



Strategic plan 2015/2016 – 2019/2020



Technical Indicator Descriptions



Statistics
South Africa



The South Africa I know, the home I understand

Strategic Objectives (2015/16 – 2019/20)
Technical Indicator Descriptions

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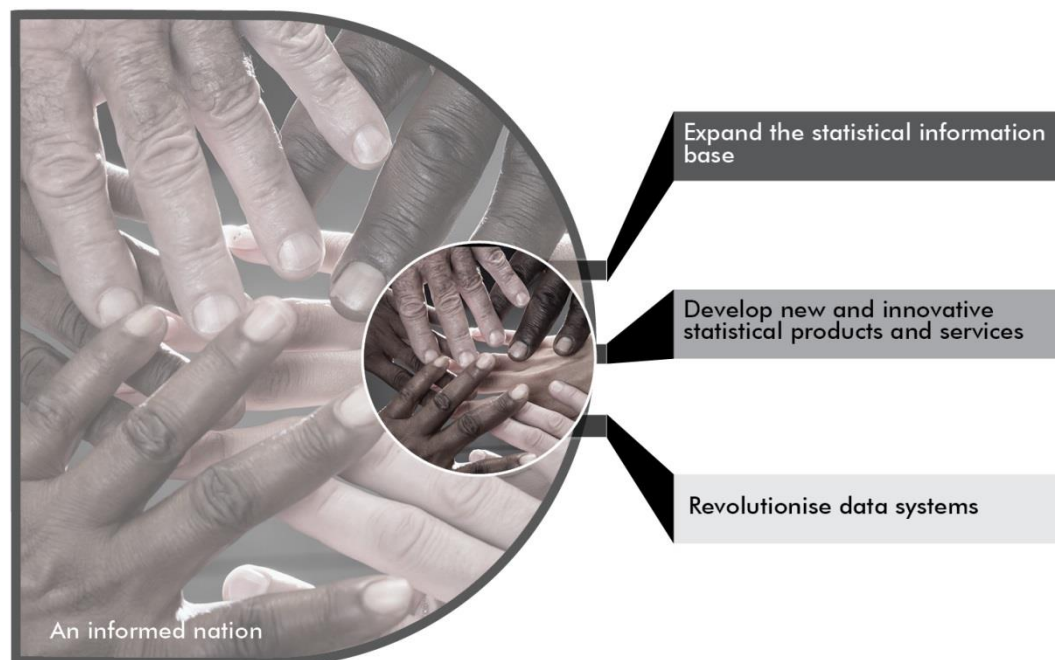
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Strategic Outcome 1: An informed nation

Goal statement: By 2020, statistical products and services have been expanded to better meet planning, monitoring and evaluation, and policy needs through coordination, integration and innovation. Statistics is used by the nation and other stakeholders at large for knowledge, information and evidence-based decisions. We have increased stakeholder engagement to ensure that the statistical products and services are more responsive and relevant to their needs. Key indicators for success are:

- A statistics production system capable of generating integrated indicators for use
- A geo-statistical platform providing superior geo-statistics outputs for planning, monitoring and evaluation
- An informatics web-enabled environment for a new breed of unified production and use (Pro-Users of statistics)
- Five administrative registers are used as complementary data sources
- Stakeholder satisfaction index (opinion on products, services and use)

Strategic objectives under an informed nation:



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1. Expand the statistical information base by increasing its depth, breadth and geographic spread

Objective title (1.1)	Expand the statistical information base by increasing its depth, breadth and geographic spread
Short definition	This objective aims to provide statistical information on the development and transformation of the economy and society as part of a statistics production system capable of generating integrated indicators for use
Purpose/importance	Inform socio-economic planning, monitoring and decision-making by providing accurate, relevant and timely economic, population and social statistics through the application of internationally recognised practices
Source of information/ collection of data	Surveys from economic, population and social statistics. Administrative data
Method of calculation	Various internationally accepted methodologies
Data limitation	Refusals, incomplete questionnaires, dependency on other sectors/government departments
Type of indicator	Output indicator: Statistical releases and reports
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly, annual and periodic
New indicator	No
Desired performance	Statistical releases and reports must be timely, accurate and relevant to user demands
Indicator responsibility	Executive Management: Economic, Population and Social Statistics

