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Statistical Regulation, Planning, Standardization  
and Normalization Division  
(DIRPEN)

# METHODOLOGY OF THE TERRITORIAL STATISTICAL STRENGTHENING STRATEGY (EFET)

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## NATIONAL ADMINISTRATIVE DEPARTMENT OF STATISTICS

HÉCTOR MALDONADO GÓMEZ

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CARLOS EDUARDO SEPÚLVEDA RICO

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**Secretary General**

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**Statistical Regulation, Planning, Standardization and Normalization**

NELCY ARAQUE GARCÍA

**Geostatistics**

ANA VICTORIA VEGA ACEVEDO

**Synthesis and National accounts**

CAROLINA GUTIÉRREZ HERNÁNDEZ

**Dissemination, Marketing and Statistical Culture Division**

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**Interim Technical Director DIRPEN**

Luz Amparo Castro Calderón

**Technical Group**

ZORAIDA QUINTERO GÓMEZ

**Planning and Regulation Coordinator (DIRPEN)**

MELBA RUBIANO BRÍÑEZ

**Technical Leader for the Strategy for Territorial Statistical Strengthening  
EFET-DIRPEN**

**Proofreading in Spanish:** Sonia Marcela Naranjo Morales

**English Translation:** Juliana Mosquera Dueñas

**Proofreading in English:** Ximena Díaz Gómez

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## PRESENTATION

The National Administrative Department of Statistics, DANE, in its role as coordinating entity of the National Statistical System (NSS), and within the framework of the “Statistical Planning and Harmonization” project, works towards the strengthening and consolidation of the NSS, through the production of strategic statistics; the generation, adaptation, adoption and dissemination of standards; the consolidation and harmonization of statistical information, and the connection of instruments, stakeholders, initiatives and products. These actions are carried out in order to improve the quality of strategic statistic information, and its availability, timeliness and accessibility, to respond to an ever-increasing demand for statistical information.

In this context, and being aware of the need and obligation to provide better products for its users, DANE developed a standard presentation guide for methodologies. The aim of this guide is to contribute to the visualization and understanding of the statistical processes. With this instrument, DANE makes the methodological documents from its statistical research and operations available to specialized users and the general public. These documents present the main technical characteristics involved in the processes and sub-processes of each research in a standard, complete and easy-to-read manner, thus facilitating its analysis, control, replication and assessment.

These series of documents favor transparency, confidence and credibility in the institution’s technical expertise, for a better understanding, comprehension and use of statistical information, which is produced in the context of the principles of coherence, comparability, integrality and quality of statistics.

## INTRODUCTION

DANE as the governing body of statistical activity has promoted and raised awareness on the need to strengthen statistical capacities as a condition to boost territorial development and monitor public policies in the territories.

It is worth highlighting the role and importance of statistics in the improvement of territorial and national development. Likewise, the need for better statistics, a better use of them and supporting the development of the statistical capacity in the entities are relevant to achieve the strengthening of the statistical capacity for which, besides training, it is necessary to provide quality technical assistance to support the development of statistics at the territorial and national level.

It is necessary to establish a mechanism that achieves a commitment between the concerned parties, who take ownership of both the process and the result of this process and become full participants in its management. This will be possible through the implementation of the Strategy for Statistical Strengthening (EFE for its acronym in Spanish).

The “empowerment” of those involved in the process of statistical strengthening will be achieved by implementing the proposed strategy. “When statistical capacity is developed together with statistical strengthening, a greater efficiency in statistical production can be expected”<sup>1</sup> and the achievement of a better communication and understanding of national statistical processes among the population of the territories and the country, in general.

The strategy also seeks to strengthen the use of territorial and national statistical information and to facilitate its understanding and use as well as the visibility of the processes that form statistical production, in order to allow users to use this tool to improve the use of the strategic statistical information generated and used in all areas and create replicas and exercise a greater control over the statistical production process.

Considering the above, the aim of this document is to provide guidelines describing the methodology of the Strategy for Statistical Strengthening (EFE), which is based on a pedagogical process on techniques applied by DANE when conducting censuses, surveys and inclusion of administrative records for statistical production, and for their dissemination inside and outside the entity, in order to improve transparency in the production of figures, in the technical quality of products and confidence of the users in the institution.

