



POPULATION CENSUS 2011

STRATEGY

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Chapter 1: The strategic importance of statistics

1.1. Introduction

Evidence-based decision-making is a universally recognised paradigm of efficient management of economic and social affairs and of overall effective governing of societies today.

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

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

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

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

1.2. What is a population census?

The UN's Principles and Recommendations for Population and Housing Censuses define a population census as “the total process of collecting, compiling, evaluating, analyzing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all persons in a country or a well-defined part of the country”. The four essential features of the census are:

- individual enumeration,
- universality within the agreed territorial boundaries,

- simultaneity: conducted at the same time for all persons, and
- defined periodicity.

Population census is the most complex and massive exercise a national statistical office undertakes. It requires mapping the entire country, mobilizing and training a huge number of enumerators, conducting a comprehensive publicity campaign, canvassing all households to participate, collecting individual information, compiling vast amounts of completed questionnaires, and analysing and disseminating the data. A census is an opportunity for making statistical activity visible as it touches every household in the country. For many people, the census may be the only time that the State reaches them and asks them a question.

1.3. The importance of a population census

- (a) The population census plays an essential role in public administration. The results are used to ensure:
- equity in distribution of government services;
 - distributing and allocating government funds among various regions and districts for education and health services;
 - delineating electoral districts at the national and local levels; and
 - measuring the impact of industrial development, to name a few.
- (b) The census also plays an essential role in all elements of the national statistical system, including the economic and social components. Census statistics are used as benchmarks for statistical compilation or as a sampling frame for sample surveys. The national statistical system of almost every country relies on sample surveys for efficient and reliable data collection. Without the sampling frame derived from the population census, the national statistical system would face difficulties in providing reliable official statistics for use by the Government and the general public;
- (c) The basic feature of the census is to generate statistics on small areas and small population groups with minimum sampling errors. While the statistics on the small areas are useful in their own right, they can also be used to produce statistics on any geographical unit. This is an important requirement for example, in planning the location of a school or clinic.

(d) Since census data can be tabulated for any geographical unit, it is possible to provide the required statistics in remarkably flexible manner. This versatile feature of the census is also invaluable for use in the private sector for applications such as business planning and market analyses;

(e) The census results are used as a benchmark for research and analysis. Population projections are one of the most important analytical outputs based on census data; future population projections are crucial for all segments of the public and private sectors.

1.4. Legal Framework for Census Taking

A population census is a countrywide exercise and its implementation requires sufficient legal backing. The legal authority is required for fixing the primary administrative responsibility, determining the general scope and timing of the census, protecting the confidentiality of the information, obtaining the necessary resources and placing the legal obligation on the public to cooperate. Countries usually have a law governing data collection, which provides for, among others, authority to collect data, confidentiality of information collected and methods of dissemination of the information.

1.5. Stats SA's Mandate

Stats SA is mandated to provide the state with information about the economic, demographic, social and environmental situation in the country. This is in line with the Statistics Act, (Act No. 6 of 1999), and the fundamental principles of official statistics of the United Nations. Stats SA conducts the census based on the Fundamental Principles of Official Statistics as outlined below:

1.5.1. The Fundamental Principles of Official Statistics

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

a) **Impartiality:** Official statistics provide an indispensable element in the information system of democratic society, serving the government, the economy and the public with data about the economic, demographic, social, and environmental situation. To this end, official statistics that

meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.

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

Chapter 2: Census Overall Strategic direction

2.1. Introduction

This chapter sets out the broad strategic approach and objectives that the Census Project intend pursuing for Census 2011. Since there is a pilot planned for October 2009 and the main Census for October 2011, it necessitates both a short and medium term outlook, given the magnitude a project of this nature. Our approach to conducting Census 2011 is premised on two needs:

Firstly, there is the need from the State to be provided with critical information for policy and decision making. Information such as the size, nature, geography and composition of the population is fundamental for planning efforts to provide key services for the nation and will be essential data for monitoring purposes. Census 2011 will provide valuable insights into the progress South Africa have made in achieving the Millennium Development Goals (MDGs).

Secondly, it is a mandatory legislative requirement to conduct a census every 10 years.

The development of the Census strategy has not been done in a vacuum but has entailed extensive involvement and consultations from all relevant stakeholders to ensure that Census Project is effectively designed to meet user needs, that its work is aligned with best practice and that its pursuit for relevance and excellence remains its critical remit.

As October 2011 draws closer the Census will emerge as a key business driver of Stats SA and our aim in this strategy has been to mobilise all activities and people towards one shared common purpose and that is "to count all citizens of our country".

2.2. Strategy Development Process

The development of the Census strategy has essentially entailed three steps.

Step 1 was to ascertain the current situation – this entailed a scan of both the internal and external environment. The (PESTEL) framework was used to determine the impact on the Census from external drivers to understand the needs of stakeholders and to best understand how Stats SA should respond to these external challenges. The internal scan took the form of a Strength Weakness Opportunity Threats (SWOT) together with a rigorous analysis of each aspect of the

statistical value chain. A comprehensive internal organisational scan gave us an assessment of the readiness of the organisation to conduct the Census in 2011 and the pilot in October 2009.

Step 2 was to ascertain where we want and ought to be as an organisation in conducting a Census.

This entailed a reflection of our learning's from our experience in successfully conducting two previous population Censuses in the new democratic dispensation of SA, viz, 1996, 2001 and Community Survey 2007 (CS 2007). The data collected in the previous two censuses and the CS 2007 has been extensively utilised in policy formulation, within both the public and private sectors, pointing to its relevance and the need for such data by users. Lessons learnt from other countries as well as the United Nations Principles and Recommendations for the 2010 Round of Population and Housing Censuses have also been taken into cognisance in determining where we should be.

Step 3 was to ascertain the gap between step 1 and step 2. Once the gap was analysed, solutions were then formulated to address any shortcomings in designing a holistic pragmatic strategy for Census 2011.

2.3. Our core values

We acknowledge that our organisational values are the foundations upon which Stats SA achieves their high performance levels. Again, given the magnitude of the Census Project and the vast number of employees that would be utilised, it was important to design a value system that encouraged the same type of behaviour as expected of Stats SA personnel. Whilst these values are in line with that of Stats SA, certain areas have been accentuated to engender the following ethos:

- **Respect and Integrity:** All employees even part time and contractors must be treated with respect and integrity at all time;
- **Accountability:** To ensure that there is an underlying principle of accountability in all processes undertaken, that there are tools and systems in place to inculcate such during the different stages of implementation and ensure the necessary standards are met;
- **Transparency:** Processes should entrench and encourage transparency in everything done. Reporting mechanisms, tools and systems should be put in place to ensure adherence to this important principle;
- **Empowerment:** The Census Project should create opportunities for organisational and individual growth as well as for Black Economic Empowerment (BEE) involvement. In doing so it should harness diversity in a manner that advances the cause of the Census project;

- **Service excellence:** Extensive training and development should be given to all employees so that products and services are delivered right first time, every time;
- **Quality-orientation:** To regularly measure the adherence of various processes against acclaimed methodologies and standards. The quality emphasis should be on prevention rather than on correction;
- **Commitment:** Without the commitment from all parties, it would make it difficult to execute the Census. Teamwork, proper communication and understanding of the subject matter are all cornerstones towards the achievement of this value.

2.4. The Census Strategy and Plan

The overriding corporate strategy of Stats SA is to be continually relevant. No statistic is of any good if it is not relevant to the needs of the users, if it is not released on time, is of poor quality and is unreliable. In this respect Census 2011 is an important expression of the Stats SA corporate strategy and like the quality approach in Stats SA, the Census Project will adopt a multi-dimensional approach to engendering quality in every aspect of the statistical value chain. Quality control will be done during publicity, listing and data collection by independent Quality Assurers from the Monitoring & Evaluation (M&E) Division of the Population and Social Stats cluster as well as independently by the Methodology and Standards Cluster. This four prong approach to quality control and assurance will engender the requisite level of integrity to render data relevant.

It may be useful to highlight a few important statistics of the Census Project so that the magnitude of this project is appreciated by all stakeholders. At the peak of Census 2011, there would be approximately 160 000 people involved in various aspects of the project for duration of 21 days covering approximately 120 000 Enumeration Areas (EAs). An estimated budget of R3.8bn (4.6b) would be required, about 60% of which would be spent on the massive logistics that characterises such a large program.

2.4.1. Census 2011 Vision

Our vision of an end state for Census 2011 is “to count all citizens.” In essence the sum total of all our efforts will be directed towards this common shared purpose. This may seem a simple statement but to measure the size of the population is a daunting and expensive exercise for any country and is likely to test all facets of Stats SA, as it no doubt did in 1996 as well as 2001.

2.4.2. Census 2011 Mission

The mission sets the platform on which the Census Project will be built and responds to the key question as to why a Census is done.

Our mission is “to conduct a census that will inform the country on the progress made in economic and social development through the full participation of all stakeholders”.

2.4.3. Census 2011 Strategic Perspectives

Notwithstanding the above, it seems plausible that Census 2011 can be conducted within the framework of four perspectives. These four perspectives are the same four perspectives utilised by Stats SA. Below, is an outline of what each perspective means together with a statement of its overriding philosophy.

2.4.3.1. Stakeholder Perspective

Overriding philosophy – Provide relevant statistical information in consultation with users to ensure that their needs are addressed.

The compilation of development indicators for South Africa has increased the need for quality statistical information. In particular, the demands for evidence-based policy-making are creating new pressures for statistical data that allow for disaggregated geographic analyses. The Census is one of the few surveys that caters for aggregation and disaggregation of data that may reveal unique challenges and opportunities that may exist in certain geographic locations.

Population censuses are the backbone of any national statistical system and are vital for setting baselines. The complexity and cost of a population census far exceeds any other statistical collection that a statistical office undertakes

In line with the priorities of the state, the Census will be focusing on improving the relevance and reliability of measurements in the following areas:

- Measurement of demographic and socio-economic data, such as fertility, mortality, migration, etc.
- Measurement of the extent of poor households;
- Measurement of access to facilities and services, such as piped water, sanitation and electricity for lighting, etc;
- Providing lower geographical levels data that are more detailed than existing household based surveys to enable more informed planning at a local government level.

The Census cannot be a success if it does not solicit the support and address the needs of its multiple stakeholders. In order to achieve stakeholder buy-in and involvement, the project must:

- Increase awareness and public disposition of the Census 2011 brand:- by developing comprehensive communications, covering the four pillars of advocacy, education, information and publicity;
- Conduct a need analysis regarding Census with relevant stakeholders;
- Consult with stakeholders to obtain buy-in, support and participation in all critical stages of Census 2011 such as data items and tabulation, questionnaire and product design;
- Provide facilities for stakeholders to proactively interact and engage with the Census project; and
- Produce economic and social development information that helps users make better decisions;

2.4.3.2. Governance Perspective

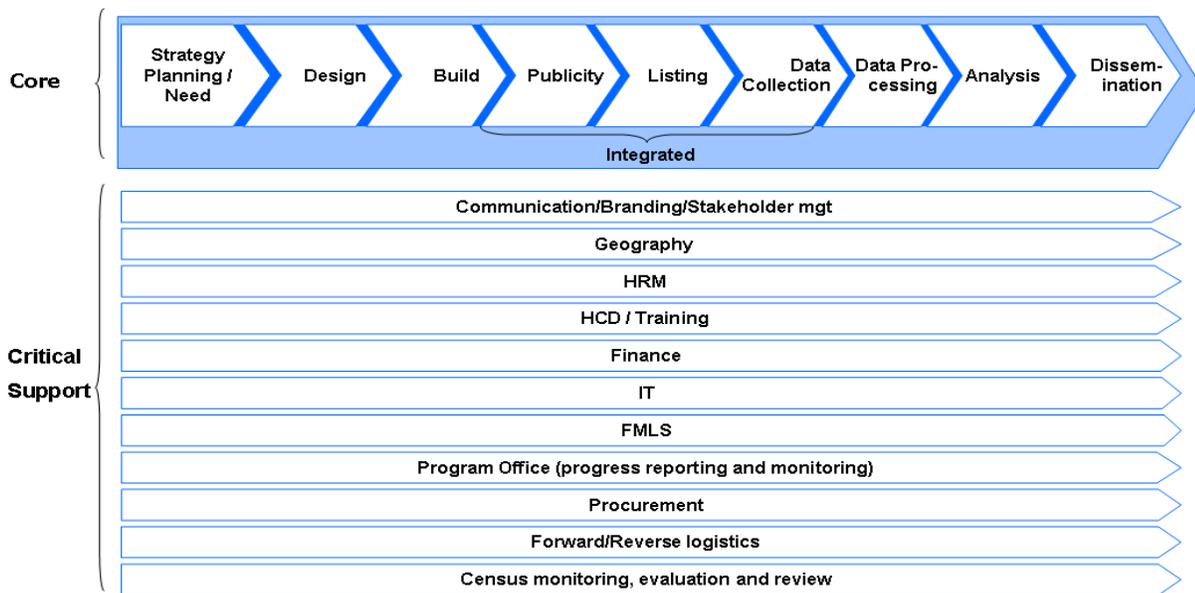
Overriding philosophy - Adhere to all legislative compliances

The census is sponsored principally by government and therefore should stand the rigour of all government policies and guidelines. The census is undoubtedly characterized by massive logistics and administration. To manage this effectively the Census Project must:-

- Develop a Corporate Services support model that is responsive to the needs of the Census program;
- Provide for and manage project finances effectively;
- Ensure infrastructure readiness of Provincial, district and satellite offices ahead of time;
- Decentralize certain HR functions to District and Provincial offices;
- Decentralize certain finance functions to District and Provincial offices;
- On time payment of contract staff; and
- Develop a Census governance arrangement that expedites decision making and effectively identify and mitigate potential risks across the program.

2.4.3.3. Statistical and Business Process Perspective

Overriding philosophy - Fostering a mindset of quality in every aspect of the Stats SA statistical and business value chain.



In the above, the Census Project has been delineated into a core stream which begins with strategic planning and ends with disseminating the results of the Census. Several other support streams are required to underpin the work of the core streams. The above management model has been successfully utilised in previous censuses. The most important difference, this time around, is the undertaking of fieldwork in an integrated manner which means that publicity, listing and enumeration will be conducted by one fieldworker.