2. Develop new and innovative statistical products and services to respond to increased user demand

Objective title (1.2)	Develop new and innovative statistical products and services to respond to increased user demand
Short definition	This objective drives more specialised and in-depth analysis and integration of various data sets on emerging socio-economic matters in response to policy and other user demands including at a municipal level where planning is at the heart of service delivery
Purpose/importance	Inform socio-economic planning, monitoring and decision-making by developing new and innovative statistical products and services through integrative research and analysis in order to respond to increased user demand
Source of information/ collection of data	Data from Stats SA, Government, private and academic intuitions
Method of calculation	Various internationally accepted methodologies
Data limitation	Scarcity of available of accurate data particularly on spatial information in the country, data verification, limited skilled resources
Type of indicator	Output indicator: Research reports
Calculation type	Non-cumulative
Reporting cycle	Annually and periodic
New indicator	Yes
Desired performance	Research reports must be timely, responsive and relevant to user demands
Indicator responsibility	Executive Management: Economic, Population and Social Statistics. Executive Management: Policy Research and Analysis

3. Revolutionise data systems

Objective title (1.3)	Revolutionise data systems to better respond to user demands through making use of emerging technologies and data sources
Short definition	The data revolution is an explosion in the volume of data, the speed with which data are produced, the number of producers of data, the dissemination of data, and the range of things on which data is retrieved
Purpose/importance	Inform socio-economic planning, monitoring and decision-making by revolutionising and innovating data systems through exploring supplementary data sources, mining existing data sources and researching the use of big data
Source of information/ collection of data	International, regional and national documents on data revolution Data from private sector and organs of state
Method of calculation	Simple count
Data limitation	New emerging concepts internationally which is still in an exploratory stage
Type of indicator	Activity indicator: Supplementary data sources
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Adoption and implementation of internationally recognised technologies and methodologies
Indicator responsibility	Executive Management

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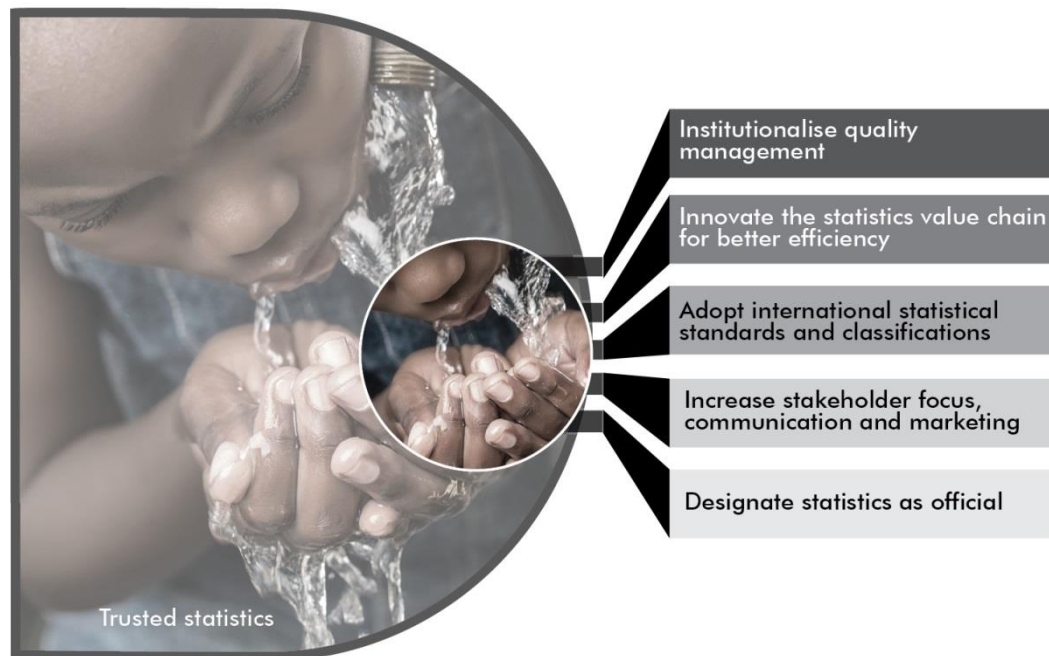
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Strategic Outcome 2: Trusted statistics

Goal statement: By 2020, the statistics value chain is based on sound statistical quality principles in line with international standards and classifications that engender trust in our products. Key indicators for success are:

- 10% of statistical series are certified as official
- Five independent evaluations have been conducted
- Two international standards adopted and implemented
- Delighted users of statistical products

Strategic objectives under trusted statistics:



4. Institutionalise quality management

Objective title (2.1)	Institutionalise quality management
Short definition	Institute processes and systems to ensure that the statistics value chain is based on sound statistical quality principles in line with international standards, classifications and frameworks that engender trust in the statistical products
Purpose/importance	To improve comparability and accuracy of statistical information by institutionalising an end-to-end quality management system in line with international frameworks that will contribute to the credibility of official statistics
Source of information/ collection of data	International, regional, national documents on quality management and surveys
Method of calculation	Simple count
Data limitation	Accuracy and completeness of information, data and programmes received dependent on various divisions or clusters
Type of indicator	Output indicator: Research and survey reports
Calculation type	Non-cumulative
Reporting cycle	Quarterly, annual and periodic
New indicator	No
Desired performance	Adoption and implementation of internationally acclaimed methodologies on quality management
Indicator responsibility	Executive Management: Methodology and Standards; Survey Coordination, Monitoring and Evaluation

5. Innovate the statistics value chain for better efficiency

Objective title (2.2)	Innovate the statistics value chain for better efficiency
Short definition	Improve and innovate processes across the statistics value chain including in the design of surveys, methodologies applied, data collection, data processing and dissemination of results
Purpose/importance	To enhance the efficiency of survey operations in terms of cost, quality and time through new methodologies, integration of operations and modernisation to create better value for money across the value chain
Source of information/ collection of data	Censuses and surveys
Method of calculation	Various internationally accepted methodologies acclaimed nationally and internationally
Data limitation	Refusals, none responses, incomplete questionnaires, out of scope scenarios, quality and timeliness, dependency on other sectors/government departments and use of technology
Type of indicators	Input, activity and output indicators: Methodologies, questionnaires, frameworks, systems, communication products
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly, annual and periodic
New indicator	No
Desired performance	All statistical releases and reports should be published on time, relevant and accurate. Increased usage of official statistical data
Indicator responsibility	Executive Management: Survey operations; Standards and methodology; Statistical collections and outreach

6. Adopt international statistical standards and classifications

Objective title (2.3)	Adopt international statistical standards and classifications
Short definition	This objective is about the use of international concepts, classifications and standards by aligning and implementing statistical frameworks, policies, standards and practices in order to improve comparability, methodological soundness and accuracy of statistical information.
Purpose/importance	Standards are a precondition for production of good quality statistics. This objective will contribute to the credibility and trust in official statistics by demonstrating the application and use of internationally-recognised statistical standards and practices. The use of standards promotes consistency and efficiency of statistical systems at a national, continental and international level
Source of information/ collection of data	Development of statistical standards is based on international best practice, frameworks and standards. International standards are adopted and then adapted to fit the South African context
Method of calculation	Simple count
Data limitation	Some standards and classifications do not apply in the South African context
Type of indicators	Output indicator: Statistical standards (documents) and related policies
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All statistical standards and related policies planned for development to be achieved on time
Indicator responsibility	Executive Management: Methodology, Standards and Research

7. Increase stakeholder focus, communication and marketing

Objective title (2.4)	Increase stakeholder focus, communication and marketing
Short definition	This objective is aimed at creating awareness and understanding about the country we live in through engaging and empowering our stakeholders; enhancing the public image and credibility of the organisation through targeted communication; and increase the use of statistical information so that their decisions are informed.
Purpose/importance	Stats SA aims to position the organisation in the mind of the public and its stakeholders reflecting the values of integrity, service excellence and empowering partnerships for information-led development
Source of information/ collection of data	Communication products, Customer Relations Management (CRM) system reports and User Satisfaction Survey (USS)
Method of calculation	Simple count
Data limitation	Effective use of the CRM system Response rate of the USS
Type of indicators	Output indicators: Reports and products
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Maximum use of data products and efficient service delivery to all stakeholders according to set standards
Indicator responsibility	Executive Management: Statistical Collections and Outreach