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<sup>1</sup> Paris21 Document Series # 4, (2007). National Strategies for the Development of Statistics (NSDS): Some issues in Design and Implementation Planning.



This methodology consists of four sections, as follows: The first section makes reference to the background; the second section describes the conceptual and methodological design, making reference to the target population and the methodology that is used. The third part is an explanation of the phases for the implementation of the strategy. Pocket booklets on *Statistical Tools for a more effective territorial management*, which comprises five subject matters, are included in the annexes section.

## 1. BACKGROUND

The review of previous projects related to the development of a strategy for statistical strengthening in the terms that it has been conceived, describes the activities carried out by DANE in this regard and which will be reviewed in this section. Mainly, the territory-oriented projects will be studied.

During the nineties, DANE developed an initiative called Territorial Support Program – PAT (acronym in Spanish), with the aim of ensuring the availability of statistical information within the territorial authorities to guide the decentralization process, at a general level, and support management in the corresponding levels. (DANE, 1996: 194).

By means of the CONPES<sup>2</sup> document # 2774 of 1995, the National Planning Department (DNP for its acronym in Spanish) recommended the approval of DANE’s Development Plan, composed of five programs, one of which was the Territorial Support Program - PAT.

The purpose of the PAT was to ensure the availability of statistical information within territorial entities. The guidelines of the United Nations were considered in the PAT design in the sense of maintaining a centralized statistical production scheme. Due to this, the creation of a National and Territorial Statistical Information System was recommended. The system would work under DANE’s direction to produce the information and make it available to users through a cooperation system with territorial entities.

The PAT was conducted between 1994 and 1998 in response to the provisions of Article 49 of Law 152 of 1994, which states:

“An information system that enables making diagnoses and carrying out the tasks of monitoring, assessment and control of development plans by the national and territorial planning entities shall be established, in coordination with the National Planning Department and the municipal and departmental planning bodies” (DANE, 1996:194).

The program was based on information gathered through surveys and censuses, among others, that were produced directly by DANE.

One of the strategies adopted at that time was the definition of a “Priority scheme” (DANE, 1996: 203) that was timely and appropriate to meet the needs of entities linked with territorial development. This information was related to economic development planning of

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<sup>2</sup> Acronym in Spanish for Consejo Nacional de Política Económica y Social (National Council on Economic and Social Policy)

regions and territorial entities that supported the progress in the political, administrative and fiscal decentralization process.

Some problems were diagnosed during the PAT formulation phase, among them the following:

- Deficiency in the standardization process
- Lack of transparency in the procedures used
- Under-utilization of administrative records
- Lack of control in the planning and the field operation processes

It should be noted that since this diagnosis was made (December 1995), there has been progress in the efforts towards the development of methodologies and tools, among them the territorial strategic statistical planning Methodology, and recently in 2009, the Methodology for the formulation of the strengthening of the administrative records plan.

Within this initial consideration, there is still another problem that had been diagnosed was found but that is now being addressed, which is the “lack of awareness regarding the statistical engineering process” (DANE, 1995, p.3), that at this current stage is showing important results, such as the project to develop the booklet on *Basic guidelines of a statistical research*. In addition, two booklets on this subject have also been developed and published: “Stages of a statistical research” and “*Stages of a statistical research: a guide for statistics-producing entities*”.

When reviewing the background, besides the aforementioned CONPES document it was found that by means of Act 489 of 1998, based on Article 189 of the Colombian Constitution, the structure and functions of the national and territorial entities are defined and organized, specifically the Administrative Departments. This legislation relates to the structure and topics inherent to the activities currently performed by DANE. These activities are also defined in Article 3 of Decree 1151 of 2000, by which DANE is assigned the function of governing body of the National Statistical Information System (SNIE for its acronym in Spanish) that defines as main mission to ensure the availability, quality and impartiality of strategic statistical information for social, economic and political development. SNIE was designed to regulate the production and dissemination of strategic official statistics and to establish mechanisms for the coordination and integration of national and regional statistical services, according to the principle of normative centralization and administrative decentralization established in the constitution and regulations or complementary regulations. DANE uses these functions as support for the establishment of the strategy described above.