In addition, in order to underpin a quality and successful Census process, the Census Project must:-

- Develop and monitor the Census strategy and plan with the involvement of all relevant stakeholders. The plan should set objectives, activities, milestones, targets giving service providers sufficient lead time to provide their services
- Adopt a research agenda that can test and inform content development, methodologies and process design;
- Provide management information on integrated field operations utilizing Census & Surveys Administration System (CSAS), with appropriate interfaces, as the main management system for the census;
- Demarcate the country into Place names and Enumeration Areas by 31 March 2010;
- Collect accurate and complete data from all citizens in October 2011 with an undercount of less than 10%;
- Produce a clean data set;

- Conduct comprehensive analysis on Census outputs.
- Continuously monitor and provide reports to stakeholders on relevant aspects of the Census Project
- Conduct an independent PES;
- Disseminate results of the Census to all stakeholders as per expectations created and assess their satisfaction levels; and
- Lessons learnt from previous Census to be a foundation for planning Census 2011

To achieve this requires a high level of cooperation, collaboration and communication with key users and stakeholders. In doing so we need to achieve operational efficiency and effectiveness through standardisation of processes and exploiting modern technology. Likewise, we need to expand our analytical capabilities so that we can disseminate the message of what the statistics actually mean using a variety of dissemination channels.

2.4.3.4. Investment in Human Capital Perspective

Overriding philosophy - Attracting skilled and professional resources

In the Census, building human capacity is central to the execution of a successful census project. The focus of Human Resources (HR) is aimed at addressing the lack of adequate and appropriate human resources required especially during enumeration when the size of the organisation grows to an estimated 160 000 employees (both part and full time). Adopting a strategy of recruiting within an EA, is a major challenge and will require sufficient lead time in order to materialize. This lead time is also vital for early capacity building and training.

With these challenges in mind, the Census Project must:-

- Develop an effective management structure for Census 2011 which expedites decision making;
- Adopt rigorous Performance Management of resources throughout the duration of the Census Project;
- Build capacity by providing extensive coaching, mentoring and training to fieldworkers who carry out the fieldwork; and
- Recruit, develop and retain multi-skilled and committed people ahead of time so that it does not lead to employee burn out.

2.4.4. Relationship between Strategic Objectives and strategies

Each of the above four perspectives have a number of strategic objectives that bring life to the overriding philosophy. These strategic objectives together with how they would be executed are depicted in the tables on pages 15 to 21 below:

2.4.4.1. Key Strategies under the Stakeholder Perspective

Stakeholder Perspective Strategic Objectives	Key Strategies	Ownership
<ul style="list-style-type: none"> ▪ Increase awareness and public disposition of Census 2011 brand 	<ul style="list-style-type: none"> ▪ Adopt Census 2001 logo and pay-off line that is appealing to the public ▪ Use Service providers to design marketing campaign 	Census Publicity and Corporate Communication
<ul style="list-style-type: none"> ◆ Communication Campaign 	<ul style="list-style-type: none"> ▪ All National and Provincial Corporate communications is spear headed by Head Office (HO) 	HO Corporate Communications
<ul style="list-style-type: none"> ◆ Community and Gatekeeper Advocacy 	<ul style="list-style-type: none"> ▪ All community and gatekeeper advocacy is driven by the Census team ▪ For high walled areas / security complex adopt self enumeration methodology as the key enabler ▪ For farms discuss enumeration strategy with the Farmers union and obtain buy-in. Use Farmers or their workers as enumerators. ▪ For Traditional areas use local leaders as an entry point 	Census Publicity and Communication Research and Methodology Publicity listing and Data Collection
<ul style="list-style-type: none"> ◆ Publicity Campaign 	<ul style="list-style-type: none"> ▪ All publicity campaigns is driven by the Census team in collaboration with HO ▪ Test effectiveness of publicity by conducting comparative research of perceptions and attitudes of respondents to determine impact of Pilot publicity 	Census Publicity and Corporate Communications Research and Methodology
<ul style="list-style-type: none"> • Consult with stakeholders to obtain buy-in, support and participation in all critical stages of Census 2011 such as data items and tabulation plan, questionnaire and product design 	<ul style="list-style-type: none"> ▪ Segment stakeholder base and understand consultation needs of each segment 	Project Director and DDG
<ul style="list-style-type: none"> ◆ Council 	<ul style="list-style-type: none"> ▪ Consult the Council and solicit their support, guidance through out the life cycle of the project ▪ Engage Council to be provincial ambassadors in soliciting support within Provinces 	Project Director and DDG
<ul style="list-style-type: none"> ◆ Minister 	<ul style="list-style-type: none"> ▪ Inform Minister on Products, questionnaire design and budget and additional funding requirements where necessary 	SG, DDG and Project Director
<ul style="list-style-type: none"> ◆ Presidency 	<ul style="list-style-type: none"> ▪ Consult on data items, questionnaire design and products ▪ Liaise with Presidency on date of release of National Census results 	SG, DDG and Project Director
<ul style="list-style-type: none"> ◆ Unions 	<ul style="list-style-type: none"> ▪ Present Census blue print to Unions, consult on operational plan ▪ Engage for buy-in on use of unemployed as Census fieldworkers 	DDG and Project Director

Stakeholder Perspective Strategic Objectives	Key Strategies	Ownership
♦ Other Government Departments	<ul style="list-style-type: none"> ▪ Consult with Department of Education to explore possibility of utilising teachers as a means to enhance quality and reduce costs educators for Census enumeration, Consult with SAPS, Consult with SANDF 	DDG and Project Director
♦ Staff	<ul style="list-style-type: none"> ▪ Stats SA staff to become gatekeepers for period of Census 2011 ▪ Staff to assist with EA specific recruitment (encourage through a specially designed incentive package) ▪ Keep all employees abreast with progress during Census 	EXCO and Project Director
♦ Provincial Government	<ul style="list-style-type: none"> ▪ Consult on data items, products and questionnaire design and agree on Provincial and Local level data to be collected 	Provincial Executive Managers
♦ Academic Institutions	<ul style="list-style-type: none"> ▪ Line up for demographic analysis 	DDG and Project Director
♦ Traditional Leaders	<ul style="list-style-type: none"> ▪ Assign as gatekeepers 	Provincial Staff
<ul style="list-style-type: none"> ▪ Provide facilities for stakeholders to proactively interact and engage with the Census program 	<ul style="list-style-type: none"> ▪ Manage stakeholders through a centralized National integrated Call centre (Call centre to integrate requirements of listing) 	Project Director
<ul style="list-style-type: none"> ▪ Produce social economic information that helps users make better decisions. 	<ul style="list-style-type: none"> • Develop schedule to involve relevant stakeholders to participate in <ul style="list-style-type: none"> ○ Census Product design ○ Data Items ○ Questionnaire design ○ Tabulation plan 	Census Input/Outputs

2.4.4.2. Key Strategies under the Business and Statistical Process Perspective

Statistical and Business Process Perspective Strategic Objectives	Key Strategies	Ownership
<ul style="list-style-type: none"> ▪ Develop a practical Census strategy and plan with the involvement of all relevant stakeholders. The plan should set objectives, activities, milestones, targets giving service providers sufficient lead time to provide their services 	<ul style="list-style-type: none"> ▪ Create expectations to release Census results in April 2013 ▪ Legislate the declaration of 10 Oct 2011 as a public holiday ▪ Design Corporate Support model ▪ Circulate project plan setting timelines for activities and milestones and responsibilities, to the entire organisation ▪ Establish National rapid response team for difficult to enumerate areas 	Project Director
<ul style="list-style-type: none"> ▪ Adopt a research agenda that can test and inform content development, methodologies and process design 	<ul style="list-style-type: none"> ▪ Conduct Census Mini Test in Limpopo, Gauteng, Western Cape and other envisaged tests ▪ Refine methodologies for integrated fieldwork approach ▪ Conduct behind the glass and focus group tests on questionnaire 	Research and Method Census Input / Output
<ul style="list-style-type: none"> ▪ Provide management information on integrated field operations utilizing CSAS, with appropriate interfaces, as the main management system for the census; 	<ul style="list-style-type: none"> ▪ Fully utilize CSAS modules to support: <ul style="list-style-type: none"> ○ Recruitment ○ Payment system, fieldworkers and service providers ○ Logistics system ○ Administration ○ Forward and reverse Logistics ▪ Place CSAS servers in each of the 9 provinces to improve bandwidth and connectivity between PO, DO and satellite offices ▪ Recruit IT technicians and CSAS operations per district office ▪ Develop and test all system functionality and readiness during Pilot 	Census IT
<ul style="list-style-type: none"> ▪ Demarcate the country into Place names and Enumeration Areas by 31 December 2010 	<ul style="list-style-type: none"> ▪ Demarcate Place names by December 2010. ▪ Demarcate Enumeration Areas by December 2010. ▪ Produce EA Summary Books by March 2011. 	Geography

Statistical and Business Process Perspective Strategic Objectives	Key Strategies	Ownership
<ul style="list-style-type: none"> ▪ Collect accurate and complete data from all citizens in October 2011 with an undercount of less than 10% 	<ul style="list-style-type: none"> ▪ Adopt Integrated approach to fieldwork operations – Publicity, Listing and Enumeration ▪ Drop questionnaires off during listing and publicity and collect during enumeration ▪ Standardize all fieldworker grades to salary level 4 ▪ Use rapid response team for difficult to enumerate areas ▪ Census dress code to consist of bibs, satchels, caps and ID Cards to be branded accordingly ▪ QA of data collection to be undertaken by enumeration team ▪ Fill all vacancies ahead of time 	Content Development, Public and Stakeholder Relations, Census Geo-Support, Data Collection and Data Processing
<ul style="list-style-type: none"> ◆ Build capacity by providing extensive coaching, mentoring and training to census core and field staff 	<ul style="list-style-type: none"> ▪ Recruit Provincial Training Coordinators ▪ Recruit District Trainers ▪ Identify field staff in district and invite them for training ▪ Assess training needs of census staff ▪ Conduct training of district Trainers and field staff ▪ Develop a database of trained field staff ▪ Conduct continuous training of core staff and district staff 	Census 2011 Training and Capacity Building
<ul style="list-style-type: none"> ◆ Reverse Logistics 	<ul style="list-style-type: none"> ▪ Adopt two prong approach, first send questionnaires back to DPC, then all other census material 	Data Collection
<ul style="list-style-type: none"> ◆ QA approach for fieldwork data collection 	<ul style="list-style-type: none"> • QA on field work to be undertaken as follows: <ul style="list-style-type: none"> ○ Fieldworkers as 1st line of quality assurers ○ Fieldwork supervisors as 2nd line of quality assurers ○ Fieldwork Coordinators as 3rd line of quality assurers ○ Use support staff from HO and Provincial Office (PO) as independent quality assurers 	Data Collection
<ul style="list-style-type: none"> ▪ Produce clean data set by Jan 2013 	<ul style="list-style-type: none"> ▪ Acquire appropriate space for receiving, storage and other DPC operations for the Census ▪ Replace 2001 scanners with 12 new scanners to operate 24/7 from Dec 2011 ▪ Establish an editing committee ▪ Develop effective and efficient systems for data capturing and processing 	Corporate Services Census Data Processing

Statistical and Business Process Perspective Strategic Objectives	Key Strategies	Ownership
<ul style="list-style-type: none"> ▪ Conduct comprehensive analysis on Census outputs. 	<ul style="list-style-type: none"> ▪ Census data analysis led by Census Input / output ▪ Create a database of International and National Experts to utilize for Census analysis ▪ Utilize academic institutions for Demographic analysis verification as well ▪ Develop user friendly Census products 	Census Input / Output
<ul style="list-style-type: none"> ▪ Continuously monitor and provide reports to stakeholders on relevant aspects of the Census Project 	<ul style="list-style-type: none"> ▪ CSAS system to enable daily progress reports on enumeration ▪ Team to prepare daily reports from start of fieldwork until a clean data set is produced ▪ Team to prepare monthly progress reports against stipulated targets through out duration of project ▪ Team to prepare Quarterly reports through out duration of project ▪ Team to prepare Annual report through out duration of project 	Census IT PMO
<ul style="list-style-type: none"> ▪ Conduct independent PES 	<ul style="list-style-type: none"> ▪ Conduct PES independently by M&E in collaboration with Methodology and Standards (non continuous approach) ▪ Plan for independent external verification of Census results by Stats Council 	M&E Project Director and Council
<ul style="list-style-type: none"> ▪ Disseminate results of the Census to all stakeholders as per expectations created and assess their satisfaction levels 	<ul style="list-style-type: none"> ▪ President launches National Results in April 2013 ▪ SG releases Provincial Results ▪ Provincial Executive Manager and Project Director releases municipal results ▪ Use all dissemination channels ▪ Conduct stakeholder satisfaction survey (if budget permits) 	SG, Project Director, Provincial Executive Manager

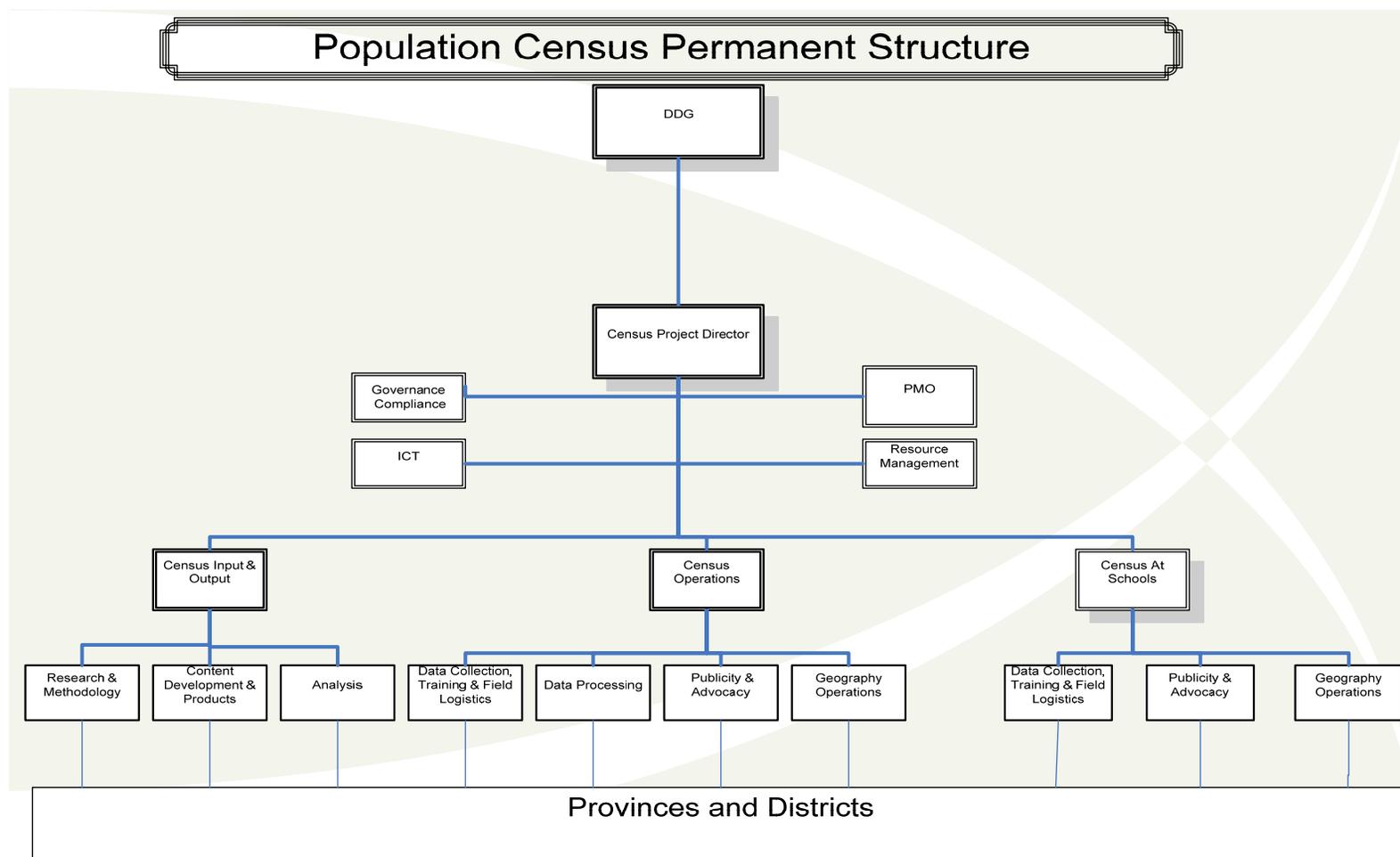
2.4.4.3. Key Strategies under the Governance Perspective