8. Designate statistics as official

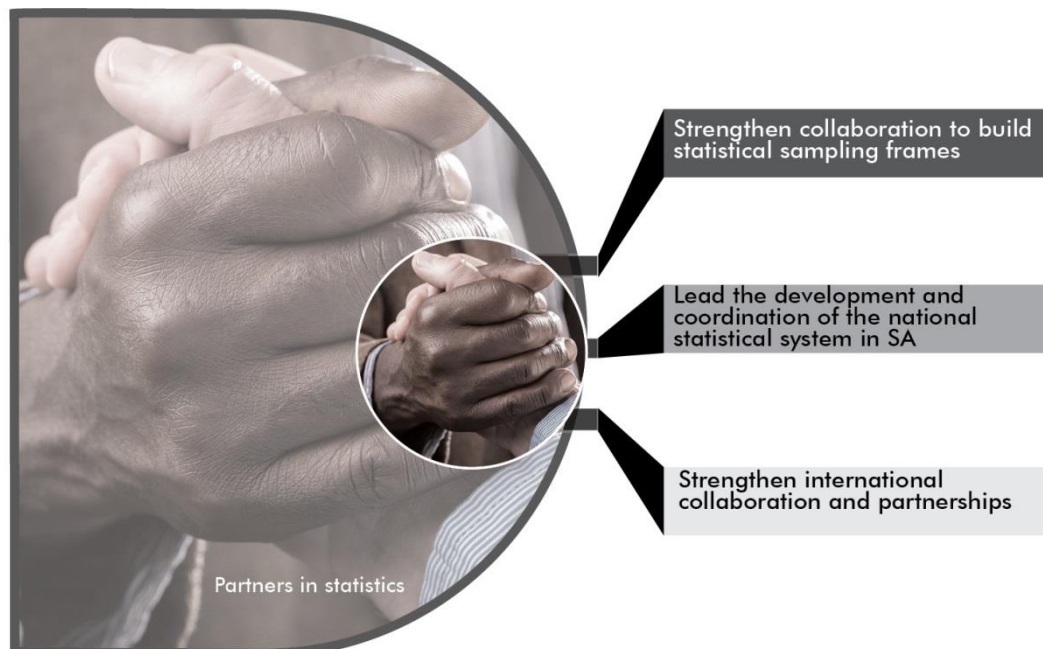
Objective title (2.5)	Designate statistics as official
Short definition	Conduct independent quality assessments against the South African Statistical Quality Assessment Framework (SASQAF) to determine the quality of statistics produced by Stats SA and other organs of state in the national statistics system in order to certify statistics as official or not.
Purpose/importance	Designated statistics will contribute to the credibility of official statistics by giving confidence to users that official statistics are meeting quality criteria and principles.
Source of information/ collection of data	Assessments are based on metadata that is provided by the owner/s of the data
Method of calculation	Independent assessments are conducted against the requirements of SASQAF. Scores are allocated to each standard, based on the benchmarks that apply in order to quantify the overall levels of quality. The Statistician-General certifies statistics as official or not based on the overall score
Data limitation	Assembling supporting documents for every standard is tedious. Dependency to provide metadata exists across the value chain.
Type of indicator	Output indicator: Assessment reports, improvement plans and data quality statements
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Statistics designated as official
Indicator responsibility	Executive Management: South African National Statistics System

Strategic Outcome 3: Partners in statistics

Goal statement: By 2020, Stats SA is leading statistical coordination in the country. Partners in the SANSS actively participate in statistical coordination structures, are establishing statistics units to improve the quality of statistics generated and increase the use of statistics as evidence to inform policy processes. South Africa continues to guide and influence statistical development in the region, continent and the world. Key indicators for success are:

- 20% of municipalities are updating the spatial information frame through collaborative partnerships
- A geo-statistically enabled institution powered by informatics
- 5% of organs of state actively participate in the SANSS
- A National Strategy for the Development of Statistics has been compiled by 2017

Strategic objectives under partners in statistics:



9. Strengthen collaboration to build statistical sampling frames

Objective title (3.1)	Strengthen collaboration to build statistical sampling frames
Short definition	All surveys and censuses are based on a statistical sampling frame that provides information on businesses, the population and location. Stats SA maintains two major statistical sampling frames through collaborative partnerships namely (a) the Business Register which is maintained based on information received from SARS and the dti; and (b) the Spatial Information Frame which is based on information received from various stakeholders
Purpose/importance	The production of quality statistics is based on accurate and up-to-date sampling frames
Source of information/ collection of data	Administrative data
Method of calculation	Business register: Simple count Spatial information frame: Count of updated/maintained/newly created points
Data limitation	Availability of quality administrative data. Changes in the geographic landscape. Efficiency of geographic systems at municipal level
Type of indicator	Output indicator: Business register: annual sampling frame for economic statistics Geospatial information frame: annual sampling frame for social statistics
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Accurate and up-to-date statistical frames
Indicator responsibility	Executive Management: Methodology and Standards; Statistical Support and Informatics

10. Lead the development and coordination of the statistical system in South Africa

Objective title (3.2)	To lead the development and coordination of the statistical system in South Africa
Short definition	Leading the development, coordination and collaboration of the statistical system in SA entails the implementation of statistical planning and reporting; establishment of statistical production systems in organs of state; establishment and maintenance of governance structures; promotion of the use of official statistics; implementation of consequences for non-compliance; and the introduction of statistical geography for better informed decision-making
Purpose/importance	The South African National Statistics System (SANSS) is a tool to transform the current production of statistics from the status quo characterised by the information, quality and capacity gaps, to a system of official, national and other statistics that adequately serve the information needs of a developmental state and other stakeholders
Source of information/ collection of data	Surveys, administrative records and government departments
Method of calculation	Simple count
Data limitation	Capacity to transform data; lack of meta data, standards and methodologies
Type of indicators	Output indicator: Reports (assessments and inventory)
Calculation type	Non-cumulative
Reporting cycle	Annually and periodic
New indicator	No
Desired performance	Actual performance should equal targeted performance
Indicator responsibility	Executive Management: South African National Statistics System

11. Strengthen international collaboration and partnerships and lead statistical development in Africa

Objective title (3.3)	To strengthen international collaboration and partnerships and lead statistical development in Africa
Short definition	South Africa is part of the global statistical community participating in the development of statistical practices and influencing statistical discourse. As part of the continental and regional statistics community it plays a leading role in statistical development by serving as a centre of excellence in statistical systems and practices
Purpose/importance	Stats SA participates in and leads several subject specific international expert working groups to learn, share and contribute to the review and development of methodologies for the measurement of different sectors. The purpose is to establish a measurement framework that will ensure that statistics informs sustainable development and progress at international and continental level
Source of information/ collection of data	Statistical development partners, African and international statistical offices and agencies
Method of calculation	Simple count
Data limitation	Funding, policies and country participation
Type of indicators	Activity and Output indicator: Projects, meetings, workshops and conference reports
Calculation type	Non-cumulative
Reporting cycle	Annually and periodic
New indicator	No
Desired performance	Sharing international statistics best practices and increased pool of African Statistics
Indicator responsibility	Executive Management: Office of the Statistician-General; Statistical Collections and Outreach

Strategic Outcome 4: A capable organisation

Goal statement: By 2020, the amended legislative framework enables effective statistical coordination in South Africa. Stats SA will have sustained and improved its good governance practices and systems evident by unqualified audit reports, and complemented by effective accountability practices. Key indicators for success are:

- The amended Statistics Act has been passed by 2017
- Unqualified audit reports (clean audits)
- 100% of household survey collections are technology-driven by 2020
- Turnaround times to delivery of results are within six weeks of survey completion

Strategic objectives under a capable organisation:



12. Drive legislative reform

Objective title (4.1)	Drive legislative reform of the statistical production and coordination environment
Short definition	This objective aims to drive the statistical reform through legislative changes that strengthens statistical production and coordination among organs of state
Purpose/importance	The legislative changes seek to define the requisite environment for the implementation of statistical coordination, institutional strengthening, modernising and transforming the statistical system, improving data management and the use of administrative sources, and introducing statistical geography as part of statistical infrastructure
Source of information/ collection of data	National and provincial consultations
Method of calculation	Simple count
Data limitation	The legislative change processes including Cabinet and Parliament approval
Type of indicators	Output indicator: Amended Statistics Legislation
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Amended legislation implemented
Indicator responsibility	Executive Management: South African National Statistics System