Subsequently, Decree 262 of 2004 assigns functions to DANE for the definition and production of strategic statistical information to be generated at the national, sectorial and territorial levels, to support planning and decision-making by state entities.

Within this process it is worth mentioning that DANE has developed methodologies for statistical planning and baseline indicators that focuses on planning exercises and monitoring of strategic variables for development<sup>3</sup>. These methodologies and the development of tools that help to strengthen statistical capacity in different areas seek an approach to the territorial level and thus contribute to the promotion of statistical culture.

The relevance, pertinence and necessity of territorial statistical production are oriented to the articulation of institutions, target population and information, with the purpose of producing real knowledge of the territory and the country. On the other side, the abundance of information that is usually produced in entities and territorial institutions does not necessarily guarantee the satisfaction of information needs in an adequate manner, for this, it is essential for the information to have a minimum level of quality and organization according to alternative forms of use, hence the pertinence of developing a strategy for statistical development and, consequently, strengthens the National Statistical System.

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<sup>3</sup> In this context some state entities have had experiences that are close to building Baseline Indicators, for example: DANE has worked with the Health Secretariat of the Governorate of Cundinamarca in the construction, structuring and implementation of the Baseline Indicators software tool and also in developing the statistical plan for the governorates of Arauca and Casanare, among others.

## 2. DESIGN

### 2.1 CONCEPTUAL FRAMEWORK

The Strategy for Statistical Strengthening (EFE) is an initiative designed for municipalities, departments and national entities, so that they can know the necessary tools to generate, in a standard manner, the statistical works and the appropriate improvements for their statistical development from the strengthening of their capacity.

This project is based on the principles of good practices of the United Nations, which are related to:

#### **Principle 1: Relevance, impartiality and equal access**

The methodologies that DANE has developed are made known to all national and local territorial entities alike, through workshop seminars and the pocket-size booklet. In addition, a larger number of entities and target population can be reached through e-learning courses, thus obtaining the benefits of using a virtual platform.

#### **Principle 3: Accountability and transparency**

This principle refers to the possibility that the Strategy for Statistical Strengthening offers by making the procedures, statistical methodologies and processes developed by DANE known and available to any type of user.

#### **Principle 5: Sources of official statistics**

Furthermore, the strengthening of the information produced by official, territorial and national sources, is promoted.

#### **Principle 8: National Coordination**

One of the purposes of the strategy is to achieve the homogenization and standardization of statistical information produced by official sources in the long run, in order to build a coherent national statistical system and that has been strengthened from the territories.

## 2.1.1 Objectives

### 2.1.1.1 General Objective

To socialize the instruments that have been created to strengthen the statistical development, in order to support management and contribute to improve the technical capacity and the development of the statistical activity, enabling a better understanding of the economic, social, demographic and environmental reality.

In addition, to support the statistical development by strengthening the production of information that contributes to the diagnosis and timely flow of information in the departments, municipalities and entities of the country.

### 2.1.1.2 Specific Objectives

- With DANE's support, to promote the use and development of tools and instruments that enable the empowerment of methods and information processes stemming from socio-economic sectors.
- To promote the participation of civil servants from different entities in the building of strategic statistical information.
- To train the individuals responsible for managing statistical information on the statistical tools applied by DANE and to promote this training in other branch offices of the entity or in other related entities.

## 2.1.2. Reference Framework

### 2.1.2.1 Conceptual Basis

At this point, it is worth noting the importance of understanding the dynamics arising between the territory and the nation for the generation and implementation of public policies and therefore, the need to identify the requirements of strategic statistical information at all levels and thus achieve land-use planning.