Governance Perspective Strategic Objectives	Key Strategies	Ownership
<ul style="list-style-type: none"> ▪ Develop a Corporate Services support model that is responsive to the needs of the Census project 	<ul style="list-style-type: none"> ▪ The Census Project should have a Corporate Services coordinator that would source services as required for the Census team from the rest of the organisation. The corporate services support coordinator should report directly to the census PD and also to the DDG Corporate Services in a matrix manner. Upon completion these resources could revert back to their original corporate "home" under Corporate Services; 	DDG Pop and Social Stats, DDG Corporate Services and Project Director
<ul style="list-style-type: none"> ▪ Provide effective provision and management of project finances 	<ul style="list-style-type: none"> ▪ Minimize use and handling of cash ▪ Develop motivation to request revised budget from National Treasury ▪ Update 2003 budget of R3.4m against inflation ▪ Illustrate savings due to integrated fieldwork approach 	Chief Financial Officer / Project Director
<ul style="list-style-type: none"> ▪ Ensure infrastructure readiness of Provincial, district and satellite offices ahead of time 	<ul style="list-style-type: none"> ▪ Ensure Provincial, district and satellite offices readiness for Census 2011 ▪ Use existing offices for the Pilot by Aug 2009 ▪ Establish 42 Fully operational satellite offices for the main Census 	FMLS
<ul style="list-style-type: none"> ▪ On time payment of contract staff 	<ul style="list-style-type: none"> ▪ Adopt electronic payment approach by utilizing Post Office, banks and other means (No Cash payments) ▪ Capture appointment on CSAS, develop CSAS interface with Persal ▪ Use Persal as payment system 	HRM
<ul style="list-style-type: none"> ▪ Decentralize certain HR functions to District and Provincial offices 	<ul style="list-style-type: none"> ▪ Decentralize recruitment of field workers to PO and District Office (DO) for levels below 7 ▪ Decentralize appointment process below level 7 	Finance
<ul style="list-style-type: none"> ▪ Decentralize certain finance functions to District and Provincial offices 	<ul style="list-style-type: none"> ▪ Decentralize fieldworker and service provider payments 	
<ul style="list-style-type: none"> ▪ Develop a Census governance arrangement that expedites decision making and mitigates risks across the project 	<ul style="list-style-type: none"> ▪ Census to be governed in accordance with Census structure and various committees established specifically for the Census 	Project Director

2.4.4.4. Key Strategies under the Investment in Human Capital Development Perspective

HCD Perspective Strategic Objectives	Key Strategies	Ownership
<ul style="list-style-type: none"> ▪ Develop an effective management structure for Census 2011 which expedites decision making 	<ul style="list-style-type: none"> ▪ Agree on an effective management structure for census 2011 ▪ DDG to chair the Steering Committee ▪ Establish all governance structures to play strong advisory role to the PD, DDG and SG 	Census PD
<ul style="list-style-type: none"> ▪ Adopt rigorous Performance Management of resources throughout duration of the Census project 	<ul style="list-style-type: none"> ▪ Promote a culture of continuous learning; ▪ For permanent and contract resources – Adopt Stats SA performance management approach that rewards good performance ▪ For other resources – Develop specific performance management regimes 	HRM
<ul style="list-style-type: none"> ▪ Build capacity by providing extensive coaching, mentoring and training to field workers who carry out the main enumeration; 	<ul style="list-style-type: none"> ▪ HO trains all Fieldwork Coordinators ▪ 2 Fieldwork Coordinators train 10 supervisors and 40 fieldworkers on publicity, listing and enumeration all at once before listing. Fieldwork Coordinators to share training in one venue ▪ One day refresher held after listing for enumeration, supervisors to conduct QA on continuous basis 	Census and Provincial teams
<ul style="list-style-type: none"> ▪ Recruit, develop and retain multi-skilled and committed people ahead of time so that it does not lead to employee burn out; 	<ul style="list-style-type: none"> ▪ Establish effective partnerships with other government departments and NGOs to assist with appointment of educators and volunteers ▪ Recruit and appoint unemployed in the relevant EA ▪ Utilize recruitment agencies for screening applications ▪ Fieldworkers to be recruited at level 4 	HRM

2.5. Aligning the organisational structure of the Census to its Strategy: Proposed Population Census Permanent Structure

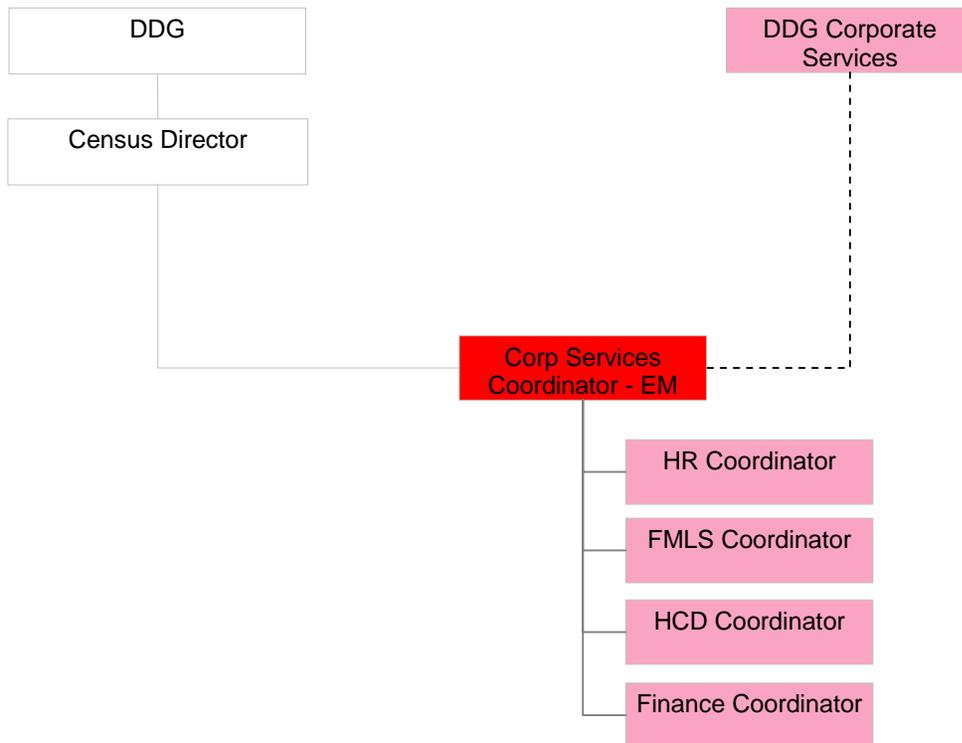


Notes:
1. M&E will undertake the PES and report directly to the DDG

1

1 NB: To be updated after finalisation of the organisational restructuring

2.5.1. Corporate Services Support Model



Notes on how the support model would work:

1. Corporate services resources will be part of the Census team and liaise with their counterparts to provide for the needs of the Census project

2.7. Census Governance Process

The governance arrangement designed for the Census Project is based on the following learning's derived from the previous two censuses and the Community Survey 2007:

- **Minister:**

The Minister should be kept abreast through

- Strategic reporting

- **Statistician General (SG):**

As the Accounting officer of Stats SA, The SG takes overall accountability for the Census and is specifically responsible for:-

- Communication strategy and messages and dissemination (external)
- Sign-off Census data set and products
- Sign off over R5 million (vat included)
- Chair of the National Advisory Committee (NAC) as outlined in the Census 2011 Planning and Management Committees document

- **Executive Committee**

All decisions that are likely to have an organisational wide impact will be tabled to EXCO for approval:-

- Census strategy (demarcation, field ops, recruitment, corporate support model, processing centre) and structure + budget (incl. fieldwork level + Scanners)
- Resource allocation
- Strategic monitoring and evaluation

- **Stats Council:**

For the Census, the role of the Council will be to advise the SG and the minister on:

- Questionnaire
- Census results
- Progress reporting for information

▪ **Deputy Director General:**

The DDG role has been designed to provide strategic leadership and is responsible for:-

- Census plans (Targets and milestones)
- Logistics plan
- Signing-off up to R5 million (vat included)
- Progress reports for organisational wide intervention
- Chair of the Project Steering Committee (PSC) as outlined in the Census 2011 Planning and Management Committees document

▪ **Steering Committee:**

The project has been structured such that it reports into a steering committee. The steering committee has overall responsibility for:-

- Strategic facilitation
- Governance and technical advice
- Payment and recruitment methodologies and systems
- Census questionnaire sign-off
- Progress reports for information

▪ **Census 2011 Project Director**

The PD takes overall accountability for all aspect of the Census Project. For speedy execution the PD can approve:-

- Sign-off (manuals, processes, layouts, systems and methodologies);
- Resource allocation in components within Census programme;
- Special delegation to appoint (level 7 and lower);
- Special financial delegation;
- Operational and risk plans
- Chair of the Project Progress Monitoring Committee (PPMC) or Nerve Centre as outlined in the Census 2011 Planning and Management Committees document

Technical Committee

Technical Working Committees will be established to give technical inputs in specific focus areas. The committees will draw the required expertise within and outside the organisation from subject matter specialists for:

- Methodologies and strategies
 - Product formulation
 - Producing a clean data set
 - Finalising the Census results
 - Finalising recommendations
 - In all cases the committee will consist of a core group of experts from within Stats SA (plus experts as invited)
-
- **Special Committees:**

The following special committees are proposed to enhance quality, improve governance and expedite specific areas:-

 - Census adjudication committee for procurement
 - External advisory committee
 - Editing Committee

The patterns of the National Committees, i.e. NAC, PSC and PPMC applies to the Provincial Committees as outlined in the Census 2011 Planning and Management Committees document.

2.8. Critical Success factors

Core Area	Intellectual	Technological	Logistics	Political	Administrative
Design	<ul style="list-style-type: none"> • Questionnaire that facilitates easy training and collection • Formulating products and tabulation of data that are relevant for users • Utilization of best practice Methodologies • Update of Census 2001 demarcation as a contingency • Design of PES 	<ul style="list-style-type: none"> • Use of CSAS as the main system of management for recruitment, payments and logistics 	<ul style="list-style-type: none"> • Census Structure - 1 supervisor per 4 field workers – 1 Fieldwork Coordinator to 5 supervisors • Recruitment of contract enumerators on salary level 4 	<ul style="list-style-type: none"> • Stakeholder Consultations on products, and questionnaire • Stakeholder expectations management • Public Relations • Effective marketing campaign 	<ul style="list-style-type: none"> • Capacity Development • Leadership • Funding • Additional funding
Training	<ul style="list-style-type: none"> • Production of well trained, skilled and experienced census personnel that will collect quality data 	<ul style="list-style-type: none"> • Number of demarcated EAs by province / district • Effective CSAS system that will enable the capturing and selection of census trainees by EA. • Creation of database of trained staff by EA per district. 	<ul style="list-style-type: none"> • Identification and selection of district trainers and field staff • Capturing of trained staff details on the database by district and EA 	<ul style="list-style-type: none"> • Stakeholder consultation and buy in during the identification and recruitment of Trainers and Fieldworkers that will undergo training 	<ul style="list-style-type: none"> • Adequate funding • Skilled IT personnel • Adequate IT equipment and systems

Core Area	Intellectual	Technological	Logistics	Political	Administrative
Collection	<ul style="list-style-type: none"> • SWAT team management of <ul style="list-style-type: none"> • Respondent Fatigue • Refusals • High walled areas • Training to be done on listing, publicity and enumeration before listing • Standardised concepts and definitions to eliminate confusion • Management of Undercount • Quality of fieldwork undertaken by field staff and independent monitors 	<ul style="list-style-type: none"> • Centralised FW recruitment • Fully connected DO's • Increased bandwidth and WAN / LAN connectivity • Daily reporting on progress 	<ul style="list-style-type: none"> • Test integrated fieldwork and training approach in Pilot • Forward logistics directly to DO • Drop off questionnaire during listing and publicity • Complete and collect questionnaire during enumeration • Conduct of independent PES 	<ul style="list-style-type: none"> • Meaningful publicity that is understood by the masses • Gatekeeper and community advocacy • Targeted National Communications • Management of Fatalities • Management of Unions 	<ul style="list-style-type: none"> • EA Demarcation • Recruitment of enumerators • Use of educators and other Gov personnel • Declare 10 Oct 2011 a public holiday • Availability of 95 fully operational offices
Processing	<ul style="list-style-type: none"> • Production of clean Data Set by January 2013 	<ul style="list-style-type: none"> • Effective Processing system and Technology • 12 New scanners that replaces the 2001 scanners 	<ul style="list-style-type: none"> • Reverse Logistics on questionnaires first then other census material 	<ul style="list-style-type: none"> • Keeping stakeholders abreast with progress • Solicit stakeholder approval on clean data set 	<ul style="list-style-type: none"> • Separate DPC infrastructure and Facilities for Census • Adequate warehousing facility
Analysis	<ul style="list-style-type: none"> • Accurate demographic analysis and use of expertise to evaluate census data • Production of products as planned 	<ul style="list-style-type: none"> • Best of breed software packages to analyze results 		<ul style="list-style-type: none"> • Interpretation of results 	<ul style="list-style-type: none"> • Use of external experts to test and verify results
Dissemination	<ul style="list-style-type: none"> • Use of Product dissemination channels such as Web, workshops, CD ROMs 	<ul style="list-style-type: none"> • Easy electronic access to all users on Census products 	<ul style="list-style-type: none"> • Release of Census results per province by the SG • Release of Census results in municipalities by the Provincial Manager 	<ul style="list-style-type: none"> • Release of Census results by the President in April 2013 • Management of Media • Management of request and responses from independent institutions 	

