needs to be replaced by a system of official and potential official statistics that can meet the requirements of a developmental state. This involves meeting relevant user needs aligned to policy and priorities, producing statistics of good quality, and building statistical capacity (skills and infrastructure) to sustain production.

The NSS as a transformation process is represented in the following diagram:



Coordination of statistical production aims to achieve the following:

- Ensure relevance and avoid duplication by aligning the production of statistics by other organs of state to user needs
- Monitor and assure the quality of statistics being produced
- Provide technical support to organs of state that produce statistics
- Designate statistics produced both by Stats SA and other organs of state as official

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

Measurable objective: Provide a coordinating framework to increase the supply of official statistical information

2010/11	2011/12	2012/13	2013/14	2014/15
<i>An enabling regulatory environment</i>				
Assessment of adequacy of Statistics Act	Feasibility study on introducing statistical regulation and policy	Develop statistical regulation and policy	Review Statistics Act Develop a bill to amend the Statistics Act	Amendments to the Statistics Act
<i>Statistical planning across organs of state</i>				
Conceptual design for the National Strategy for the Development of Statistics (NSDS)	Compile the NSDS	Establish 'Information collection approval'	Develop reporting processes to monitor implementation of the NSDS and statistical programmes	
Draft statistical programme for education sector	Approve statistical programme for education sector	Include statistical programme for education sector in performance plans of relevant Ministries	Publish statistical programme for education sector	Publish statistical programme for education sector
	Draft statistical programme for health sector	Approve statistical programme for health sector	Include statistical programme for health sector in performance plans of relevant Ministries	Publish statistical programme for health sector
	Draft statistical programme for crime statistics	Approve statistical programme for crime statistics	Include statistical programme for crime statistics in performance plans of relevant Ministries	Publish statistical programme for crime statistics
Draft statistical programme for the Department of Science and Technology as part of the economic statistics subsystem	Approve statistical programme for the Department of Science and Technology	Include statistical programme for Department of Science and Technology in departmental performance plans	Publish statistical programme for science and technology surveys	Publish statistical programme for science and technology surveys

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

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Coordination of statistical production amongst organs of state</i>				
Design conceptual framework for economic and social statistics subsystems	Define demand for economic and social statistical information Identify data sources within each subsystem across the statistical themes	Establish protocols for data provision and data sharing amongst stakeholders		
	Establish governance structures for the subsystems	Establish user-producer and producer-producer forums	Establish statistics units in other government departments	Establish statistics units in other government departments
<i>Statistical support and advice</i>				
Compile a status report on education statistics (Basic education)	Provide technical support to Basic education in self-assessment against SASQAF	Conduct an independent quality assessment against SASQAF	Monitor implementation and provide support	Sustain statistical support and advice
Map education statistics subsystem (Basic education)	Support the development of a quality improvement plan	Compile quality improvement plan to be implemented by partner		
Recommend data improvement plans for education statistics				
Compile a status report on health statistics in relation to: • Metadata • Value chain • Systems used • Recommendations	Map health statistics subsystem	Provide technical support to health in self-assessment against SASQAF	Conduct an independent quality assessment against SASQAF	Publish results of the independent quality assessment
	Recommend data improvement plans	Support the development of a quality improvement plan	Compile quality improvement plan to be implemented by partner	

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

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Statistical support and advice</i>				
Compile a status report on crime statistics in relation to: <ul style="list-style-type: none"> • Metadata • Value chain • Systems used • Recommendations 	Map crime statistics processes and systems	Provide technical support to SAPS in self-assessment against SASQAF	Conduct an independent quality assessment against SASQAF	Publish results of the independent quality assessment
	Recommend data improvement plans	Support the development of a quality improvement plan	Compile quality improvement plan to be implemented by partner	
Set up repository within the Management system for statistical information (MSSI) for MDGs	Establish protocols for accessibility of data holdings	Increase accessibility and use	Maintain and update MSSI	Maintain and update MSSI
	Create links on website with data-originating departments	Provide data management to partners		
Coordination of statistical frames	Facilitate coordination of statistical frames <ul style="list-style-type: none"> • Strengthen relationships with SARS and the DTI to improve integrated business register 	Make master sample available to partners		
	Develop conceptual framework for coordinating statistical frames	Conduct a feasibility study to assess the transformation of the national population register into a statistical frame	Publish report on recommendations	Provide support to Home Affairs to implement recommendations
<i>Statistical reporting amongst organs of state</i>				
Publish MDG country report	Update MDG indicators and identify data gaps	Update MDG indicators and identify data gaps	Update MDG indicators and identify data gaps	Publish 3 rd MDG country report for 2014
		Develop MDG process	Coordinate MDG process for 2014	

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

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Statistical reporting amongst organs of state</i>				
Review development indicators for SA in collaboration with Ministry of Performance Monitoring and Evaluation	Compile an indicator database that meets South Africa's statistical reporting obligations	Maintain and update an indicator database that meets South Africa's statistical reporting obligations	Maintain and update an indicator database that meets South Africa's statistical reporting obligations	Maintain and update an indicator database that meets South Africa's statistical reporting obligations
<i>Raise the profile and status of statistics</i>				
Develop advocacy programme	Integrate statistics in policy formulation processes to support development outcomes	Integrate statistics in policy formulation processes to support development outcomes	Integrate statistics in policy formulation processes to support development outcomes	Integrate statistics in policy formulation processes to support development outcomes

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

People, data, knowledge and organisational management are the foundations for Stats SA's sustainability and success. The organisation needs to invest in these intangible assets to drive a new strategic direction for statistical development in South Africa. Three categories of capital have been defined that will create organisational value if there is sufficient investment in them: human capital, information capital and organisational capital.

Human capital: comprises the skills, expertise and competences required to respond to the needs of stakeholders, including leadership and management capability. People are our most important asset. Stats SA has to compete with both business and other government departments for the professional skills it requires, especially in the areas of mathematics and statistics.

Stats SA is committed to optimising existing employee learning and knowledge, and building statistical capacity internally and externally. This ensures investment in human capital for partners in the SANSS as well as for Stats SA.

The overall framework includes capacity building at schools, tertiary institutions, and inside Stats SA, the SANSS and the Southern African Development Community (SADC).

In order for Stats SA to perform optimally, it has to improve its knowledge and skills in the field of measurement. For this to succeed there has to be competence for observation on the one hand and analysis on the other. In this regard, it is acknowledged that as statistics become as much a necessity as to read and write, statistical institutions have to lead the charge for enabling this to be

possible at all levels including in the primary school curricula. Statistics are not only for analysts, and broad-based tuition will ensure that observations are captured accurately by the populace as they go on with their lives. The strategy addresses the question of statistical competence and general numeracy.

Information capital: comprises all the information technology, systems, data and information required within a statistical environment. The Department has adopted strategies to improve productivity and service delivery through the use of technology to modernise the way it conducts its business. However, this process does not just involve technological innovation: it involves restructuring the way systems, data and information are developed and managed across Stats SA.

Organisational capital: comprises the capability of Stats SA's organisational structure, culture and management processes to drive delivery and necessary change. This form of capital creates the environment in which the organisation strives to perform, and is optimally based on shared values that link the organisation and its employees to shared goals. This set of beliefs and behaviours are the underlying principles that guide decision-making, operations, and staff initiative.

Human, information and organisational capital are basic drivers in any institution that need to be developed in an integrated and coherent manner so that these forms of capital support each other.