13. To enhance corporate governance and administration

Objective title (4.2)	Enhance corporate governance and administration
Short definition	Enhance good governance and administration practises, systems and processes through increasing the effectiveness of management and operations in line with government legislation and frameworks
Purpose/importance	To ensure effective and efficient human resource management, financial administration and management as well as operational and strategic planning to enhance accountability
Source of information/ collection of data	Clusters, divisions, operational and strategic plans and reports; Radikopantsha; Strategic reporting system, Transversal system
Method of calculation	Simple count
Data limitation	Malicious compliance, rigid government frameworks/policies, Ministers approval, late submission, limited resources, non-reporting of infringements and incidents, delay in civil litigation matters and budget cuts
Type of indicators	Outputs: Strategic plan, Work Programme, quarterly and annual reports, operational and project plans, audit reports, policy and risk registers, financial statements, tax reconciliations and integrated procurement plan, internal control reports, security and lease agreements
Calculation type	Cumulative and non-cumulative
Reporting cycle	Monthly, quarterly, annual and periodic
New indicator	No
Desired performance	Improve compliance, adherence to timelines, accountability and effective governance
Indicator responsibility	Executive Management: Office of the SG; Corporate Services

14. An employer of choice

Objective title (4.3)	Become an employer of choice
Short definition	Being an employer of choice means creating an environment where people want to work and have careers. Management has created a place where people choose to work over other competing organisations because of what they believe the company will offer them in terms of the whole experience — equitable compensation, benefits, training, opportunities, career development and purpose for being
Purpose/importance	To attract, optimise and retain top talent, the best in the market who will have knowledge, experience, resilience and power to respond to the demand and adopt to an ever changing environment, delivering more efficiently and effectively
Source of information/ collection of data	HR reports and inputs from line managers
Method of calculation	Simple count
Data limitation	Incomplete employee information and insufficient organisational systems
Type of indicators	Output: Reports/documents pertaining to talent management
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Submit required reports and documents for compliance, accountability and effective governance
Indicator responsibility	Executive Management: Corporate Services

15. Invest in ICT to align to organisational growth

Objective title (4.4)	Invest in ICT to align to organisational growth
Short definition	Effective investment in ICT is whereby all of the information technology resources are managed and aligned in accordance with the needs and priorities of the organisation
Purpose/importance	To invest in ICT as a strategic enabler to create an infrastructure and environment that is responsive, flexible and cutting edge to support the on-going growth of the organisation and to support data management across statistical series
Source of information/ collection of data	Asset register, service desk system, business requirements and systems developed
Method of calculation	Simple count
Data limitation	Budget, incomplete user business requirements, access to research reports and impromptu organisational priorities
Type of indicators	Outputs: Procurement reports, ICT and business modernisation documents Activity: Statistical systems
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Maintain a high level of service excellence, maintain effective and modernised systems and keep abreast with latest technological trends
Indicator responsibility	Executive Management: Statistical Support and Informatics