2.9. Strategic Risks

The following risks are identified as being critical. Below each risk are a set of mitigation strategies:

- Failure to involve all critical stakeholders in Census processes
 - Develop a schedule of all stakeholders that need to be consulted and make early entries in their diaries
 - Issue corporate communications to all external stakeholders providing feedback on progress in Census planning
- Unable to obtain inflation updated Census Budget of R6.8bn
 - Explain to National treasury that the additional funds required is a as a result of inflation and not excessive expenditure
 - Develop a paper that illustrates the consequences of a reduced budget
- Limited funds to remunerate the required number of resources
 - Use of other agencies resources (e.g. post office staff) in order to reduce the cost of labour
 - Utilise Educators, Utilise Stats SA staff and other personnel
- A pilot that does not represent the main Census
 - Conduct two pilots, in 2009 and in 2010
 - Or conduct pilot in 2009 and a Mini test in 2010?
- Dwelling frame incomplete and EA demarcation impacted
 - Demarcation will utilise Dwelling Frame data where available (about 60%). The remaining Demarcation will use aerial & other photography, administrative data and conduct fieldwork where needed.
- Failure to inform other parts of the organisation early enough for them to plan adequately
 - Bring in various other divisions of Stats SA early in the planning process
 - Have employees from each division represented in the Census project either in the technical team, steering committee etc or as coordinators on the Census structure

- Bring provincial offices into Census operational planning and as equal partners as early as possible
- Integrated fieldwork does not yield the desired results
 - Test thoroughly during pilot
 - Do comparative studies
 - Abandon if no business case
- Shortage of critical resources to support census
 - Embark on EA specific recruitment
- Strike action during fieldwork
 - Bring unions on board early and explain all salary grades and recruitment strategy
- Lack of quality assurance systems
 - PES should be conducted independently
 - More careful screening in hiring fieldworkers
 - Outside company to assist with random testing of a specified sample frame per province
- Lack of Communication
 - National and provincial communication should be driven from Corporate Communications in HO
 - Community and gatekeeper publicity, advocacy and education should be driven by the Census team
 - Regular weekly progress reporting
 - Regular monthly progress reporting
- Inadequate training
 - Change from the 3-level cascade training approach to a bottom up approach
 - Recruit district trainers on a longer term contract
 - More careful screening when hiring trainers
- Biasness of stakeholders during the recruitment of field staff
 - Stress the importance of quality statistics

- Failure to release Census results on time
 - Regular management of stakeholder expectations

Chapter 3: Medium –Term Outputs and Milestones

Population Census: Measuring the size of the population remains a challenging and expensive exercise for any country. Population censuses are the backbone of any national statistical system and are vital for setting baselines. The complexity and cost of a population census far exceeds any other statistical collection that a statistical office undertakes. A population census establishes the size, nature and geographic location of a country's population and provides essential data for monitoring purposes. It also provides key information on the geography and composition of the population which is fundamental for planning efforts to provide key services for the nation.

Extensive research has informed the development of content and methodologies for census 2011. Stats SA is in the process of testing an integrated approach to fieldwork collection to be used during the enumeration phase of the census. Stats SA needs to focus on the following areas to ensure a successful census in 2011:

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



3.1. Medium –Term Outputs and Milestones: Demographic profile and Population dynamics

Output	Measure / Indicators	2009/10	2010/11	2011/12
Comprehensive demographic information on population dynamics at all levels of society to inform social and economic development	<ul style="list-style-type: none"> Number of reports 	<i>Population Census</i>		
		<p>Census</p> <ul style="list-style-type: none"> All district offices for the Pilot to be operational and functional by May 2009 Resource management plan reviewed and finalised by June 2009 Approved pilot Questionnaire by April 2009 Census Mini test completed by September 2009 CSAS plans developed and tested (Modules for pilot) by September 2009 Tabulation plan finalised by June 2009 Procurement of goods and services for pilot census by August 2009 Fieldwork manuals for pilot census printed by August 2009 480 EAs Listed for pilot census Targeted recruitment of field staff by September 2009 Training of field staff by September 2009 Systems for pilot census developed 	<p>Census</p> <ul style="list-style-type: none"> Pilot Data processing by June 2010 Review of census 2011 plans by March 2010 Pilot Data processing Debriefing by July 2010 Start Advocacy programme by April 2010 Fieldwork manuals for census 2011 printed by March 2011 Sample size for the mini test finalised March 2010 Finalise planning documents for mini test 2010 by May 2010 Recruitment for mini test finalised by August 2010 Forward logistics for the mini test finalised by August 2010 Training August 2010 Mini test 2010 completed by December 2010 Publicity survey by March 2010 Fieldwork manuals for census 	<p>Census</p> <ul style="list-style-type: none"> Procurement of goods and services for Census Data Processing by August 2011 Recruitment of field staff by September 2011 Training of field staff by September 2011 Approximately 120 000 EAs Listed end September 2011 Forward logistics (field materials) completed by August 2011 Census Fieldwork conducted by November 2011 Reverse logistics by January 2012 Data processing by March 2013

Output	Measure / Indicators	2009/10	2010/11	2011/12
		<p>and tested by December 2009</p> <ul style="list-style-type: none"> ▪ Forward logistics completed August 2009 ▪ Pilot Fieldwork conducted by November 2009 ▪ Publicity survey completed by March 2010 	<p>2011 reviewed by June 2010</p> <ul style="list-style-type: none"> ▪ Documentation of Census 2011 methodologies adjusted with lessons learnt from pilot census by May 2010 ▪ CSAS reviewed and implemented by May 2010 ▪ District and satellite office to be secured by May 2010 ▪ ICT fully functional in all district offices by May 2010 ▪ Data Processing Centre set up and operational by December 2010 ▪ Census questionnaire reviewed by February 2010 ▪ Tabulation plan reviewed by August 2010 ▪ Procurement of goods and services (Fieldwork) for census by March 2011 	

3.1.1. Integrated Census Field Operations (Publicity, Listing and Data Collection)

Output	Measure / Indicators	2009/10	2010/11	2011/12
Comprehensive field publicity, complete register of all dwelling units and total count of all persons in the Census 2011 Pilot sample and main survey.	Timely production of planning documents <ul style="list-style-type: none"> ▪ Operational plan ▪ Methodology and manuals ▪ Schedule of activities ▪ Resource plan ▪ Budget ▪ Progress reports ▪ Field operations close-out report ▪ Census 2011 launch ▪ EA Summary books ▪ Demarcation, verification and validation reports 	<i>Population Census</i>		
		<ul style="list-style-type: none"> ▪ Planning process to be finalised by 30 April 2009 	<ul style="list-style-type: none"> ▪ Planning process to be finalised by March 2010 	
		<ul style="list-style-type: none"> ▪ 480 pilot EAs demarcated, validated and verified by 31 July 2009 	<ul style="list-style-type: none"> ▪ Approximately 25 000 EAs in metro verified by 31 March 2011 ▪ Approximately 120 000 EAs validated and verified by 31 March 2011 	
		<ul style="list-style-type: none"> ▪ 480 Pilot EA summary books to be finalised and distributed by end of August 2009 	<ul style="list-style-type: none"> ▪ Approximately 800 000 EA Maps Created by 31 March 2011 ▪ Approximately 150 000 Summary Books by 31 March 2011 	<ul style="list-style-type: none"> ▪ 20 000 EA Maps created EA Summary Books ▪ 120 000 EA Summary Books distributed by end of July 2011
		<ul style="list-style-type: none"> ▪ Publicity and listing in the 480 sampled EAs to be completed by 7 October 2009 	<ul style="list-style-type: none"> ▪ Fieldwork manuals for census 2011 printed by March 2011 	<ul style="list-style-type: none"> ▪ Publicity and listing in the 120 000 EAs to be completed by 7 October 2011
		<ul style="list-style-type: none"> ▪ National and provincial help desk for pilot listing and data collection to be operational by August 2009 		<ul style="list-style-type: none"> ▪ National and provincial help desk for the Census 2011 listing and data collection to be operational by August 2011
				<ul style="list-style-type: none"> ▪ Census 2011 Launch undertaken by Publicity March 2011
		<ul style="list-style-type: none"> ▪ Recruitment of provincial, district and field staff by 1 October 2009 		<ul style="list-style-type: none"> ▪ Recruitment of provincial, district and field staff by 1 October 2011

Output	Measure / Indicators	2009/10	2010/11	2011/12
		<ul style="list-style-type: none"> Procurement of all materials to be completed by 31 July 2009 		<ul style="list-style-type: none"> Procurement of all materials to be completed by 31 June 2011
		<ul style="list-style-type: none"> Forward logistics to be completed by 21 August 2009 		<ul style="list-style-type: none"> Forward logistics to be completed by 21 August 2011
		<ul style="list-style-type: none"> Training of provincial, district and field staff by 28 September 2009 		<ul style="list-style-type: none"> Training of provincial, district and field staff by 28 September 2011
		<ul style="list-style-type: none"> Enumeration fieldwork to be completed by 6 November 2009 		<ul style="list-style-type: none"> Enumeration fieldwork to be completed by 6 November 2011
		<ul style="list-style-type: none"> Reverse logistics to be finalised by 31 January 2010 		<ul style="list-style-type: none"> Reverse logistics to be finalised by 31 January 2012
		<ul style="list-style-type: none"> Debriefing workshop by 31 March 2010 		<ul style="list-style-type: none"> Debriefing workshop by 31 March 2012

3.1.2. Public and Stakeholder Relations

Output	Measure/ Indicator	2009/10	2010/11	2011/12
Comprehensive advocacy and publicity conducted at gatekeeper level for Census 2011 Pilot sample and main survey.	Timely production of planning documents <ul style="list-style-type: none"> Operational plan Methodology and manuals Schedule of activities Resource plan Budget 	<i>Population Census</i>		
		<ul style="list-style-type: none"> (Pilot) Planning process to be finalised by 30 April 2009 	<ul style="list-style-type: none"> Review and update Census 2011 advocacy and publicity plans by 30 March 2010 	Marketing and Advertising agency completed by 30 April 2010
			<ul style="list-style-type: none"> Census 2011 National Launch by 10 October 2010 	<ul style="list-style-type: none"> Stakeholder engagement programme by 08 October 2011

	<ul style="list-style-type: none"> ▪ Census 2011 Launch 			<ul style="list-style-type: none"> ▪ Advocacy programme completed by 08 October 2011
				<ul style="list-style-type: none"> ▪ Road shows completed by 08 October 2011
				<ul style="list-style-type: none"> ▪ Debriefing workshop by 31 March 2012

3.1.3. Content Development and Products

Output	Measure / Indicators	2009/10	2010/11	2011/12
<p>Produce comprehensive, relevant census 2011 statistical tools that are well tested, user friendly and easily understood.</p> <p>Provide the public with comprehensive, timely, accessible and reliable products essential for macroeconomic performance and policy formulation</p>	<ul style="list-style-type: none"> ▪ Questionnaire ▪ Editing specification document ▪ Tabulation Plan ▪ Methodology and manuals ▪ Schedule of activities ▪ Resource plan ▪ Budget 	<i>Population Census</i>		
		▪ User consultation by April 2009		
		▪ Finalise Data Items by April 2009		
		▪ Conduct Behind the glass test and field testing of the questionnaire by July 2009		
		▪ Tabulation plan finalised by June 2009	▪ Tabulation plan reviewed by reviewed by August 2010	
		▪ Finalize requirements for questionnaire for Pilot Census – April 2009	▪ Final questionnaire by September 2010	
		▪ Editing team established	▪ Specifications document for main census finalised by December 2010	
		▪ Specifications document for pilot finalised by September 2009.		
		▪ Pilot questionnaire approved by June 2009	▪ Census questionnaire reviewed by August 2010	
		▪ Pilot products plan reviewed by March 2010	▪ Approved pilot products by January 2011	▪ Review pilot products for the main census by March 2012
		▪ Develop pilot products by December 2010		▪ Review products plan for the main census by March 2012
		▪ User consultation on instruments workshop by April 2010	▪ User consultation workshop on instruments (Main census)by	

Output	Measure / Indicators	2009/10	2010/11	2011/12
			April 2011	
		<ul style="list-style-type: none"> Report on consultations by June 2010 	<ul style="list-style-type: none"> Report on consultations by June 2011 	

3.1.4. Information & Communication Technology (ICT)

Output	Measure / Indicators	2009/10	2010/11	2011/12
To develop, implement and maintain an efficient and effective integrated ICT infrastructure to support the Census 2011 programme on an ongoing basis	<ul style="list-style-type: none"> Test certification IT Strategy document Business requirements and specification document SLA's with relevant stakeholders Methodology and manuals Schedule of activities Resource plan Budget 	<i>Population Census</i>		
		<ul style="list-style-type: none"> Implement district office roll-out plan by June 2009 	<ul style="list-style-type: none"> Maintain existing offices and Develop district office roll-out plan by October 2010 	<ul style="list-style-type: none"> Implement district office roll-out plan for additional offices by Feb 2011
		<ul style="list-style-type: none"> Operational Plan by May 2009. 	<ul style="list-style-type: none"> Review IT Strategic document by September 2010. 	<ul style="list-style-type: none"> Review Operational Plan by May 2011.
		<ul style="list-style-type: none"> Training plan by May 2009 	<ul style="list-style-type: none"> Review HR strategy by October 2010 	<ul style="list-style-type: none"> Review Training plan by May 2011.