Over the next five years, Stats SA will invest in the following learning and growth strategic initiatives with the aim of building a high-performing organisation:

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

Measurable objectives:

- Improve the statistical skills base through a statistical literacy schools programme, partnership with tertiary institutions, and establishing a Statistical Training Institute
- Invest in information capital by creating an enabling ICT environment for the production and management of statistical information
- Create a conducive organisational environment to ensure a highly motivated work force

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Human capital</i>				
Roll out a Schools programme: <ul style="list-style-type: none"> • Maths4Stats – build educator capacity • Census@School – disseminate results 	Schools programme: <ul style="list-style-type: none"> • Maths4Stats • Census@School – publicity programme for Census 2011 	Schools programme: <ul style="list-style-type: none"> • Maths4Stats 	Schools programme: <ul style="list-style-type: none"> • Maths4Stats 	Schools programme: <ul style="list-style-type: none"> • Maths4Stats
Tertiary programme: <ul style="list-style-type: none"> • Agricultural statistics partnership/chair established • Enrol students for masters programme • Research report on economic spread 	Tertiary programme: <ul style="list-style-type: none"> • Enrol students for masters programme • Research report on space economy 	Tertiary programme: <ul style="list-style-type: none"> • Enrol students for masters programme • Research theme report 	Tertiary programme: <ul style="list-style-type: none"> • Enrol students for masters programme • Research theme report 	Tertiary programme: <ul style="list-style-type: none"> • Enrol students for masters programme • Research theme report
Inside Stats SA <ul style="list-style-type: none"> • Enhance internship programme • Enhance internal training programme • Implement E-learning 	Inside Stats SA <ul style="list-style-type: none"> • 45 interns appointed • Improve training infrastructure • Research and expand on E-learning solution courses 	Inside Stats SA <ul style="list-style-type: none"> • 55 interns appointed • Expand training programme • Expand on E-learning solution courses 	Inside Stats SA <ul style="list-style-type: none"> • 65 interns appointed • Merge internal training programme with Statistical Training Institute 	Inside Stats SA <ul style="list-style-type: none"> • 75 interns appointed
Improve foreign study programme	Increase intake of students for foreign study programme	Mobilise trained staff into household survey programme		

Strategic objective 5: To invest in the learning and growth of the organisation
(continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Human capital</i>				
Statistical Training Institute <ul style="list-style-type: none"> • Accreditation for training courses • National certificate in official statistics 	Set up Statistical Training Institute <ul style="list-style-type: none"> • Registration of Statistical Training Institute • Development of the unit standards for the Diploma in Official Statistics • Training in 1-year Certificate in Official Statistics for 50 candidates • SADC survey methodology courses 	Expand scope of Statistical Training Institute <ul style="list-style-type: none"> • Training in 1-year Certificate in Official Statistics for 100 candidates • Develop additional content courses 	Expand scope of Statistical Training Institute <ul style="list-style-type: none"> • Training in 1-year Certificate in Official Statistics for 100 candidates • Offer training to partners in the SANSS 	Statistical Training Institute established
<i>Information capital</i>				
Stabilise network and server environment	Implement ICT infrastructure in provinces and districts	Standardise network and server environment	Expand network and server environment	Optimise network and server environment
Consolidate the delivery of ICT user-focused services	Support to Census 2011, provinces and districts, and geography	Implement automated corporate services processes	Expand ICT services	Optimise ICT services
Enhance governance and effectiveness of ICT operations	Full implementation of electronic document management system	Functional ICT business continuity programme	Maintain effective and efficient ICT operations	Maintain effective and efficient ICT operations
Set up innovation laboratory to research technological developments	Align Stats SA environment to best practice	Implement latest technological developments	Continuous research and testing of evolving technological developments	Continuous research and testing of evolving technological developments
Develop business modernisation strategy	Implement standardised ICT platform and architecture	Standardise systems development across the organisation	IT solutions implemented according to business modernisation principles	IT solutions implemented according to business modernisation principles

Strategic objective 5: To invest in the learning and growth of the organisation (concluded)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Organisational capital</i>				
Align organisational and management structure to new strategic direction	Expand organisational structure to implement the SANSS	Review organisational structure for effectiveness	Review organisational structure for effectiveness	Review organisational structure for effectiveness
Define and roll out new value system	Measure and monitor behaviour in value system	Conduct values assessment and compile values profile	Measure and monitor behaviour in values system	Conduct values assessment and compile values profile
Preparatory phase: Finalise approval for new premises for Stats SA	Finalise design of new building	Construction of new building continues	Construction of new building continues	
	Construction of new building commences		Move to new premises	

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

Following the establishment of a democratic dispensation in 1994, South Africa is gradually ascending into a global international political economy and is becoming an influential player. This ascendancy happens in times that are characterised by disorder, upheaval, and constant change. These characteristics have challenged statistical agencies, especially in developing countries, to place high on the agenda not only the provision of statistical information but to shed understanding and knowledge of socio-economic phenomena. South Africa, Nigeria and Egypt have stronger economies on the African continent and should not shy away from playing a leading role on the continent. While these economies are relatively stronger, they continue to demonstrate tendencies of developing economies. Developing economies need to have their statistical systems appropriately positioned to respond to the challenges of planning, monitoring and evaluation.

Stats SA derives its role for international participation from the priority outcome 'Create a better South Africa, a better Africa and a better world' as well as from the Statistics Act that directs the Statistician-General to:

- Endeavour to fulfil the Republic's international statistical reporting obligations
- Liaise with other countries and their statistical agencies as well
- Represent Stats SA internationally on statistical matters

International statistical development responsibilities are informed by the United Nations Fundamental Principles of Official Statistics. Principle 9 relates to the use of international concepts, classifications and methods to promote the consistency and efficiency of statistical systems between countries. Principle 10 relates to bilateral and multilateral cooperation to improve the system of official statistics in all countries.

Stats SA has played a leading role in most areas of statistical development on the continent. Through the Africa Symposium for Statistical Development (ASSD), Stats SA has put in place a process through which all African countries will have conducted their censuses in the 2010 Round of Population and Housing Censuses (RPHC). Stats SA has also played an important role in the development of a strategy for National Accounts which was adopted by the continent during the Statistical Commission for Africa (StatCom-Africa II). South Africa will therefore be amongst the first countries to implement the 2008 System of National Accounts (SNA 2008). Following the successful hosting of the 57th Session of the International Statistical Institute (ISI), Stats SA is working with the ISI to tease out possibilities of how Africa would contribute to the ISI in future.

African countries, together with pan-african institutions, are working together to enhance statistical systems on the continent and are currently developing a Strategy on the Harmonisation of Statistics in Africa (SHaSA). The SHaSA is structured around four strategic lines, namely:

- to produce quality statistics for Africa
- to coordinate the production of quality statistics for Africa
- to build sustainable institutional capacity of the African Statistical System
- to inculcate a culture of quality decision-making

The Reference Regional Strategic Framework (RRSF) for Statistical Capacity Building in Africa calls upon statisticians in Africa to intensify collaboration and partnerships. The RRSF further implores that 'Networking among the national statistical offices should be fostered in order to enhance and improve the sharing of information and experiences, including best practices'.

The ASSD and the ISlbaló Capacity Building Programme stand out as flagship initiatives in the rejuvenation of statistical capacity on the continent. To this end, the organisation provides leadership through its roles as chair and secretariat of the Africa Symposia on Statistical Development (ASSD), as chair of the Statistics Commission for Africa and secretariat of the ISlbaló Capacity Building Programme.

To continuously exchange skills and best practices with the statistical fraternity as a whole, the Stats SA's international programme going forward will be to scale up the organisation's participation in international statistical forums, continue to host international statistical events and increase its benchmarking and learning-from-the-best activities by undertaking properly coordinated study tours to leading statistical agencies in the world. Where necessary, the organisation will continue to invite experts to provide support in its pursuit of excellence whilst open its doors to agencies that are interested to learn from the way Stats SA conducts its business.