16. Invest in a sustainable and responsive statistical infrastructure

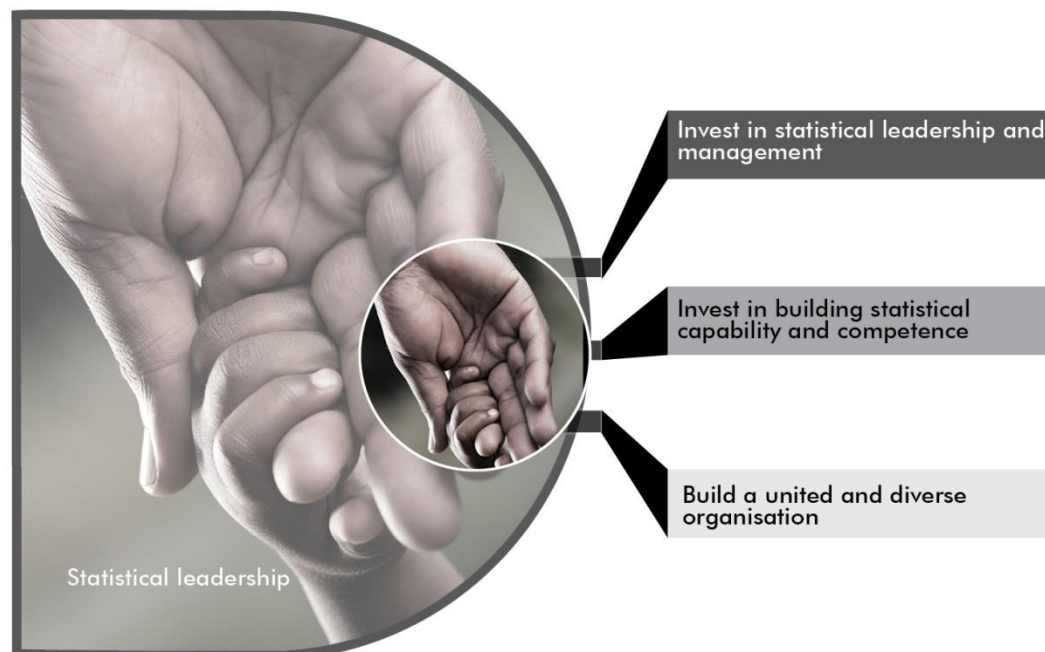
Objective title (4.5)	To invest in a sustainable and responsive statistical infrastructure
Short definition	This objective means to establish and maintain provincial and district offices that are efficient, having regard to the needs for official and other statistics for provinces and other organs of state
Purpose/importance	The purpose of this objectives is to improve on the current expensive model of operation to a more efficient and effective statistical infrastructure within the confines of the PFMA
Source of information/ collection of data	Governance and administrative documents
Method of calculation	Simple count
Data limitation	Reliability and accuracy of reports; limited budget
Type of indicators	Outputs: Governance and administrative reports
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Number of reports and areas of rationalisation
Indicator responsibility	Executive Management: Statistical collections and outreach

Strategic Outcome 5: Statistical leadership

Goal statement: By 2020, we have re-skilled our staff for the new environment. We have invested in our schools and tertiary programmes to increase statistical skills at grass roots level. We have empowered municipalities in the production and use of statistics. Management and staff foster shared values. Key indicators for success are:

- 50 staff are empowered in policy research, integrative and spatial analysis
- 100% of fieldwork staff are re-skilled in the use of new technology
- Black African females at senior management level achieve equity

Strategic objectives under statistical leadership:



17. Invest in statistical leadership and management

Objective title (5.1)	To invest in statistical leadership and management
Short definition	This objective means to invest in development and training programmes in order to develop people's leadership and management skills within the statistics environment
Purpose/importance	The purpose of this objective is to create future statistical leaders capable of leading and managing the national statistics system
Source of information/ collection of data	Research reports from CRUISE candidates
Method of calculation	Simple count
Data limitation	Sponsorship/budget constraints
Type of indicators	Outputs: Research reports
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Institutionalised centres of excellence
Indicator responsibility	Executive Management: Office of the SG

18. Invest in building statistical capability and competence

Objective title (WP - 5.2)	To invest in building statistical capability and competence
Short definition	This objective means the capacity building programmes and initiatives to capacitate employees in various skills including
Purpose/importance	Staff in Stats SA is skilled for the new environment. The investment in our schools and tertiary programmes increase statistical skills at grass roots level.
Source of information/ collection of data	Schools programme documentation, tertiary institutions programme documentation, training administrative data and Department of Education
Method of calculation	Simple count
Data limitation	Dependency on other departments, internship and training budget, government frameworks/policies
Type of indicators	Outputs: Maths4Stats reports, learning programmes, partnerships with tertiary institutions reports and HCD strategic plans
Calculation type	Non-cumulative
Reporting cycle	Quarterly, annually and periodic
New indicator	No
Desired performance	Increase capacity of skilled of employees and other stakeholders particularly in statistics, demography and other specialised fields
Indicator responsibility	Executive Management: Corporate services

19. Build a united and diverse organisation

Objective title (WP – 5.3)	To build a united and diverse organisation
Short definition	This objective means to promote equal opportunities for all employees as well and driving an agenda for change in the next five years
Purpose/importance	The purpose is to facilitate a process of building a resilient and sustainable organisation of motivated employees that will weather difficult times successfully. This will also include the monitoring and evaluation of progress made by the Transformation and Change Team (TaCT)
Source of information/ collection of data	Documents and progress reports (from TaCT)
Method of calculation	Simple count
Data limitation	Poor communication and participation of employees and management
Type of indicators	Output indicator: Documents and reports
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Agenda for Transformation and Change approved by Exco
Indicator responsibility	Executive Management: Office of the Statistician-General