3.1.5. Data Processing

Output	Measure / Indicators	2009/10	2010/11	2011/12
<ul style="list-style-type: none"> ▪ To accurately process CENSUS data for the purpose of establishing a comprehensive electronic data that are clean, accurate, consistent and reliable 	<ul style="list-style-type: none"> ▪ Timely production of planning documents ▪ Questionnaire specification document ▪ Data Processing edit specification ▪ Methodology and manuals ▪ Schedule of activities ▪ Resource plan ▪ Budget 	<i>Population Census</i>		
		<ul style="list-style-type: none"> ▪ Planning process to be finalised by 30 April 2009 	<ul style="list-style-type: none"> ▪ Reviewing of plans for Census 2011 – September 2010 	
		<ul style="list-style-type: none"> • Finalize Data Processing requirements for questionnaire for Pilot Census – April 2009 	<ul style="list-style-type: none"> ▪ Reviewing Data Processing requirements for Census questionnaire - February 2011 	
		<ul style="list-style-type: none"> ▪ Procurement of the following to be finalized <ul style="list-style-type: none"> ○ Acquisition of warehouse ○ Processing Systems 	<ul style="list-style-type: none"> ▪ Reviewing Processing Systems 	
		<ul style="list-style-type: none"> ▪ Finalize Recruitment and appointment processes 		
		<ul style="list-style-type: none"> ▪ Finalize Data Processing combined design specification for Census 2011 Pilot – April 2009 	<ul style="list-style-type: none"> ▪ Review and finalize Data Processing combined design specification for Census 	
		<ul style="list-style-type: none"> ▪ Tabulation plan finalised by June 2009 	<ul style="list-style-type: none"> ▪ Review Tabulation plan for Main Census by August 2010 	
		<ul style="list-style-type: none"> ▪ Develop plan for Census Pilot by June 2009 		
		<ul style="list-style-type: none"> ▪ • Testing processing systems for Pilot 	<ul style="list-style-type: none"> ▪ Review and maintain processing systems for Census 2011 	

Output	Measure / Indicators	2009/10	2010/11	2011/12
		<ul style="list-style-type: none"> Conduct Processing for Census 2011 Pilot 		<ul style="list-style-type: none"> Conduct Processing for Census 2011
		<ul style="list-style-type: none"> Finalize edit specification for Pilot Census – April 2009 	<ul style="list-style-type: none"> Review and finalize Edit specification 	
		<ul style="list-style-type: none"> Finalise edit specification for Census@school – May 2009 		
		<ul style="list-style-type: none"> Requirements for Pilot Census – April 2009 	<ul style="list-style-type: none"> Requirements for logistics – September 2010 	

3.1.6. Census Coordination: (PMO)

Output	Measure / Indicators	2009/10	2010/11	2011/12
Effective project management and support including: planning, coordination, monitoring of components' activities and strategic, policy and governing issues, evaluation and reporting of all Census project	Integrated planning and monitoring documents <ul style="list-style-type: none"> Strategic plan Integrated operational plan Schedule of activities Integrated budget Overall Communication plan Scope change documents Minutes of progress meetings Daily/Weekly/monthly progress reports 	<i>Population Census</i>		
		<ul style="list-style-type: none"> Strategic plans implemented by March 2010 	<ul style="list-style-type: none"> Strategic plans reviewed by March 2011 	
		<ul style="list-style-type: none"> Schedule of activities ready by March 2009 	<ul style="list-style-type: none"> Schedule of activities reviewed by March 2011 	
		<ul style="list-style-type: none"> Communication plan finalised by March 2009 	<ul style="list-style-type: none"> Communication plan reviewed by March 2010 	
		<ul style="list-style-type: none"> Resource management plan reviewed by June 2009 		<ul style="list-style-type: none"> Resource management plan reviewed by June 2011
		<ul style="list-style-type: none"> Monitoring and evaluation system implemented by March 2010 	<ul style="list-style-type: none"> Monitoring and evaluation system implemented by March 2011 	

Output	Measure / Indicators	2009/10	2010/11	2011/12
	<ul style="list-style-type: none"> ▪ Risk / Issues management procedure documents and reports 	<ul style="list-style-type: none"> ▪ Census 2011 operational plan ready by 1 April 2009 	<ul style="list-style-type: none"> ▪ Census 2011 operational plan reviewed by April 2010 	<ul style="list-style-type: none"> ▪ Census 2011 operational plan reviewed by April 2011
		<ul style="list-style-type: none"> ▪ Census 2011 Integrated operational plan reviewed by April 2009 	<ul style="list-style-type: none"> ▪ Census 2011 strategic plan reviewed by April 2010 	<ul style="list-style-type: none"> ▪ Census 2011 Integrated strategic plan reviewed by April 2011
			<ul style="list-style-type: none"> ▪ Review all census 2011 plans by 31 March 2010. 	
		<ul style="list-style-type: none"> ▪ 12 reports compiled by first week of the next month 	<ul style="list-style-type: none"> ▪ 12 reports compiled by first week of the next month 	<ul style="list-style-type: none"> ▪ 12 reports compiled by first week of the next month
		<ul style="list-style-type: none"> ▪ Annual report compiled by 30 April 2009 	<ul style="list-style-type: none"> ▪ Annual report compiled by 30 April 2010 	<ul style="list-style-type: none"> ▪ Annual report compiled by 30 April 2011
		<ul style="list-style-type: none"> ▪ Develop Census 2011 Monitoring and Evaluation System by 31March 2009 	<ul style="list-style-type: none"> ▪ Maintain Census 2011 Monitoring and Evaluation System by 31March 2010 	<ul style="list-style-type: none"> ▪ Maintain Census 2011 Monitoring and Evaluation System by 31March 2011
		<ul style="list-style-type: none"> ▪ Conduct evaluation by April 2009 	<ul style="list-style-type: none"> ▪ Evaluation reports compiled by April 2010 	<ul style="list-style-type: none"> ▪ Evaluation reports compiled by April 2011
		<ul style="list-style-type: none"> ▪ Maintain continuous relationships with Census 2011 committees 	<ul style="list-style-type: none"> ▪ Maintain continuous relationships with Census 2011 committees 	<ul style="list-style-type: none"> ▪ Maintain continuous relationships with Census 2013 committees
		<ul style="list-style-type: none"> ▪ Review best practice in the risk management by 31 March 2010 	<ul style="list-style-type: none"> ▪ Review best practice in the risk management by 31 March 2011 	<ul style="list-style-type: none"> ▪ Review best practice in the risk management by 31 March 2012
		<ul style="list-style-type: none"> ▪ Compile annual risk plan by 31 March 2010 	<ul style="list-style-type: none"> ▪ Compile annual risk plan by 31 March 2011 	<ul style="list-style-type: none"> ▪ Compile annual risk plan by 31 March 2012

Output	Measure / Indicators	2009/10	2010/11	2011/12
		<ul style="list-style-type: none"> Mini-test debriefing facilitated by 31 July 2009 	<ul style="list-style-type: none"> Pilot debriefing facilitated by March 2010 	
		<ul style="list-style-type: none"> Project lessons learnt compiled for the mini-test by 11 September 2009 	<ul style="list-style-type: none"> Pilot lessons learnt report compiled by June 2010 	

3.1.7. Knowledge Hub

Output	Measure / Indicators	2009/10	2010/11	2011/12
To provide an efficient and user friendly information sharing system	<ul style="list-style-type: none"> Electronic Document and Records Management System (EDRMS) Number of reference material, hard-copy journals and electronic databases procured 	<i>Population Census</i>		
		<ul style="list-style-type: none"> EDRMS phase1 roll out and maintained – 31 March 2010 	<ul style="list-style-type: none"> EDRMS Phase II roll out by 31 March 2011 	<ul style="list-style-type: none"> EDRMS maintained – 31 March 2012
		<ul style="list-style-type: none"> Electronic and hard-copy collection developed – 31 March 2010 	<ul style="list-style-type: none"> Electronic and hard-copy collection developed – 31 March 2011 	<ul style="list-style-type: none"> Electronic and hard-copy collection developed – 31 March 2012
		<ul style="list-style-type: none"> Monitoring and evaluation of EDRMS 	<ul style="list-style-type: none"> Monitoring and evaluation of EDRMS 	<ul style="list-style-type: none"> Monitoring and evaluation of EDRMS

3.1.8. Census 2011 Training & Capacity Building

Output	Measure / Indicators	2009/10	2010/11	2011/12
Trained Census 2011 core and field staff	<ul style="list-style-type: none"> ▪ Developed planning documents ▪ Approved methodologies and procedures ▪ Number of stakeholder meetings conducted in the provinces / districts ▪ Number of district trainers and fieldworkers identified ▪ Number of training sessions in the provinces / districts conducted ▪ Number of recruited and trained staff ▪ Number of field staff captured on the Stats SA database ▪ Progress reports ▪ Final Census 2011 Training and Capacity Building report 	<i>Population Census</i>		
		▪ To review previous censuses and survey training planning documents and lessons learnt by August 2008	▪ To review previous censuses and survey training planning documents and lessons learnt by February 2010.	▪ To conduct training in provinces and districts by September 2011.
		▪ To develop planning documents by August 2009.	▪ To develop planning documents by March 2010.	▪ To conduct a debriefing session by December 2011.
		▪ To develop training tools by August 2009	▪ To develop training tools by March 2010.	▪ To compile debriefing report by January 2012
		▪ To send training material to KwaZulu-Natal province by August 2009	▪ To prepare and distribute training materials to provinces and districts by March 2010.	▪ To develop a database of trained field staff by September 2011
		▪ To conduct pilot training in KwaZulu-Natal province by November 2009	▪ To recruit training personnel by March 2010	
		▪ To compile training reports for pilot training in KwaZulu-Natal by December 2009	▪ To conduct training in provinces and districts	
			▪ To compile training reports by December 2009	

3.1.9. Research and Methodology

Output	Measure / Indicators	2009/10	2010/11	2011/12
<p>To conduct research that would inform content development, publicity and field operations strategies.</p> <p>To review current businesses processes and develop effective performance indicators (component level).</p>	<ul style="list-style-type: none"> ▪ Research surveys conducted for each output ▪ All Census TO-BE methodologies covered ▪ Methodology and manuals ▪ Schedule of activities ▪ Resource plan ▪ Budget 	<i>Population Census</i>		
		<ul style="list-style-type: none"> ▪ Planning process for 2nd phase Mini test finished by April 2009 	<ul style="list-style-type: none"> ▪ Publicity research/Bicycle Project finalised by 29 May 2010. 	
		<ul style="list-style-type: none"> ▪ Recruitment and Training for Mini test by May 2009 	<ul style="list-style-type: none"> ▪ Planning process for Mini test 2010 finished by March 2010 	
		<ul style="list-style-type: none"> ▪ Conduct Mini Test Fieldwork July 2009 	<ul style="list-style-type: none"> ▪ Conduct Mini Test Fieldwork October 2010 	
		<ul style="list-style-type: none"> ▪ Interim Mini Test report by August 2009 	<ul style="list-style-type: none"> ▪ Interim Mini Test report by January 2011 	
		<ul style="list-style-type: none"> ▪ Finalize Mini Test report by 11 September 2009 	<ul style="list-style-type: none"> ▪ Finalize Mini Test report by March 2011 	
		<ul style="list-style-type: none"> ▪ Planning and conducting a Publicity Research/Bicycle Project by 31 March 2010. 		
		<ul style="list-style-type: none"> ▪ Literacy research report finalised by 31 March 2010 		
		<ul style="list-style-type: none"> ▪ Methodologies and performance indicators report – 31 March 2010 		

3.1.10. Census @ school 2009

Output	Measure / Indicators	2009/10	2010/11	2011/12
Create awareness of the upcoming national population Census 2011; and to promote statistical literacy among learners	<ul style="list-style-type: none"> ▪ Number of schools enumerated ▪ Number of school boxes and questionnaires returned ▪ Recruited and trained staff ▪ Functional data processing system ▪ Number of questionnaires processed ▪ Progress reports ▪ Final C@S report ▪ ISI presentation ▪ Number of DoE offices visited 	<i>Population Census</i>		
		▪ Data collection to be finalised by April 2009		
		▪ Reverse logistics to be completed by 15 May 2009		
		▪ Data processing system to be in place by April 2009		
		▪ Data processing to be finalised end of June 2009		
		▪ Analysis and report to be completed by end of March 2010		
		▪ Presentation to the ISI to be completed by mid-August 2009		
		▪ Thank you campaign to be completed by November 2009		

3.1.11. Post Enumeration Survey (PES)

Output	Measure / Indicators	2009/10	2010/11	2011/12
Survey coordination, monitoring and evaluation services to population and social statistics	<ul style="list-style-type: none"> ▪ PES for pilot and main census conducted as scheduled ▪ Approved integrated schedule of surveys ▪ Number of updated frameworks 	<i>Population Census</i>		
		▪ Sample design for PES pilot finalised by April 2009	▪ PES pilot report finalised by May 2010	▪ Sample design for PES finalised by April 2011
		▪ Methodologies and procedures finalised by May 2009		▪ Methodologies and procedures finalised by May 2011
		▪ Questionnaire finalised by May 2009		▪ Questionnaire finalised by May 2011
		▪ System development finalised by September 2009		▪ System development finalised by September 2011
		▪ Appointments and training finalised by October 2009		▪ Appointments and training finalised by October 2011
		▪ PES pilot data collection conducted by November 2009		▪ PES conducted by November 2011
		▪ PES pilot data processing finalised by March 2010		▪ Data processing finalised by March 2012
		▪ Integrated scheduled of surveys for 2009/10 compiled by March 2010	▪ Integrated scheduled of surveys for 2010/11 compiled by March 2011	▪ Integrated scheduled of surveys for 2011/12 compiled by March 2012
		▪ Monitoring and evaluation framework develop and approved by July 2009	▪ Monitoring and evaluation framework reviewed	▪ Monitoring and evaluation framework reviewed