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

Measurable objective: Ensure alignment with international standards, best practice and statistical skills development by increasing participation, sharing and learning in international statistical initiatives

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Statistical development in Africa</i>				
<p>Contribute in developing an action plan to implement the Strategy on Harmonisation of the African Statistics System</p>	<p>Drive the Strategy on Harmonisation of the African Statistics System on the continent in relation to:</p> <ul style="list-style-type: none"> • Coordinating the production of quality statistics for Africa • Building sustainable institutional capacity in the African Statistical System • Inculcating a culture of quality decision-making 	<p>Intensify collaboration and partnerships in line with the Reference Regional Strategic Framework (RRSF) for Statistical Capacity Building in Africa</p>	<p>Intensify collaboration and partnerships with African statistical offices to implement the African Charter on Statistics</p>	<p>African statistics system established</p>
<p>Lead the statistical development agenda on the continent by:</p> <ul style="list-style-type: none"> • Driving a statistical capacity building programme for Africans, females and Young Statisticians (SIbalo) 	<p>Increase the number of Young Statisticians, Africans and female participation in the SIbalo programme</p>	<p>Strengthen the statistical capacity building programme on the continent</p>	<p>Improve capabilities and skills of African statisticians</p>	<p>Increased the number of African statisticians that participate in international debate and discourse on statistics</p>

Strategic objective 6: To promote international cooperation and participation in statistics (continued)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>Culture of evidence-based policy formulation and decision-making</i>				
Contribute and participate in the 2010 Round of Population and Housing Censuses	Ensure alignment of Census 2011 to the 2010 Round of Population and Housing Censuses	Share knowledge and experience of Census 2011 on the African continent	Promote use of census information in evidence-based policy formulation and decision-making	Increased usage of statistical information in evidence-based decisions
Develop benchmarking framework	Roll out benchmarking framework to African countries	Monitor the implementation of the framework amongst African countries	Report on the implementation of the framework amongst African countries	
<i>International partnerships</i>				
Compile international events calendar in line with the multi-year work programme of the United Nations Statistics Commission	Participate in the International Comparisons Programme (ICP)			
Contribute and participate in statistical development and international debate of the United Nations Statistics Commission Programme (UNSC) in relation to: <ul style="list-style-type: none"> • Demographic and social statistics • Economic statistics • Natural resources and environmental statistics • Activities not classified by field including coordination and integration of statistical programmes and systems 	Align Stats SA's work programme to the UNSC programme	Contribute and participate in statistical development and international debate of the UNSC programme to build statistical capability	Contribute and participate in statistical development and international debate of the UNSC programme to build statistical capability	Statistical practice in Stats SA aligned to international best practice

Strategic objective 6: To promote international cooperation and participation in statistics (concluded)

2010/11	2011/12	2012/13	2013/14	2014/15
<i>International partnerships</i>				
	Contribute and participate in statistical development and international debate of the UNSC programme to build statistical capability	Implement resolutions of the UNSC to align to international best practice	Implement resolutions of the UNSC to align to international best practice	
	Implement resolutions of the UNSC to align to international best practice			



Chapter 4: Action plan and conclusion

4.1 20-point action plan to drive a change agenda to implement the new strategic direction

Consolidate the platform as a building block for the future

1. Facilitate the broadening of the Economic statistics strategy to address all relevant statistical themes
2. Facilitate the scoping of the Social statistics strategy to address the relevant statistical themes
3. Establish a quality management system (framework, policy and strategy)
4. Align divisional strategic plans in the MTEF to implement the new strategic direction

Create a platform for SANSS

5. Compile sector-specific statistical work programmes for education, health and crime statistics
6. Facilitate consultation with key stakeholders on new strategic direction, including Ministries of Planning, Performance Monitoring and Evaluation, Premiers' Offices, Economic Development, National Treasury and the DPSA
7. Compile cabinet memorandum: Position statistics for evidence-based decisions
8. Compile memorandum to Minister of National Planning: Recommendation on the involvement of Stats SA in the Planning Commission
9. Establish partnership with the Ministry of Performance Monitoring and Evaluation: The strategic importance of statistical information in monitoring and evaluation
10. Finalise a blueprint for the SANSS and approve a coordination strategy
11. Compile a National Strategy for the Development of Statistics (NSDS)
 - Conceptual framework
 - Content development
 - Capacity building
 - Resource allocation
12. Develop a new brand, and position Stats SA and the SANSS in the new environment: To lead statistical production systems in the country
13. Develop a project plan to establish and implement a Statistical Training Institute

Implement conditions for success

14. Develop strategic performance measures to monitor the achievement of the strategy, based on the balanced scorecard approach
15. Align organisational structure to the new strategic direction
 - Establish new SANSS cluster
 - Establish Independent Quality Assessment division
 - Establish Integrative Research and Analysis division
 - Establish Business Modernisation division

16. Align budget allocation to strategy
17. Roll out value system
 - Align organisational and personal values
 - Define behaviour to drive implementation of the new direction
18. Compile change management strategy and programme to implement the new strategic direction
19. Align individual performance agreements of senior management to new strategic direction
20. Deploy senior management staff to lead change (horses for courses)

4.2 Conclusion

The central tenet of this Strategic Plan promotes the use of statistical information for evidence-based decisions.

The overall strategic intent is to deepen and expand the evidential knowledge base for society and thereby increase society's understanding of social and economic phenomena.

This will be achieved by ensuring that the statistical system meets the demand of users for high-quality statistical information that can be trusted and used in evidence-based decisions.

Stats SA as the official statistics agency of the country, will lead statistical coordination through partnership with other organs of state.

Critical to the success of this Strategic Plan is the appreciation by society of the role of statistics, and a willingness of all sectors to participate in statistical development initiatives.

This Strategic Plan is supported by Stats SA's Work Programme that outlines the outputs and milestones towards achieving the new vision and mission.

Stats SA will lead the way in changing the statistical landscape of the country.



Annexure A – Strategy in brief

Annexure B – Statistics Act

Strategy in brief

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

Strategy in brief (continued)

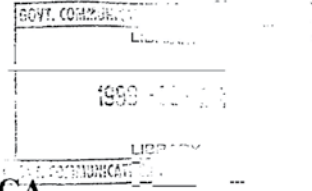
Strategic objective	Strategic focus	Outputs
To lead the development and coordination of statistical production within the South African National Statistics System	An enabling regulatory environment	<ul style="list-style-type: none"> • Stats Act reviewed • Statistical regulation and policy developed
	Statistical planning across organs of state	<ul style="list-style-type: none"> • National Strategy for the Development of Statistics (NSDS) • Statistical programmes for statistical themes • Information collection approval
	Statistical production amongst organs of state	<ul style="list-style-type: none"> • Economic and Social statistics subsystems defined • Governance structures • Standards for statistical system • Methodological, technical and systems support and advice to partners • Data provision and data sharing among stakeholders • User-producer and producer-producer forums • Statistical capacity development initiatives for partners • Statistics units in other government departments • Management system for statistical information (MSSI)
	Statistical reporting amongst organs of state	<ul style="list-style-type: none"> • MDGs country report coordinated • Development indicators for SA
	Raise the profile and status of statistics	<ul style="list-style-type: none"> • Advocacy programme developed
To enhance public confidence and trust in statistics	Methodological support, systems solutions and standards development	<ul style="list-style-type: none"> • Quality management standards • Methodological, standards and systems support to survey areas
	Declaring statistics as official	<ul style="list-style-type: none"> • Statistics assessed and certified as official
	Dwelling frame	<ul style="list-style-type: none"> • Sampling frame for household surveys • Dwelling framework product for distribution to the various stakeholders • Georeferenced addresses • Standard Geographical Frame • Geographical services

Strategy in brief (continued)