3.1.12. Corporate Services

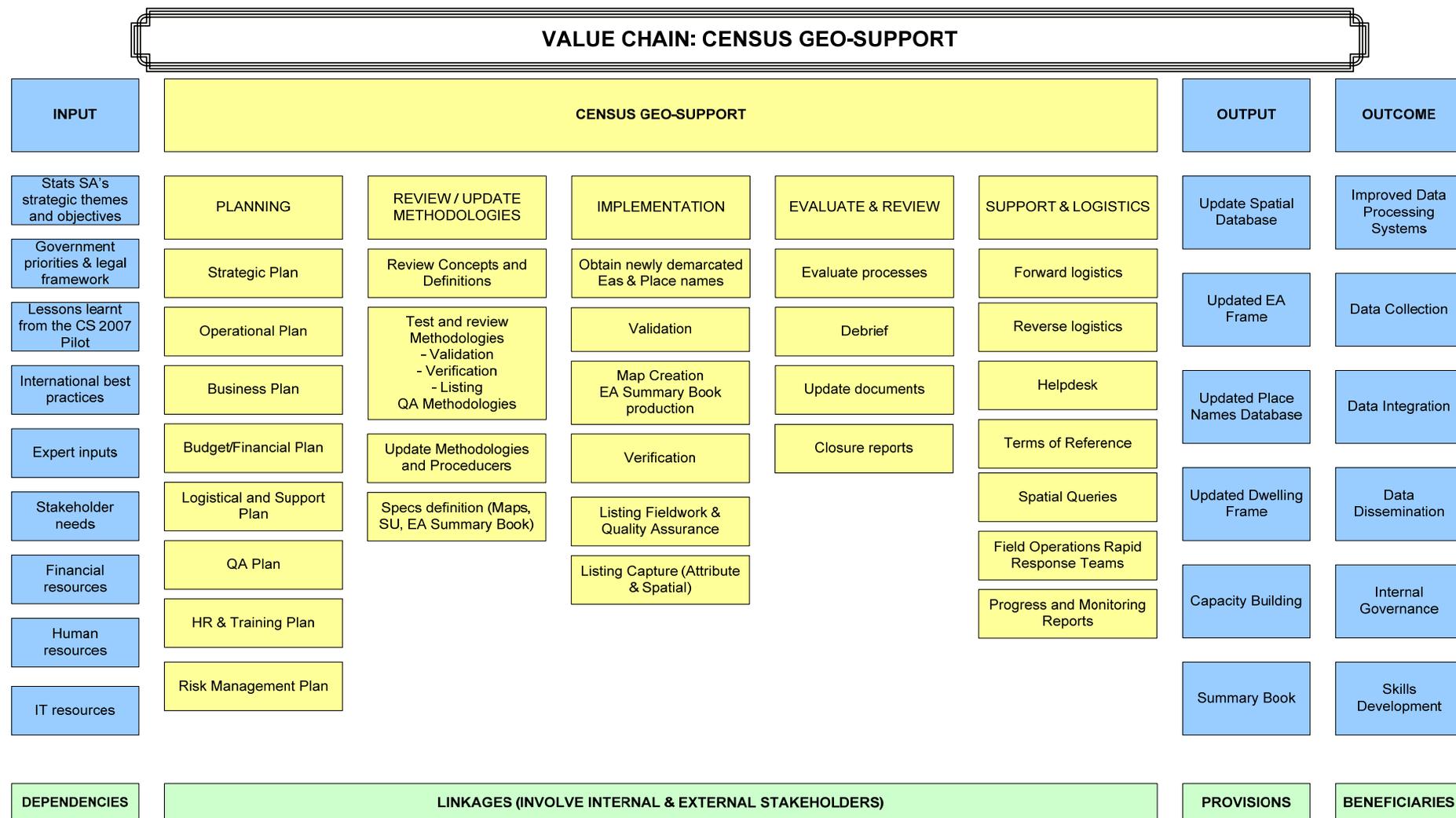
Output	Measure / Indicators	2009/10	2010/11	2011/12
Provide efficient logistical, financial and human resource management	<ul style="list-style-type: none"> ▪ Recruitment strategy document 	<i>Population Census</i>		
		<ul style="list-style-type: none"> ▪ Recruitment strategy for temporary fieldworkers by May 2009 	<ul style="list-style-type: none"> ▪ Recruitment strategy for temporary fieldworkers by February 2010 	
	<ul style="list-style-type: none"> ▪ Payment strategy 			
	<ul style="list-style-type: none"> ▪ Employment contracts 	<ul style="list-style-type: none"> ▪ Payment strategy to be ready by 30 September 2009 	<ul style="list-style-type: none"> ▪ Payment strategy to be ready by February 2010 	
		<ul style="list-style-type: none"> ▪ •Employment contracts of provincial, district and field staff by 1 October 2009 		<ul style="list-style-type: none"> ▪ Employment contracts of provincial, district and field staff by 1 October 2011
	<ul style="list-style-type: none"> ▪ Governance compliance 			
	<ul style="list-style-type: none"> ▪ Tenders 	<ul style="list-style-type: none"> ▪ Signed terms of reference with service providers by 30 June 2009 	<ul style="list-style-type: none"> ▪ Signed terms of reference with service providers by August 2010 	
<ul style="list-style-type: none"> ▪ Approved service providers 	<ul style="list-style-type: none"> ▪ Tenders awarded for pilot by June 2009 	<ul style="list-style-type: none"> ▪ Tenders awarded for main census August 2010 		

3.1.13. Dissemination

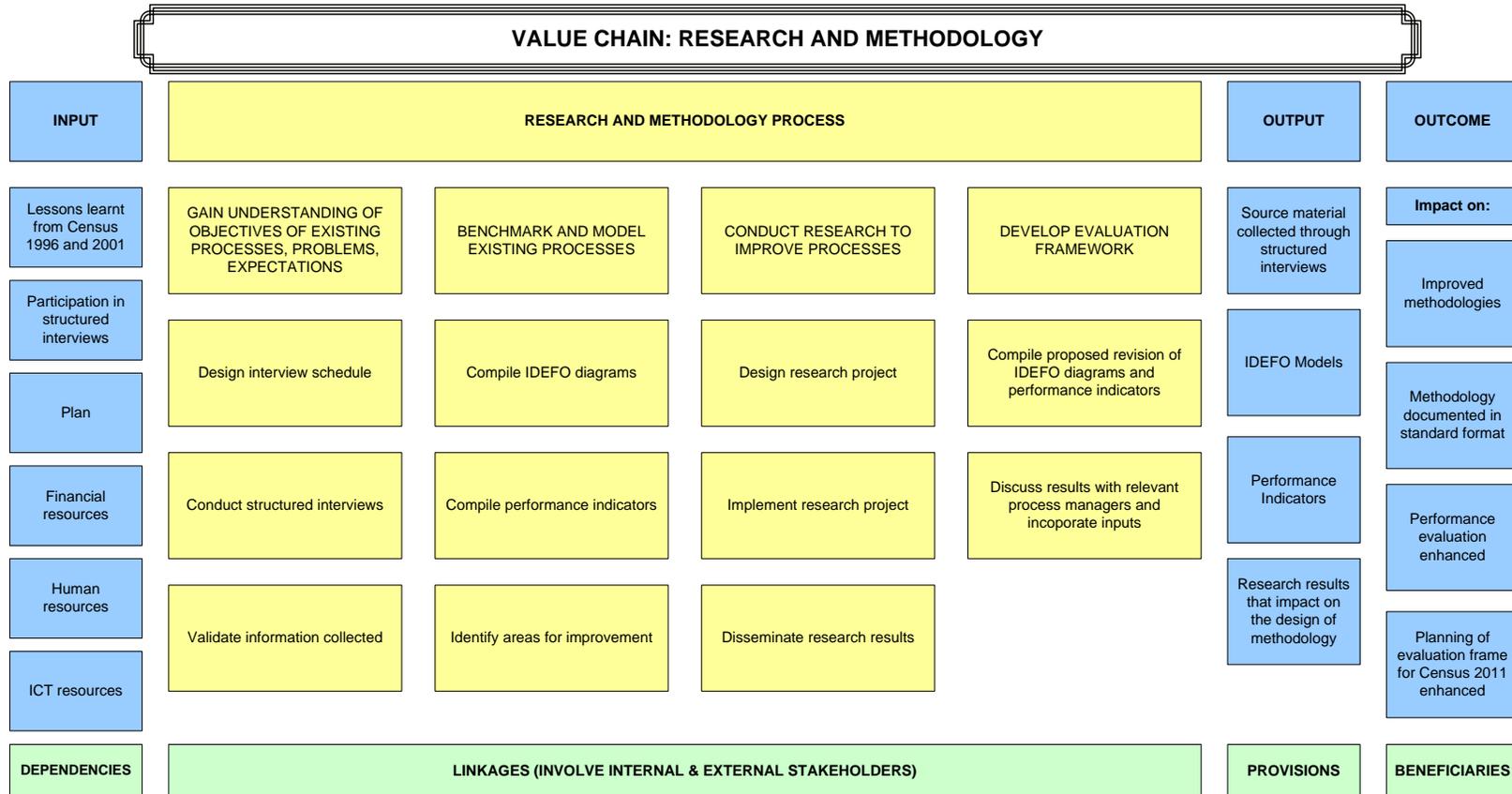
Output	Measure / Indicators	2009/10	2010/11	2011/12	2012/13	2013/2014
To communicate the Census 2011 products	<ul style="list-style-type: none"> ▪ Electronic, paper and web based products ▪ National, Provincial and Municipal launches 	<i>Population Census</i>				
			<ul style="list-style-type: none"> ▪ To conduct user consultations on Census 2011 products in conjunction with Census content development & products component by September 2010 	<ul style="list-style-type: none"> ▪ To draft a comprehensive dissemination plan for CENSUS by May 2012 	<ul style="list-style-type: none"> ▪ To provide CENSUS products that conform to international standards and satisfy user needs by September 2012 	
					<ul style="list-style-type: none"> ▪ To launch CENSUS results by October 2013 	
						<ul style="list-style-type: none"> ▪ To conduct user training on the use and interpretation of CENSUS data by April 2014

Annexure

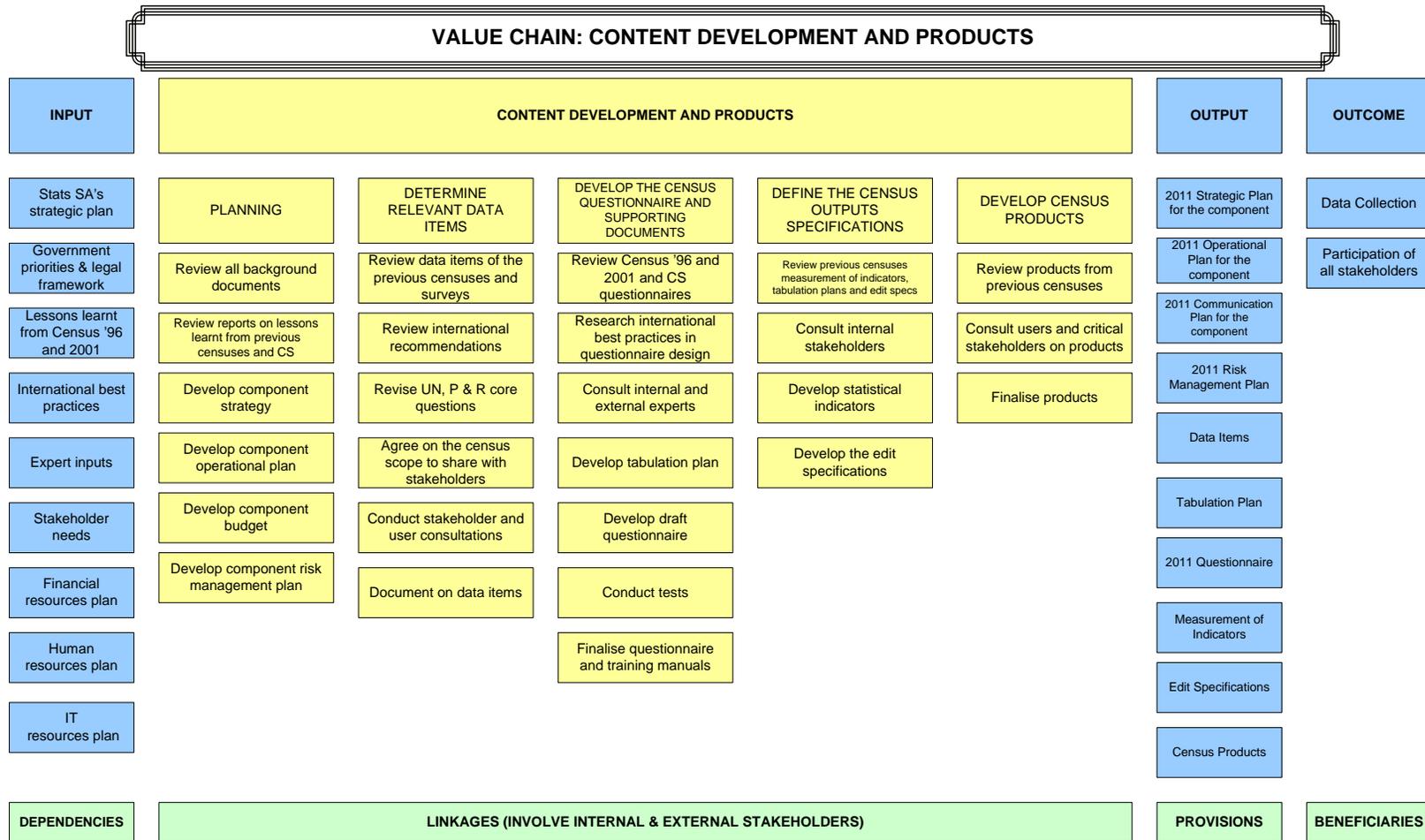
Annexure A: Value Chain for Census Geo-Support



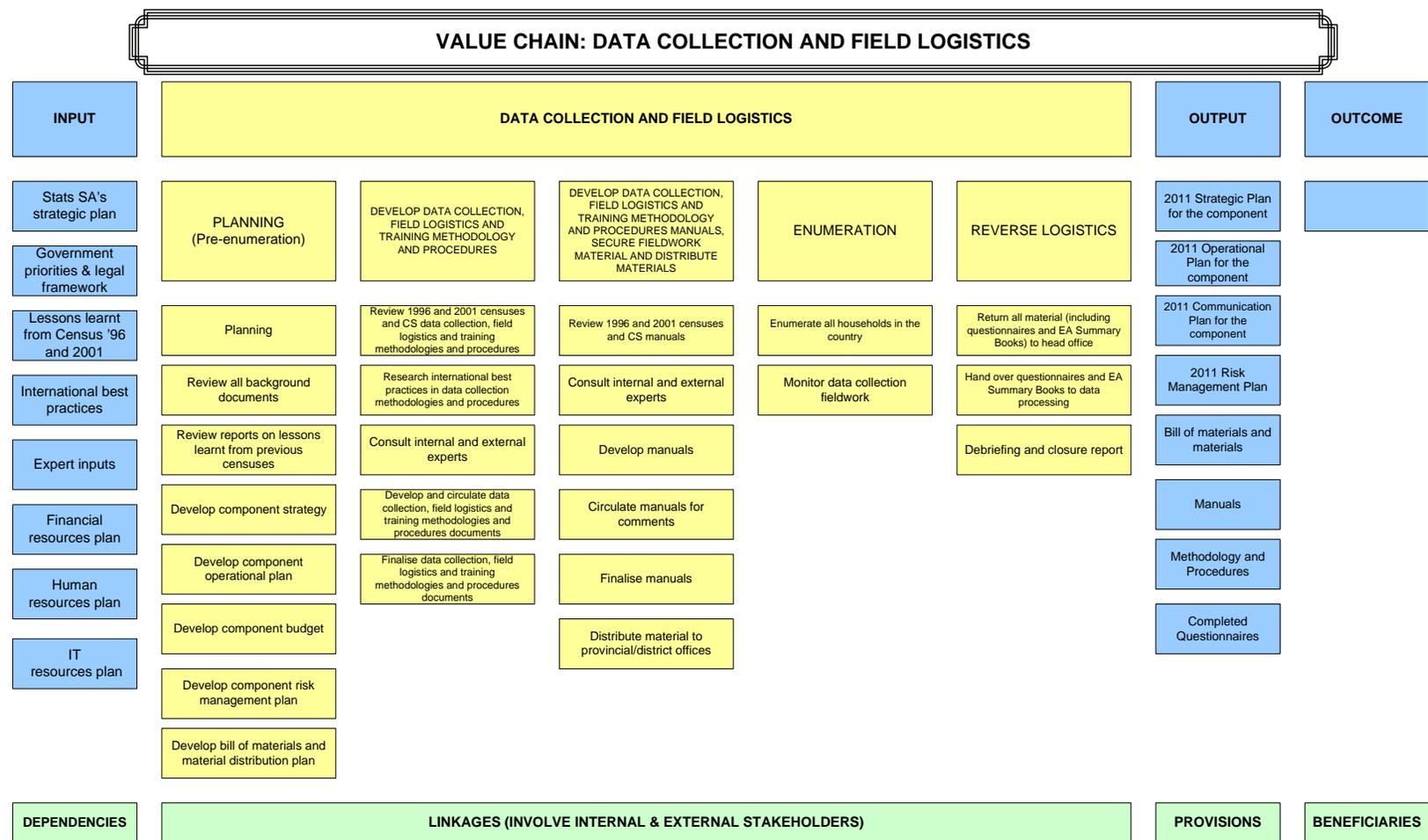
Annexure B. Value Chain for Research and Methodology



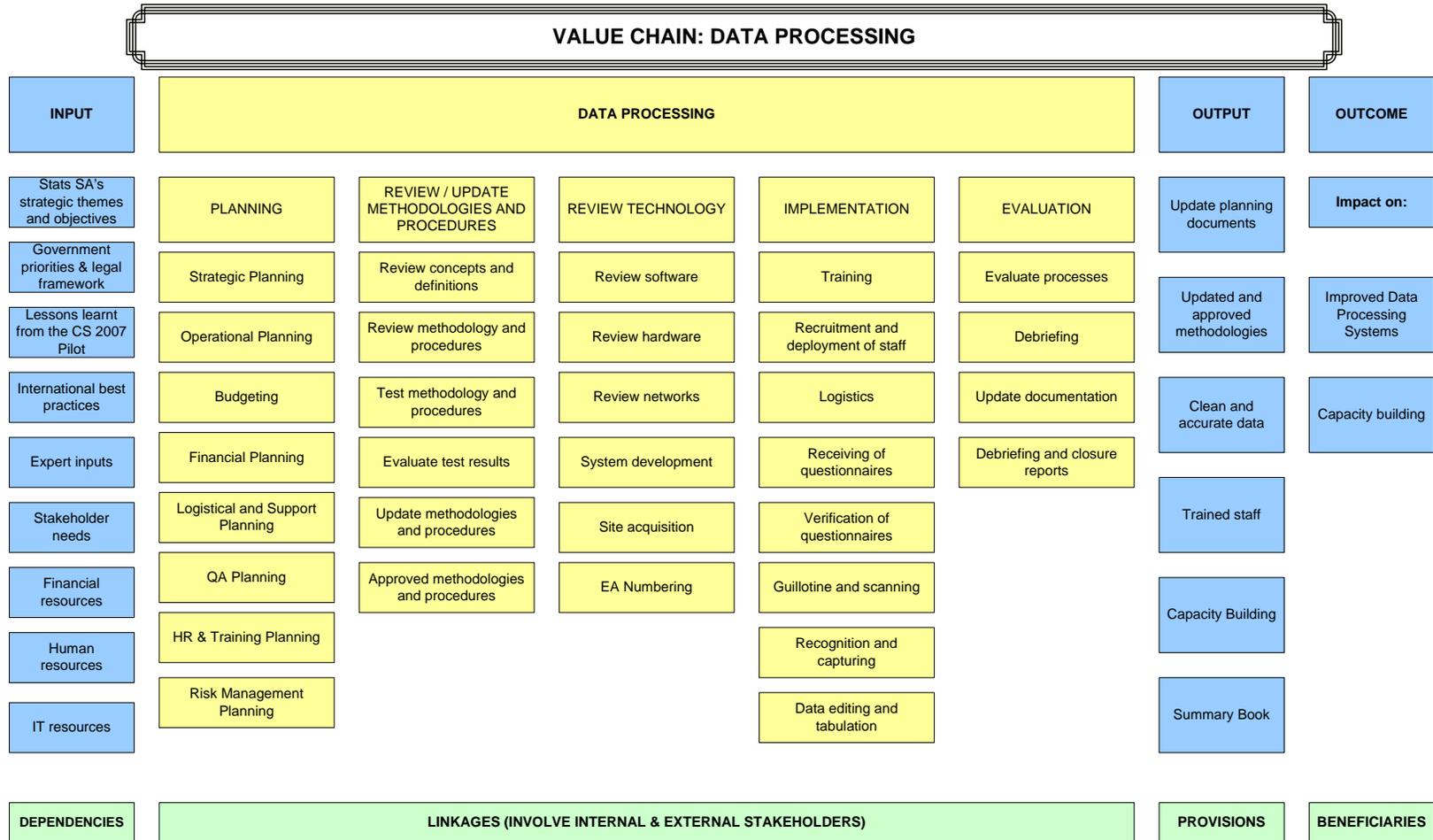
Annexure C: Value Chain for Content Development and Products



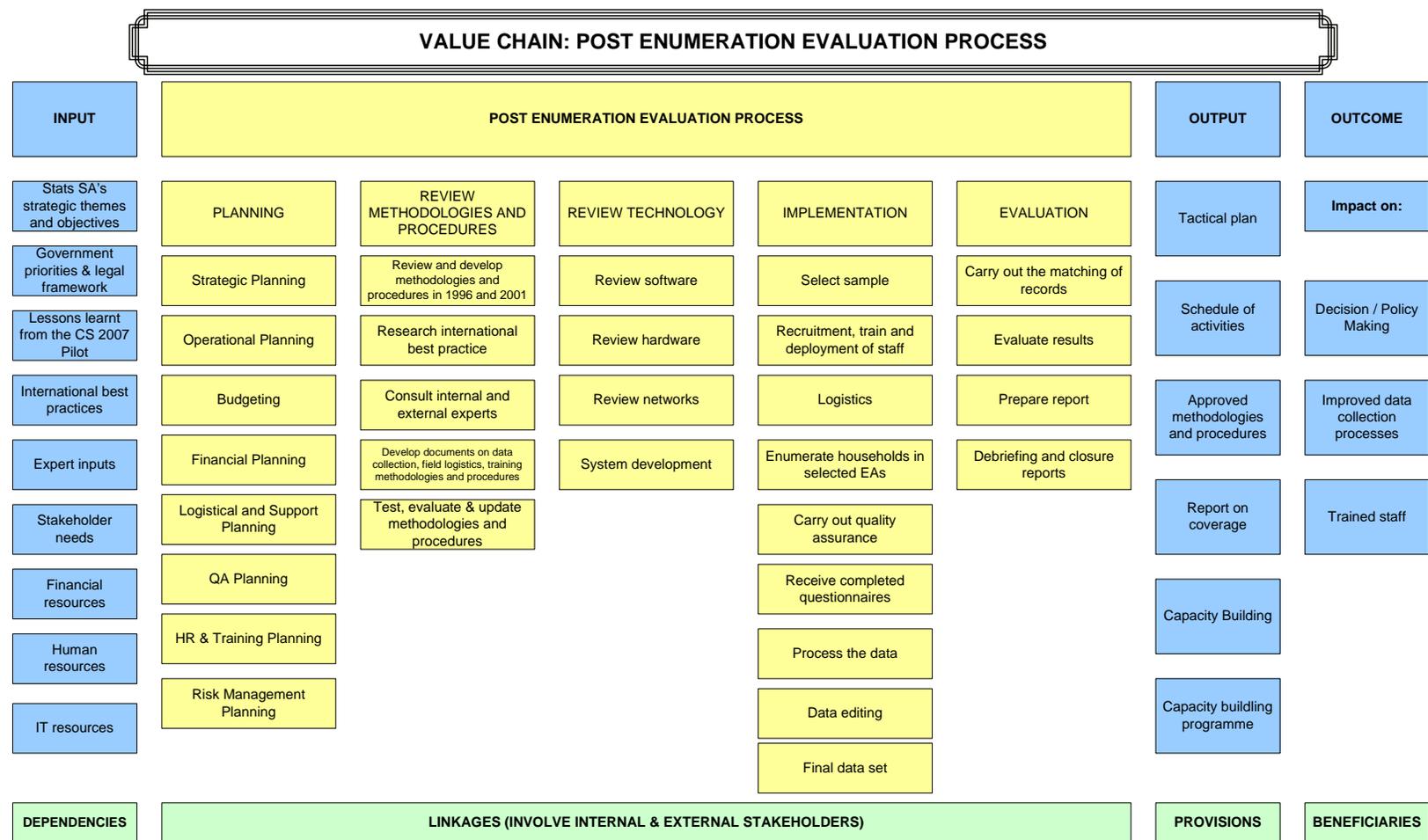
Annexure D: Data Collection and Field Logistics



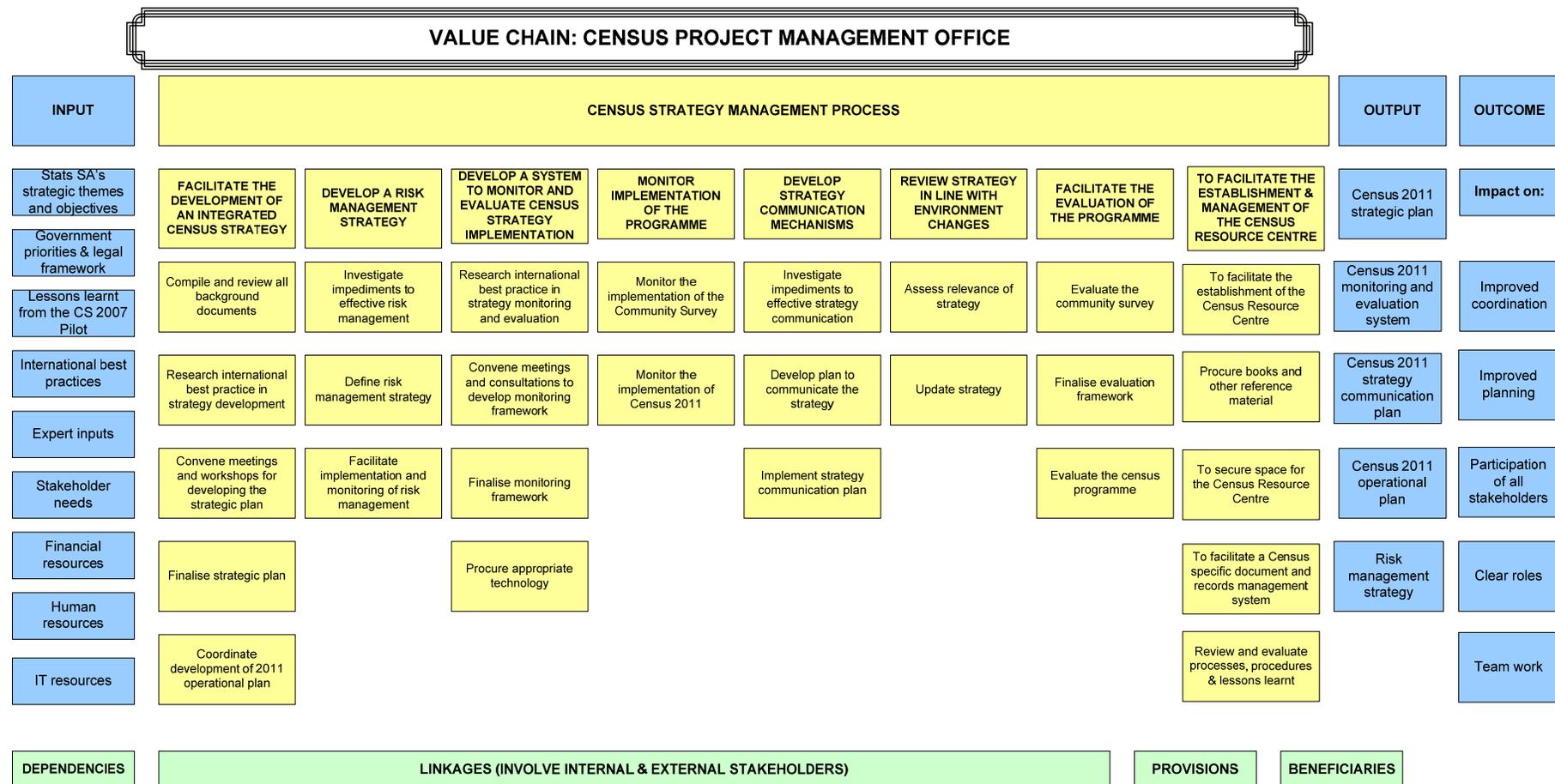
Annexure E: Value Chain for Data Processing