Strategic objective	Strategic focus	Outputs
To enhance public confidence and trust in statistics	Business Register	<ul style="list-style-type: none"> • Sampling frame for business surveys • New business sampling frame system • Quarterly snapshot • Strategy for centralised collection of business statistics • Georeferenced businesses • Register-based statistics at lower level
	Innovation management	<ul style="list-style-type: none"> • Knowledge management • Business Register Reform
	Integrative research and analysis	<ul style="list-style-type: none"> • Integrated, development-themed knowledge products • Research reports and related visual products • Integrated primary data outputs to generate integrative information on cross-cutting issues • Technical support and advisory services • Knowledge research and innovation on key development themes
	Integrated communication, marketing and stakeholder relations	<ul style="list-style-type: none"> • Branding of Stats SA • Advocacy programme for respondents • StatsOnline • User satisfaction index • Internal communication programme • Communication and marketing campaign
To improve productivity and service delivery	Integrated approach to fieldwork	<ul style="list-style-type: none"> • Annual household survey programme • Periodic household survey programme • Economic survey programme • Dwelling frame programme
	Corporate data processing facility	<ul style="list-style-type: none"> • Common data processing platform • Standardised data processing instruments, systems and methodologies
	Governance and accountability	<ul style="list-style-type: none"> • Integrated planning, monitoring and reporting • Human resource management • Facilities management, security and logistics • Financial administration and management • Risk management • Policy coordination • Legal services
	Functionality of provincial and district offices	<ul style="list-style-type: none"> • Dissemination and information services • Provincial statistical system • Decentralised corporate support

Strategy in brief (concluded)

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



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GOVERNMENT GAZETTE

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OFFICE OF THE PRESIDENT

KANTOOR VAN DIE PRESIDENT

No. 489. 21 April 1999

No. 489. 21 April 1999

It is hereby notified that the President has assented to the following Act which is hereby published for general information:—

Hierby word bekend gemaak dat die President sy goedkeuring gegee het aan die onderstaande Wet wat hierby ter algemene inligting gepubliseer word:—

No. 6 of 1999: Statistics Act, 1999.

No. 6 van 1999: Wet op Statistieke, 1999.

*(English text signed by the President.)
(Assented to 14 April 1999.)*

ACT

To provide for a Statistician-General as head of Statistics South Africa, who is responsible for the collection, production and dissemination of official and other statistics, including the conducting of a census of the population, and for co-ordination among producers of statistics; to establish a Statistics Council and provide for its functions; to repeal certain legislation; and to provide for connected matters.

BE IT ENACTED by the Parliament of the Republic of South Africa, as follows:

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Definitions

1. In this Act, unless the context indicates otherwise—

- (i) "business" means any individual, juristic person or partnership carrying on a commercial activity; (iv)
- (ii) "Cabinet" means the Cabinet in the national sphere of government, referred to 30 in section 91 of the Constitution; (viii)
- (iii) "Constitution" means the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996); (vi)
- (iv) "Council" means the South African Statistics Council, established by section 8(1); (xi) 35
- (v) "document" includes—
 - (a) a form, questionnaire, schedule, notice or report whether in printed or photographic form;

- (b) a documentary recording or transcribed computer printout or record capable of being produced as a printout by a mechanical or electronic device;
- (c) a medium or device by means of which information is recorded or stored:
- (v) 5
- (vi) "household" means a group of people who live together at least four nights a week, eat together and share resources, or a single person who lives alone; (vii)
- (vii) "Minister" means the Minister of Finance or such other Minister as the President may assign to be the executing authority for the purposes of this Act; (ix) 10
- (viii) "officer", in relation to Statistics South Africa, means—
- (a) a member of the staff of Statistics South Africa referred to in section 7(3)(a); or
- (b) any other person appointed by the Statistician-General to perform work on behalf of Statistics South Africa; (iii) 15
- (ix) "official statistics" means statistics designated as official statistics by the Statistician-General in terms of section 14(7); (i)
- (x) "organ of state" means—
- (a) any department of state or administration in the national, provincial or local sphere of government; or 20
- (b) any other functionary or institution—
- (i) exercising a power or performing a duty in terms of the Constitution or a provincial constitution; or
- (ii) exercising a public power or performing a public duty in terms of any legislation, 25
- but does not include a court or a judicial officer; (xiv)
- (xi) "other organisation" means any non-governmental or nonprofit organisation, voluntary association or other organisation other than a business, household or organ of state; (ii)
- (xii) "Public Service Act" means the Public Service Act, 1994 (Proclamation No. 103 of 1994); (xiii) 30
- (xiii) "respondent" means—
- (a) any individual or household in respect of whom or which; or
- (b) any organ of state, business or other organisation in respect of whose activities or affairs, 35
- any information is sought or provided for purposes of a statistical collection in terms of this Act; (xii)
- (xiv) "return" means a document completed by—
- (a) a respondent; or
- (b) an officer of Statistics South Africa or of another organ of state which 40 produces statistics,
- for the purpose of producing official or other statistics; (x)
- (xv) "statistical collection" means the process of—
- (a) conducting a population or other census or a sample survey; or
- (b) collating administrative records or data for statistical purposes; (xvii) 45
- (xvi) "Statistician-General" means the person appointed as Statistician-General in terms of section 6(1); (xviii)
- (xvii) "statistics" means aggregated numerical information relating to demographic, economic, financial, environmental, social or similar matters, at national, provincial or local level, which is compiled and analysed according to relevant 50 scientific and statistical methodology; (xv)
- (xviii) "Statistics South Africa" means the department contemplated in section 4(1). (xvi)

Purpose of Act

2. The purpose of this Act is to advance the planning, production, analysis, 55 documentation, storage, dissemination and use of official and other statistics by providing for—
- (a) a Statistician-General as head of Statistics South Africa and for a Council;
- (b) the respective functions of the Statistician-General, the Council and the Minister and their interrelations; 60
- (c) co-ordination between Statistics South Africa and other organs of state that produce official or other statistics;

(d) co-operation between the producers of official statistics and—	
(i) the users of such and other statistics in the government, other sectors of society and the public at large;	
(ii) the respondents supplying the information that results in official and other statistics;	5
(e) liaison with international and regional organisations that—	
(i) request official statistics;	
(ii) make recommendations about the standardisation, classification, collection, processing, analysis and dissemination of statistics.	
Purpose of official statistics, and statistical principles	10
3. (1) The purpose of official statistics is to assist organs of state, businesses, other organisations or the public in—	
(a) planning;	
(b) decision-making or other actions;	
(c) monitoring or assessment of policies, decision-making or other actions.	15
(2) Official statistics must protect the confidentiality of the identity of, and the information provided by, respondents and be—	
(a) relevant, accurate, reliable and timeous;	
(b) objective and comprehensive;	
(c) compiled, reported and documented in a scientific and transparent manner;	20
(d) disseminated impartially;	
(e) accessible;	
(f) in accordance with appropriate national and international standards and classifications; and	
(g) sensitive to distribution by gender, disability, region and similar socio-economic features.	25
Status of Statistics South Africa	
4. (1) Statistics South Africa referred to as an organisational component in the first column of Schedule 2 to the Public Service Act and for the purposes of the application of that Act, in terms of section 7(4)(a) of that Act, regarded to be a department—	30
(a) continues as such; and	
(b) consists of the Statistician-General and the permanent and temporary staff referred to in section 7(3)(a) of this Act.	
(2) Subject to the Minister's duties and powers referred to in section 5, no person or organ of state may interfere with the functioning of Statistics South Africa.	35
(3) For the purpose of ensuring the effectiveness of Statistics South Africa, all other organs of state must assist it in accordance with the principles of co-operative government and intergovernmental relations contemplated in Chapter 3 of the Constitution.	
Duties and powers of Minister	40
5. (1) The Minister must—	
(a) on the recommendation of the Statistician-General, prioritise the work programme of Statistics South Africa, 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;	45
(b) monitor the performance of the Statistician-General of his or her functions—	
(i) as accounting officer of Statistics South Africa; and	
(ii) generally with regard to the financial affairs and organisational functioning of Statistics South Africa;	
(c) determine the specific performance criteria, referred to in section 12(3) of the Public Service Act, for evaluating the performance of the Statistician-General and monitor compliance with those criteria;	50
(d) approve or disapprove the inception, variation or discontinuance of statistical collection by a Minister or an organ of state other than Statistics South Africa, as provided in section 14(1) and (2);	55
(e) after consultation with the Cabinet, appoint the members of the Council as provided in section 8(3).	

- (2) The Minister may—
- (a) subject to subsection (3), direct [he Statistician-General to undertake any statistical collection;
 - (b) subject to subsection (4) and on the recommendation of the Statistician-General, enter into an international agreement with the government of any other state or any international organisation relating to the purpose of this Act; 5
 - (c) after consultation with the Cabinet, terminate the membership of a member of the Council as provided in section 9(3).
- (3) The Minister may not interfere with the power of the Statistician-General to decide, in respect of the activities of Statistics South Africa, on— 10
- (a) the manner in which, and the time when, a statistical collection is to be undertaken;
 - (b) the form, extent and timing of the release of statistical information; or
 - (c) whether a statistical collection should be discontinued.
- (4) The Minister may only enter into an international agreement in terms of subsection (2)(b) if authorised in accordance with the applicable law by the national executive which, in terms of section 231(1) of the Constitution, is responsible for the negotiating and signing of international agreements. 15

Appointment and tenure of Statistician-General

6. (1) The President must appoint an appropriately qualified person as the Statistician-General who is the head of Statistics South Africa. 20
- (2) The Statistician-General must be professionally independent by acting impartially and exercising his or her powers and performing his or her duties—
- (a) without fear, favour or prejudice; and
 - (b) in the interest of maintaining a high standard of professional service and the integrity of the statistics which Statistics South Africa produces. 25
- (3) The provisions of the Public Service Act regarding the appointment, terms and conditions of employment, powers and duties of a head of department apply to the Statistician-General, except where otherwise provided in this Act.
- (4) The person appointed as Statistician-General holds office for an agreed term not exceeding five years, which term may be renewed. 30
- (5) The Statistician-General may resign by written notice to the President.
- (6) The Statistician-General may be removed from office by the President only—
- (a) on the grounds of—
 - (i) incapacity; 35
 - (ii) misconduct;
 - (iii) incompetence;
 - (iv) declaration as an insolvent, or
 - (v) conviction of an offence and sentence to a term of imprisonment without the option of a fine; and 40
 - (b) if the Cabinet, after considering a report on the matter from the Council, recommends to the President such removal. 40

Duties and powers of Statistician-General

7. (1) The Statistician-General—
- (a) administers this Act; 45
 - (b) is the accounting officer for Statistics South Africa;
 - (c) after receiving advice from the Council, makes recommendations to the Minister on the policies and priorities of Statistics South Africa;
 - (d) directs Statistics South Africa in accordance with the duties and powers imposed or conferred on him or her by this Act, section 7(3)(b) of the Public Service Act and any other law; 50 *

- (e) determines, and exercises final responsibility regarding the implementation of, the work programme of Statistics South Africa, including—
- (i) the collection, compilation and analysis of official statistics in accordance with the purpose of official statistics and the statistical principles contemplated in section 3; 5
 - (ii) the times when and the manner in which statistical collections are undertaken and the form of any document pertaining thereto;
 - (iii) the manner in which data are processed, documented and stored;
 - (iv) the form, extent and timing of the release of statistical information;
 - (v) development work in statistics; and 10
 - (vi) the discontinuance of a statistical collection.
- (2) The Statistician-General must—
- (a) cause a population census to be taken in the year 2001 and every five years thereafter, on a date determined by the Minister by notice in the *Gazette*, unless the Minister, on the advice of the Statistician-General and by notice in 15 the *Gazette*, determines otherwise;
 - (b) develop and maintain registers or lists which may be of use in producing statistics;
 - (c) furnish the Minister and the Council each year with a report in respect of the activities of Statistics South Africa during that year, which report the Minister 20 must as soon as possible table in Parliament;
 - (d) undertake any statistical collection if so directed by the Minister in terms of section 5(2)(a);
 - (e) formulate quality criteria and establish standards, classifications and procedures for statistics; 25
 - (f) provide statistical advice to other organs of state;
 - (g) in terms of section 14, promote co-ordination among producers of official statistics in order to—
 - (i) advance the quality, consistency, comparability and optimum use of official statistics; and 30
 - (ii) avoid unnecessary duplication;
 - (h) endeavour to fulfil the Republic's international statistical reporting obligations;
 - (i) liaise with other countries and their statistical agencies and represent Statistics South Africa internationally with regard to statistical matters; 35
 - (j) establish and maintain such offices in the provinces as he or she considers necessary, having regard to the needs for official and other statistics for provinces and other organs of state, on condition that—
 - (i) service-level agreements or memoranda of understanding are entered 40 into between Statistics South Africa and the provinces in question; and
 - (ii) co-ordination of the statistical activities of the relevant provinces and other organs of state takes place in terms of section 14;
 - (k) seek to ensure appropriate public awareness of statistical collections and activities. 45
- (3) The Statistician-General may—
- (a) as regards the staff of Statistics South Africa—
 - (i) retain or appoint permanent, temporary and contract staff or terminate their services; and
 - (ii) determine their terms and conditions of employment, 50 in accordance with the Public Service Act and other applicable law;
 - (b) in terms of section 14(7), designate statistics produced by Statistics South Africa or other organs of state as official statistics;
 - (c) accept commissioned statistical work and determine the pricing of that work;
 - (d) determine the pricing of Statistics South Africa's services and products;
 - (e) delegate any power conferred or duty imposed on him or her by this Act, to 55 any other officer of Statistics South Africa, but the Statistician-General—
 - (i) may impose conditions for such delegation;
 - (ii) is not by virtue of such delegation divested of that power or duty and may at any time himself or herself exercise that power or perform that duty; 60 and

- (iii) may vary or set aside any decision made in terms of such delegation;
- (f) on the conditions and for the period determined by him or her, establish an advisory committee or committees to advise him or her on any matters pertaining to this Act;
- (g) make, by notice in the *Gazette*, rules relating to— 5
- (i) the returns, information, data and statistics to be furnished and collected in the undertaking of a statistical collection;
 - (ii) the manner and form in which, the times when and the places where, and the persons to whom and from whom, such statistics must be furnished and collected; and 10
 - (iii) any other matter necessary for the effective collection of statistics and the effective functioning of Statistics South Africa.
- (4) Any member of an advisory committee appointed in terms of subsection (3)(f) who is not in the full-time employment of the State receives such remuneration and allowances as the Minister of Finance determines. 15
- (5)(a) If the Minister, in prioritizing the work programme of Statistics South Africa in terms of section 5(1)(a), rejects the Statistician-General's recommendation, the Minister and the Statistician-General must endeavour to resolve their disagreement after receiving advice from the Council.
- (b) If the Minister and the Statistician-General fail to resolve their disagreement, the 20 Minister makes the final decision and the Statistician-General must implement that decision.
- (c) The Statistician-General may make public the fact that the decision is contrary to his or her recommendation.
- Establishment of Council 25
8. (1) A council to be known as the South African Statistics Council is hereby established.
- (2) The Council must consist of not less than 18 and not more than 25 members—
- (a) with relevant professional proficiency and interest;
 - (b) broadly representative of groups or interests concerned with the production 30 and use of official statistics, including—
 - (i) organs of state;
 - (ii) producers of statistics;
 - (iii) organised business and labour;
 - (iv) specialist and research interests, including statistics and information 35 technology;
 - (v) economic and financial interests;
 - (vi) demographic and social interests, including rural, gender and disability interests; and
 - (vii) the public, including non-governmental, private, civic and other 40 organisations; and
 - (c) of whom nine must be persons representing the respective provinces.
- (3) The Minister must, after consultation with the Cabinet, appoint the members of the Council from nominations obtained through—
- (a) public invitations for nominations; and 45
 - (b) a request to the executive council of each province to submit two or three nominations.
- (4) The Statistician-General is by virtue of his or her office a member of the Council and he or she or his or her representative may attend meetings of the Council, but may not— 50
- (a) vote at such meetings; and
 - (b) act as chairperson or deputy chairperson.
- (5) The Minister must appoint a member of the Council as chairperson.
- (6) The Council must elect one of its members as deputy chairperson.
- (7) If both the chairperson and deputy chairperson of the Council are unable to act as 55 chairperson, the other members must designate one of their number to act as chairperson during such inability.