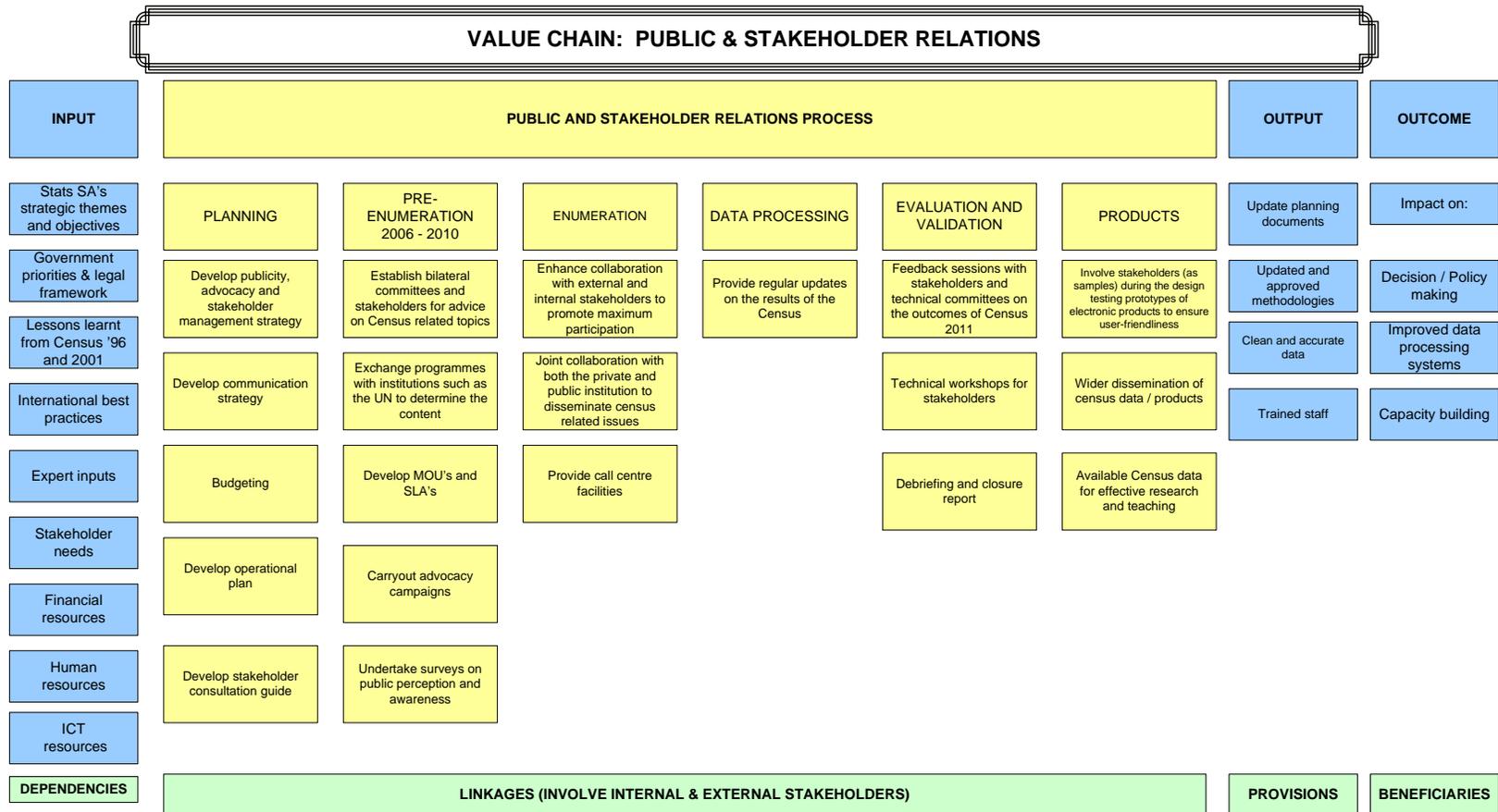
Annexure F: Value Chain for Post Enumeration Evaluation



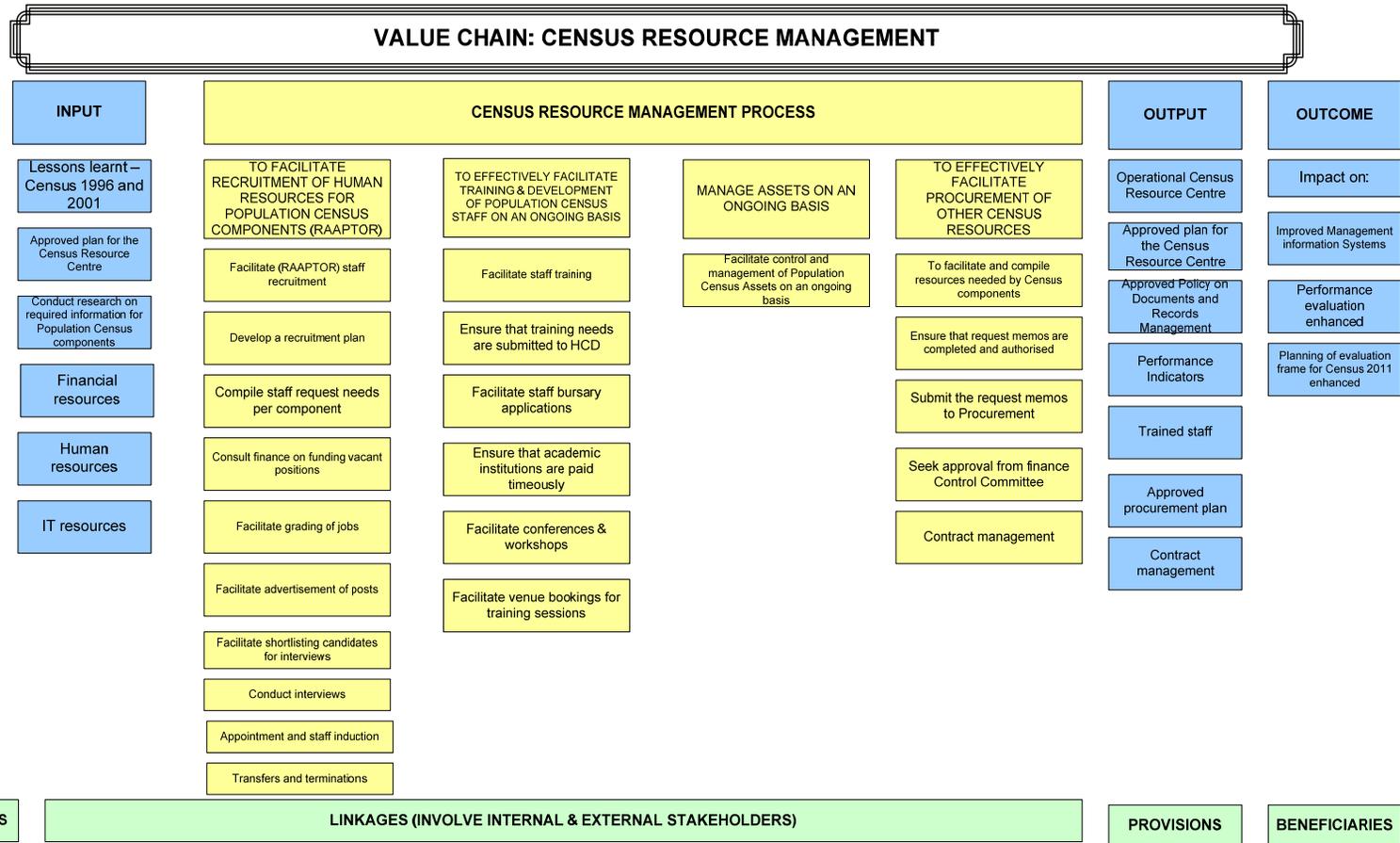
Annexure G: Value Chain for Project Office



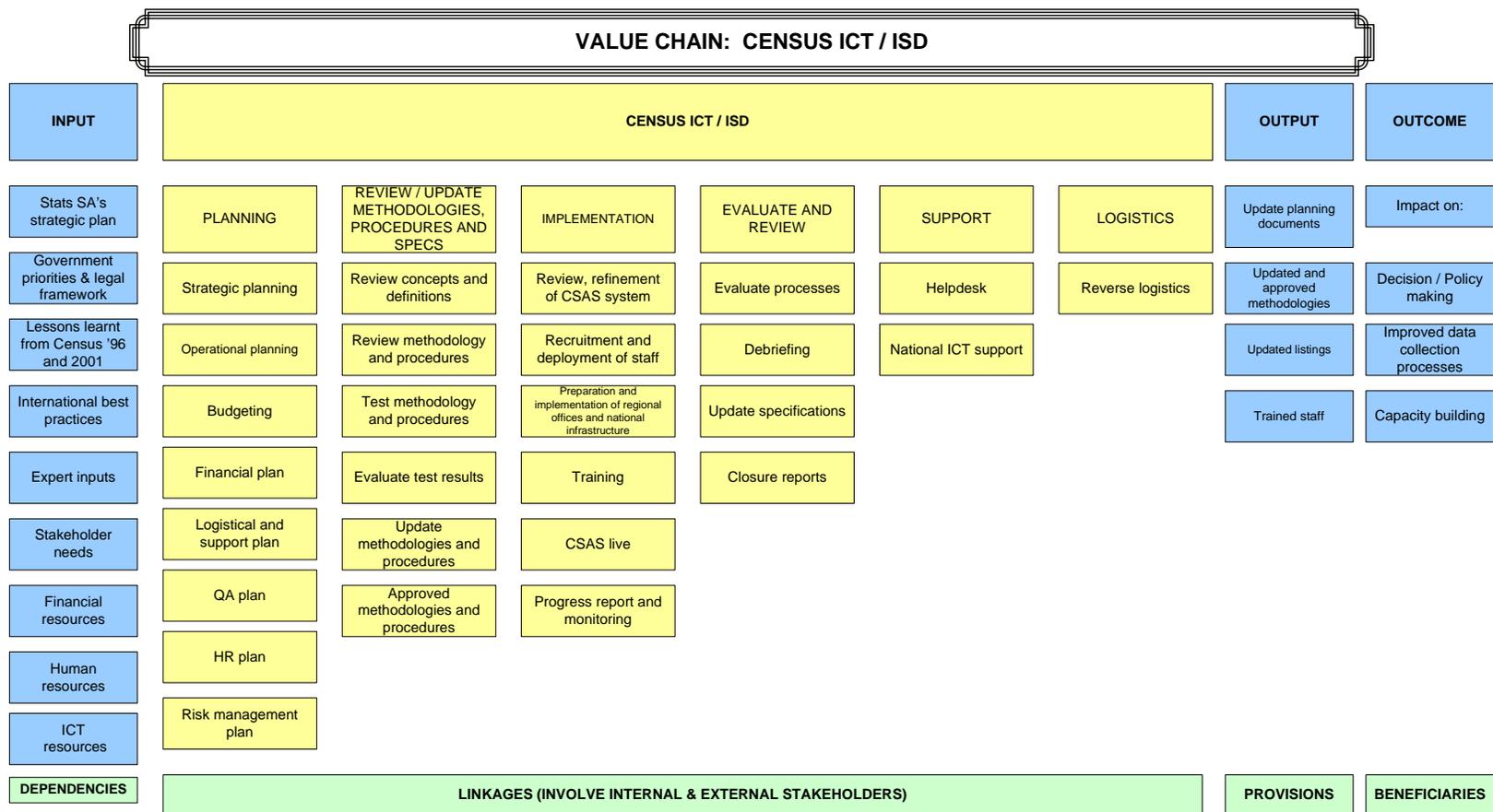
Annexure H: Value Chain for Public & Stakeholder Relations



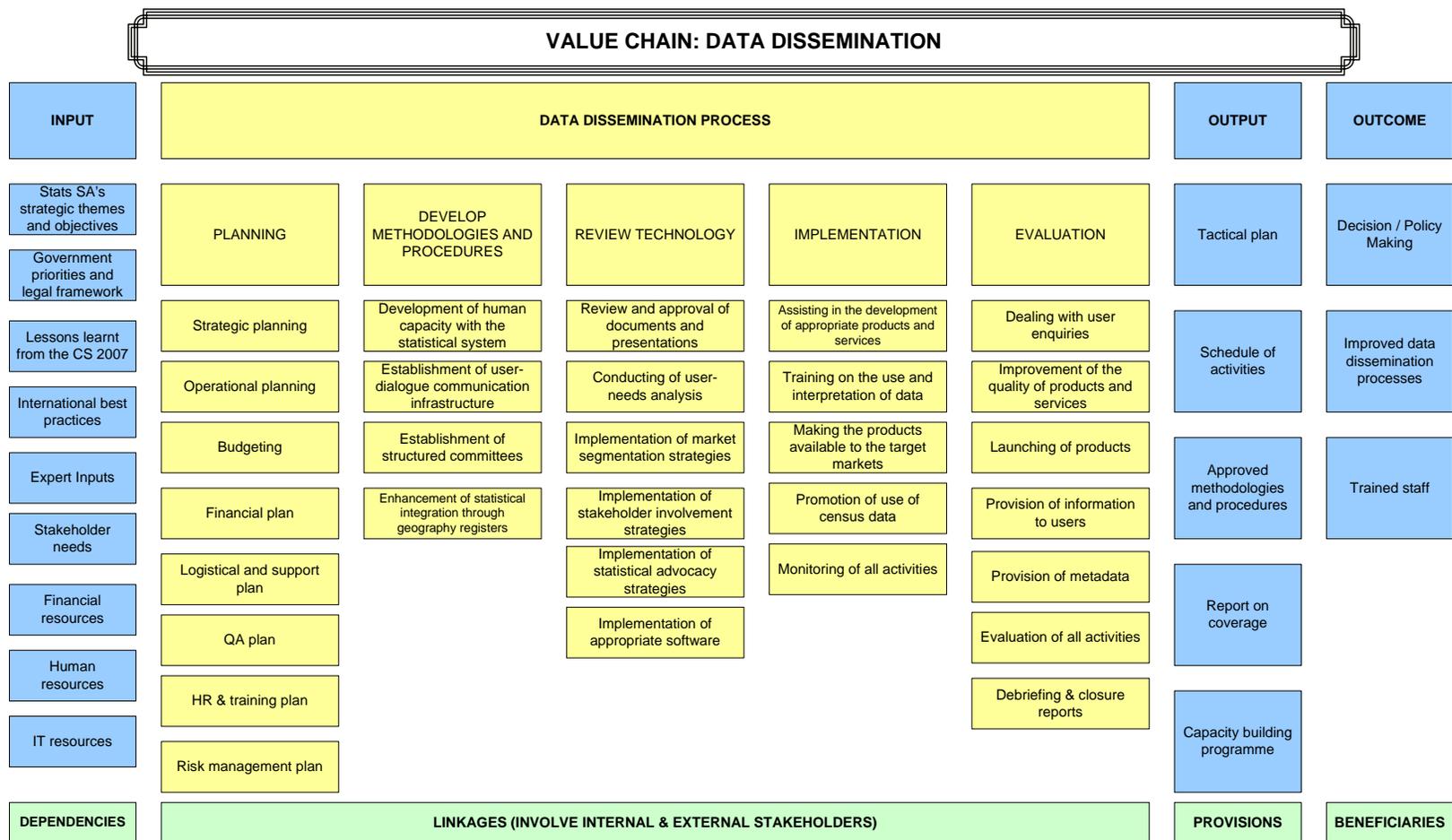
Annexure I: Value Chain for Resources Management



Annexure J: Value Chain for Information Communication Technology



Annexure K: Value for Chain Census Data Dissemination



Annexure L: Value chain for Census 2011 Training & capacity Building