Tenure of members of Council

9. (1) The members of the Council hold office for such period, not exceeding three years, as the Minister determines in respect of each such member.
- (2) An appointed member of the Council vacates office if—
- (a) he or she resigns after giving 30 days notice in writing to the Minister; 5
 - (b) the period of his or her appointment expires; or
 - (c) his or her membership is terminated in terms of subsection (3).
- (3) The Minister may, after consultation with the Cabinet, terminate the membership of any or all of the appointed members of the Council for reasons which are just and fair.
- (4) A person whose membership of the Council has terminated, is eligible for reappointment.
- (5) A vacancy on the Council must be filled in accordance with section 8(2) and (3).
- (6) No deficiency in the number of members of the Council affects any decision taken at a meeting in terms of section 10(5) if at least one third of the appointed members were present at that meeting. 15

Meetings of Council

10. (1) The Council must meet at least twice a year at such times and places as the chairperson or deputy chairperson determines by notice in writing to the other members.
- (2) The chairperson or deputy chairperson—
- (a) may convene a special meeting of the Council; 20
 - (b) must convene such a meeting within 14 days of the receipt of a written request signed by at least one third of the members of the Council to convene such meeting.
- (3) The quorum for a meeting of the Council is one third of the appointed members.
- (4) The Council determines the procedure at its meetings. 25
- (5) A decision of the Council must be taken by resolution of the majority of appointed members present at the meeting in question and, in the event of an equality of votes, the person presiding has a casting vote in addition to his or her deliberative vote.

Committees of Council

11. (1) The Council may appoint such standing or other committees as are necessary 30 for the effective performance of the functions of the Council.
- (2) The members of a committee of the Council may include persons who are not members of the Council.

Remuneration of members of Council and its committees

12. A member of— 35
- (a) the Council; or
 - (b) a committee of the Council,
- who is not in the full-time employment of the State is paid such remuneration and allowances as the Minister of Finance determines.

Duties and powers of Council 40

13. (1) The Council must advise the Minister, the Statistician-General or an organ of state which produces statistics with regard to—
- (a) matters referred to the Council by the Minister, the Statistician-General or that organ of state;
 - (b) any matter regarding the collection, processing, analysis, documentation, 45 storage and dissemination of statistics, including the taking of a population census, which should, in the opinion of the Council, be studied or undertaken;
 - (c) the elimination of unnecessary overlapping or duplication with regard to the collection or publication of statistics by organs of state;
 - (d) any matter the Council considers necessary or expedient for achieving the 50 purpose of this Act;

- (e) the general appropriateness to the country's needs of the services provided by Statistics South Africa.
- (2) The Council must promote and safeguard—
- (a) official statistics;
 - (b) the co-ordination of statistical activities; and
 - (c) an environment which is supportive of the collection, production, dissemination and use of official statistics.
- (3) The Council must furnish the Minister and Statistician-General with an annual report in respect of its activities, including its advice to the Minister and Statistician-General and the outcome of that advice, during the year in question, and the Minister must as soon as possible table that report in Parliament.
- (4) The Council may issue public statements on any matter relating to its functions in terms of this Act, but only after consultation with the organ of state, business or other organisation involved, if any, in the matter in question.
- (5) The Statistician-General must provide the Council with such secretarial and clerical assistance as is necessary for the effective performance of the functions of the Council.

Statistical co-ordination among organs of state

14. (1) Despite any other law—
- (a) no Minister may authorise an organ of state to undertake a new statistical collection or substantially vary or discontinue any statistical collection; and
 - (b) no organ of state may undertake a new statistical collection or substantially vary or discontinue any statistical collection—
- except with the approval of the Minister given in accordance with subsection (2), provided that in the case of any state institution referred to in section 181(1) of the Constitution, the state institution does not require the Minister's approval, but it must consult with the Minister, who must be advised by the Statistician-General.
- (2) The Minister may only grant the approval referred to in subsection (1)—
- (a) on the advice of the Statistician-General; and
 - (b) after consultation with the head of the organ of state concerned.
- (3) If so advised by the Statistician-General, the Minister may, subject to such conditions as the Minister determines, stipulate that the provisions of subsection (1) do not apply to any specific organ of state in any specific instance or class of instances.
- (4) Subsection (1) does not apply to the collection of statistics undertaken in accordance with the work programme of Statistics South Africa contemplated in section 7(1)(e).
- (5) As soon as possible after—
- (a) the inception, variation or discontinuance of any statistical collection requiring approval in terms of subsection (1) is proposed; or
 - (b) any document used in such collection is prepared,
- the head of the organ of state concerned must inform the Statistician-General accordingly.
- (6) The Statistician-General may advise any organ of state regarding the application of appropriate quality criteria and standards, classifications and procedures for statistics—
- (a) to improve the quality of statistics;
 - (b) to enhance the comparability of statistics;
 - (c) to minimise unnecessary overlapping or duplication with the collection or publication of statistics in that organ of state or by other organs of state.
- (7) (a) The Statistician-General may designate as official statistics any statistics or class of statistics produced from statistical collections by—
- (i) Statistics South Africa; or
 - (ii) other organs of state, after consultation with the head of the organ of state concerned.

- (b) Such designation must be in accordance with—
- (i) the purpose of official statistics and the statistical principles contemplated in section 3; and
 - (ii) such other statistical criteria as the Statistician-General may determine by notice in the *Gazette*. 5
- (8) The Statistician-General may—
- (a) at his or her own instance or at the request of the Council, the Minister or any other Minister, review and comment on the production, analysis, documentation, storage, dissemination, interpretation and use of official or other statistics of any other organ of state; and 10
 - (b) after consultation with the head of that organ of state, publish any such statistics and comments thereon as he or she considers necessary or appropriate.
- (9) For the purposes of assisting the Statistician-General in the performance of his or her duties imposed by this Act, the head of any other organ of state must, subject to 15 subsection (10)—
- (a) within a reasonable period, supply the Statistician-General with information he or she may request regarding any official or other statistics for which that organ of state is responsible;
 - (b) advise the Statistician-General from time to time of any substantial changes in 20 the information that has been so supplied;
 - (c) grant the Statistician-General or any officer of Statistics South Africa authorised by him or her unhindered access, without charge, to such information or data of that organ of state as the Statistician-General requests; 25 and
 - (d) allow the Statistician-General or any officer of Statistics South Africa authorised by him or her to copy, without charge, any information or data which may be used in producing official statistics.
- (10) The Statistician-General may, subject to such conditions as he or she determines, stipulate that any provision of subsection (9)(a) or (b) does not apply to any specific 30 organ of state in any specific instance or class of instances.
- (11) Subject to subsection (12), the Statistician-General may enter into an agreement with—
- (a) the head of another organ of state in respect of information or data which the 35 latter has the authority to collect;
 - (b) any body other than an organ of state engaged in collecting such information or data.
- (12) The agreement referred to in subsection (11) is subject to the following conditions:
- (a) The collection of such information or data must be undertaken either by 40 Statistics South Africa or jointly by Statistics South Africa and that organ of state or body;
 - (b) the resulting statistics or information must subject to paragraph (c) and section 17(3) be exchanged between the parties or shared with the other party;
 - (c) if information has been supplied by any respondent who gives notice in 45 writing to the Statistician-General that he or she objects to the exchange or sharing of that information by the parties, that information may not be so exchanged or shared;
 - (d) every employee within the organ of state or body who is engaged in any such 50 joint collection or to whom such statistics or information is made available, must take an oath of confidentiality similar to that provided for in section 17(7)(a), whether or not he or she has taken an oath of confidentiality in terms of any other law.
- Entry on and inspection of premises
15. (1) For the purpose of making enquiries or observations necessary for achieving 55 the purpose of this Act, the Statistician-General or any officer of Statistics South Africa authorised by him or her may enter on any land or premises, other than a private dwelling, of any organ of state, business or other organisation and inspect anything thereon or therein—
- (a) on the authority of a warrant issued in terms of subsection (2); or 60

- (b) with the consent of the person who is competent to consent to such entry and inspection.
- (2) A warrant referred to in subsection (1)(a) may be issued in chambers by a magistrate or a judge of a High Court only if he or she is satisfied, on the basis of information on oath or affirmation, that there are reasonable grounds for believing that 5 entry on and inspection of the land or premises concerned are reasonably necessary for the purpose contemplated in subsection (1).
- (3) A warrant issued in terms of subsection (2) remains in force until—
- (a) it is executed;
 - (b) it is cancelled by the person who issued it or, if such person is not available, 10 by any person with similar authority;
 - (c) the expiry of three months from the date of its issue; or
 - (d) the purpose for which the warrant was issued no longer exists,
- whichever may occur first.
- (4) An entry and inspection in terms of subsection (1) must be carried out— 15
- (a) at any reasonable time during the day unless the carrying out thereof by night is justifiable and necessary; and
 - (b) with strict regard to decency and order, including the protection of a person's rights to dignity, to freedom and security and to privacy.
- (5) The Statistician-General or the authorised officer must, immediately before 20 carrying out an entry and inspection in terms of subsection (1)—
- (a) identify himself or herself to the owner or person in control of the land or premises, if such person is present;
 - (b) if applicable, hand to that person a copy of the warrant or, if that person is not 25 present, affix that copy to a prominent place on the premises; and
 - (c) supply that person with particulars regarding his or her authority to carry out the entry and inspection.

Duty to answer questions

16. (1) The Statistician-General, or an officer of Statistics South Africa authorised by him or her, may, in performing his or her functions in terms of this Act, put, to any person 30 any questions which the Statistician-General or that authorised officer considers reasonably necessary for the collection of statistics.
- (2) Every person, including every employee of any organ of state, must—
- (a) to the best of his or her or its knowledge and belief and subject to the right to dignity and privacy, answer, when so required, all questions put orally or in 35 writing in terms of subsection (1); and
 - (b) in accordance with the instructions pertaining to any document referred to in section 7(1)(e)(ii) and not later than the date specified in that document—
 - (i) furnish all such information; or
 - (ii) sign such declaration, 40 as is required by that document.
- (3) A document referred to in section 7(1)(e)(ii) is sufficiently authenticated if the name and designation of the competent person by whom it is given or issued, as the case may be, has been printed or stamped thereon.

Confidentiality and disclosure 45

17. (1) Despite any other law, no return or other information collected by Statistics South Africa for the purpose of official or other statistics that relates to—
- (a) an individual;
 - (b) a household;
 - (c) an organ of state; 50
 - (d) a business; or
 - (e) any other organisation,
- may, subject to subsections (2) and (3), be disclosed to any person.

- (2) The return or other information contemplated in subsection(1) may, subject to the directions of the Statistician-General, be disclosed—
- (a) to the Statistician-General and officers concerned of Statistics South Africa who have taken the oath of confidentiality referred to in subsection (7)(a);
 - (b) to the person from whom such return or other information was collected or his 5 or her representative;
 - (c) with the prior written consent of the person from whom such return or other information was collected or his or her representative;
 - (d) where the information is already available to the public from the organ of state, business or other organisation concerned; 10
 - (e) in the form of lists of the names and addresses of individual organs of state and other organisations and their classifications by function, type of legal entity and range of numbers of members and employees, or other indicator of size;
 - (f) in the form of lists of the names and addresses of individual businesses and their classifications by industry or activity, type of legal entity, and range of 15 numbers of employees or other indicator of size;
 - (g) in the form of lists of the kinds of products produced, manufactured, stored, bought or sold, or services rendered, by businesses, organs of state or other organisations or classes thereof.
- (3) The Statistician-General may, for statistical purposes, disclose to another organ of 20 state information or data gathered in the course of a joint collection undertaken with that organ in terms of section 14(11), on condition that—
- (a) the name, address or any other means by which the respondents may be identified is deleted;
 - (b) any person who is involved in the collection of, or who may use, that 25 information or data, must first take an oath of confidentiality similar to the one provided for in subsection (7)(a) irrespective of whether he or she has taken an oath of confidentiality in terms of any other law; and
 - (c) the Statistician-General is satisfied that the confidentiality of that information or data will not be impaired. 30
- (4) Despite any other law—
- (a) an entry made by the competent person concerned in terms of this Act in any document; or
 - (b) a return or its contents,
- is not admissible as evidence in legal proceedings, except for purposes of criminal 35 proceedings in terms of this Act.
- (5) Information collected by any person, organ of state, business or other organisation for his, her or its own purposes and communicated to Statistics South Africa is subject to the same confidentiality requirements as information collected directly by Statistics South Africa, irrespective of any other confidentiality requirements to which it may have 40 been subject when it was collected.
- (6) The results of the compilation and analysis of the statistical information collected in terms of this Act may not be published or disseminated in a manner which is likely to enable the identification of a specific individual, business or other organisation, unless that person, business or organisation has consented to the publication or dissemination 45 in that manner.
- (7) The Statistician-General and every officer of Statistics South Africa must—
- (a) before assuming duty, take an oath of confidentiality prohibiting disclosure of any information coming to his or her knowledge by reason of such duty before its release is authorised by the Statistician-General; 50
 - (b) preserve, and promote the preservation of, confidentiality in respect of all information that may come to his or her knowledge by reason of such employment.

Offences and penalties

18. (1) Any officer of Statistics South Africa who, in the course of his or her 55 employment in terms of this Act—

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- (u) wilfully makes any false declaration, statement or return;
- (b) obtains or seeks to obtain information that he or she is not duly authorised to obtain;
- (c) puts to any person a question which he or she is not duly authorised to ask;
- (d) asks of, or receives or takes from, any person, organ of state, business or other organisation, any payment or reward in connection with such employment, other than remuneration due to him or her in terms of this Act or the Public Service Act;
- (e) wilfully discloses any data or information obtained in the course of such employment to a person not authorised to receive that information; 10
- (f) uses information obtained in the course of such employment for the purpose of speculating in—
 - (i) any stock, bond or other security; or
 - (ii) any goods or services, before its release is authorised by the Statistician-General; or 15
- (g) contravenes any provision of section 17,

is guilty of an offence and liable on conviction to a fine not exceeding R10 000, or such higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991 (Act No. 101 of 1991), or to imprisonment for a period not exceeding six months or to both such fine and 20 such imprisonment.

(2) Any person who—

- (a) impersonates an officer of Statistics South Africa for the purpose of obtaining information from any person or body; or
- (b) represents himself or herself to be making an entry and inspection in terms of 25 section 15 or putting a question in terms of section 16(1) when he or she is not an officer of Statistics South Africa authorised in terms of section 15 or 16, as the case may be,

is guilty of an offence and liable on conviction to a fine not exceeding R10 000, or such higher amount as is determined from time to time by the Minister of Justice as 30 contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991, or to imprisonment for a period not exceeding six months or to both such fine and such imprisonment.

(3) Any individual other than an employee of an organ of state, business or other organisation that— 35

- (a) fails to answer a question put in terms of section 16(2)(a) or furnishes an answer to such a question which is false or misleading in any material respect, knowing the answer to be false or misleading;
- (b) fails to furnish information or sign a declaration in terms of section 16(2)(b) or furnishes such information which is false or misleading in any material 40 respect, knowing the information to be false or misleading;
- (c) incites any other person to act as contemplated in paragraph (a) or (b);
- (d) refuses—
 - (i) the Statistician-General or any authorised officer of Statistics South Africa, acting in terms of section 15, entry on any land or premises; or 45
 - (ii) to permit the Statistician-General or that authorised officer to inspect anything on or in that land or premises;
- (e) wilfully obstructs the Statistician-General or any officer of Statistics South Africa in the exercise of a power, or the performance of a duty, in terms of this Act. 50

is guilty of an offence and liable on conviction—

- (i) in the case of an individual, to a fine not exceeding R 10000, or such higher amount as is determined from time to time by the Minister of Justice as contemplated in section 1(1)(a) of the Adjustment of Fines Act, 1991, or to imprisonment for a period not exceeding six months or to both such fine and 55 such imprisonment; and
- (ii) in the case of a business or other organisation, to a fine not exceeding R20 000 or an amount determined by the Minister from time to time by notice in the *Gazette*.

(4) (a) A conviction of an offence referred to in subsection (3)(a) or (b) does not 60 relieve any individual, business or other organisation of the obligation to supply the correct information.

(b) If after 14 days from the date of sentencing for that offence, the information has still not been furnished, that individual, business or other organisation is guilty of a further offence and liable on conviction for each day after the expiry of that 14 day period—

- (i) in the case of an individual, to a fine not exceeding R500 or an amount 5 determined by the Minister from time to time by notice in the *Gazette*; or
- (ii) in the case of a business or other organisation, to a fine not exceeding R2 000 or an amount determined by the Minister by notice in the *Gazette*.

References in other legislation or documents

19. (1) Any reference in any legislation or document to the Head of the Central 10 Statistical Services must be construed as a reference to the Statistician-General.

(2) Any reference in any legislation or document to the Statistics Council established by section 2(1) of the Statistics Act, 1976 (Act No. 66 of 1976), must be construed as a reference to the Statistics Council established by section 8(1) of this Act.

Repeal of legislation, and savings

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20. (1) Subject to subsections (2), (3) and (4)—

(a) the legislation specified in the Schedule is hereby repealed; and

(b) any other legislation in force in that part of the Republic which constituted the territory of any former entity known as Transkei, Bophuthatswana, Venda, Ciskei, Gazankulu, KaNgwane, KwaNdebele, KwaZulu, Lebowa or Qwaqwa, in so far as it deals with any matter provided for in this Act, is hereby repealed.

(2) Anything done in terms of a provision of legislation repealed by subsection (1) and which could be done in terms of a provision of this Act, is regarded to have been done in terms of that provision of this Act.

25

(3) The person who is the Head of Statistics South Africa in terms of section 12 of, and mentioned in Schedule 2 to, the Public Service Act, immediately before the commencement of this Act, must act as the Statistician-General until the first Statistician-General is appointed in terms of section 6(1) of this Act.

(4) (a) The Statistics Council constituted in terms of section 2 of the Statistics Act, 1976 (Act No. 66 of 1976), (in this subsection referred to as the "previous Council"), must act as the South African Statistics Council referred to in section 8(1) of this Act (in this subsection referred to as the "new Council"), until the first Council is constituted in terms of section 8 of this Act.

(b) While the previous Council acts as the new Council, section 2 of the Statistics Act, 1976, continues to apply to that Council.

(c) The secretarial and clerical assistance provided to the previous Council in terms of section 2B of the Statistics Act, 1976, must continue until the first Council is constituted in terms of section 8 of this Act.

Short title

40

21. This Act is called the Statistics Act, 1999.

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STATISTICS ACT, 1999

SCHEDULE

LEGISLATION REPEALED

(Section 20(1)(a))

No. and year of Act	Short title
Act No. 66 of 1976	Statistics Act, 1976
Act No. 28 of 1978	Statistics Act, 1978, of the former entity known as Bophuthatswana
Act No. 15 of 1980	Statistics Act, 1980, of the former entity known as Transkei
Act No. 25 of 1986	Statistics Amendment Act, 1986

the South Africa I know, the South Africa I understand

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Dr. HF Verwoerd's Speech
17 September 1953 on 'Bantu Education'

1997 to 2058
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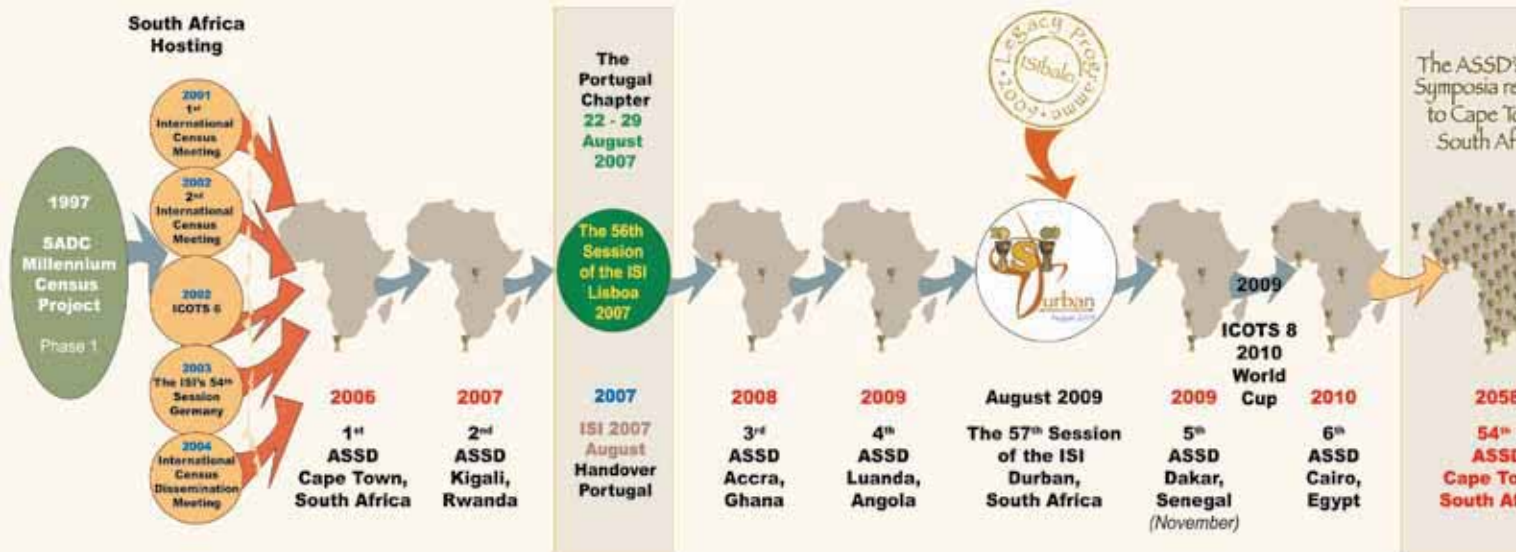


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Prof. Tamsanqa Kambule
Mathematician
Octogenarian 89yrs



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