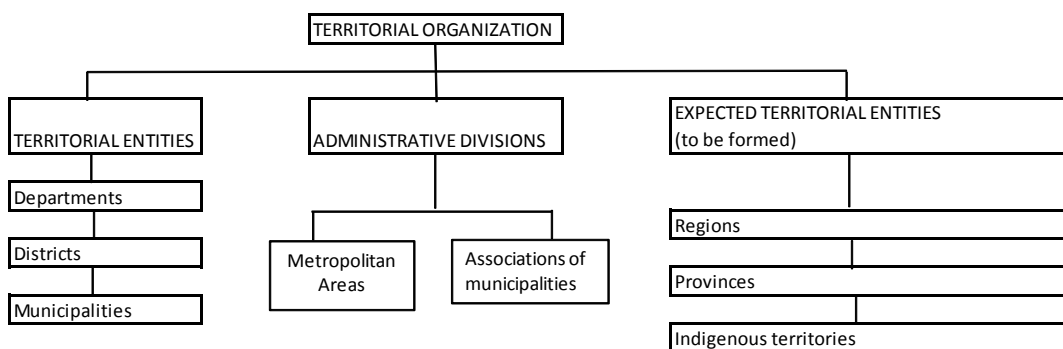
Reliable, accessible and structured statistical information enables to show evidences, make decisions and guide the development and progress of the territories. In addition, it helps presenting the management of heads of states and monitoring the actions and goals in their government plans. In this sense, DANE becomes a support to strengthen statistical development of the country.

Specifically, and in relation to the territorial entity, DANE<sup>4</sup> defines that “in accordance with Articles 286 and 287 of the current Colombian Constitution, this description is given to the departments, districts, municipalities and indigenous territories which have autonomy to manage their interests within the limits of the Constitution and the law”.

It should be noted, that the Constitution of Colombia in its Article 101, states that Colombia’s limits are those specified in the international treaties and defined by arbitration zcan only be amended by virtue of treaties approved by Congress and ratified by the President of the Republic.

Diagram 1 shows the structure of the Colombian territorial organization

Diagram 1. Organizational Structure of a Territory



Source: National Planning Department (2005). The State and its Organization. The Andean Development Corporation (CAF). DDTS-DNP, p. 74.

According to Article 298 of the Political Constitution of Colombia, a Department<sup>5</sup> is understood as:

A territorial entity that is autonomous in the management of sectional issues and the economic and social development planning and promotion, within its territory, under the terms established by the constitution and laws. Departments exercise functions related to: administration, coordination, complementarity of municipal action, intermediation between the Government and the municipalities and provision of services determined by the constitution and laws.

<sup>4</sup> DANE (2009). Basic Concepts available at [www.dane.gov.co](http://www.dane.gov.co) – Consulted in: 27-02-2009.

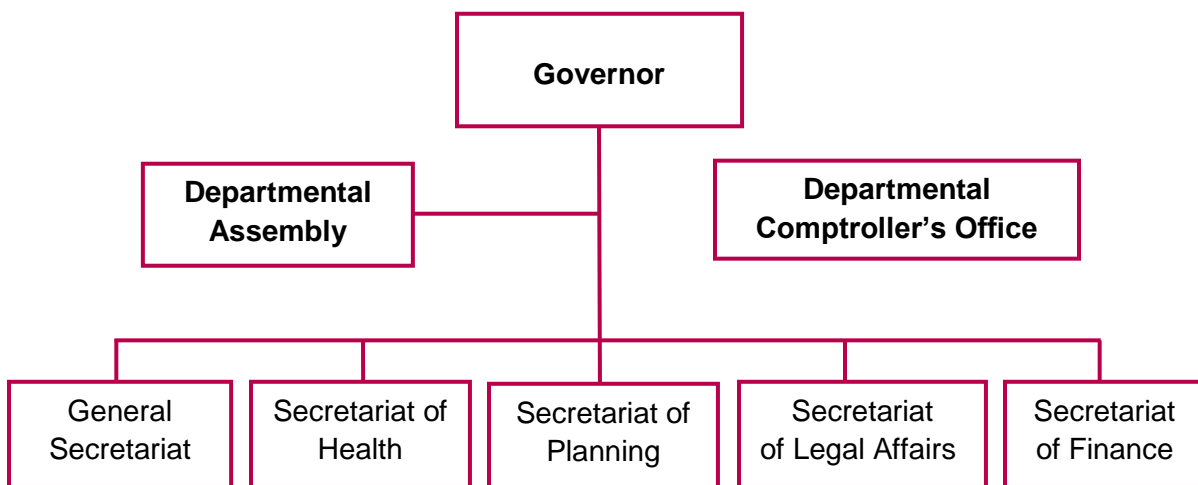
<sup>5</sup> Ibid

In accordance with Article 311 of the current Constitution of Colombia and Law 136 of June 2, 1994, a municipality is:

A fundamental district entity of the State's political-administrative division, with political, fiscal and administrative autonomy within the limits established by the Constitution and laws of the Republic. Municipalities are required to provide public utilities in an efficient manner, to be in charge of the construction of civil works that are necessary for the local progress, planning of their territory and promotion of community participation in the management of their interests and in the improvement of the social and cultural life of their inhabitants.

Diagrams 2 and 3 show the organizational structure of the Colombian departments and municipalities.

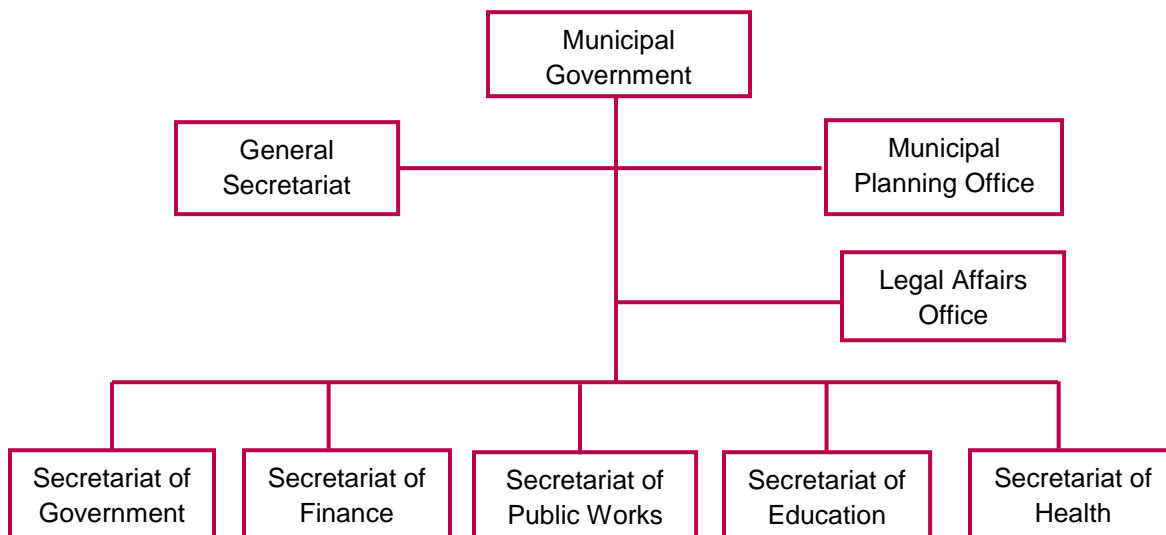
Diagram 2. Organizational structure of a Department



Source: DANE



Diagram 3. Organizational structure in a Municipality



Source: National Planning Department (2005). *The State and its Organization*. The Andean Development Corporation (CAF) – DDTS – DNP, p. 82.

According to the above diagrams, the importance for the territory in terms of the competence of territorial entities in the management and responsibility for the production and use of statistical information clearly stands out.

It is emphasized that diagrams (1 to 3) represent the basic structure of the different levels of territorial entities. In each level there are specific secretariats and offices related to the entity's mission itself.

In this sense, decentralization demands accountability and, therefore, the information has to be organized and presented in such a way that it can be accessed by those that are governed, so that they can learn about the progress and impact of public policies. Potential rulers must submit their government program and once elected, they have to answer for the commitments they took on as candidates. To comply with this requirement mayors and governors make public their actions, multiplying information and contact channels with the governed, promoting the creation of groups of individuals interested in monitoring the activities of the central or local administrations.

Before decentralization the statistical production on municipalities was very low. After decentralization it improved slightly, but still was insufficient. However, authorities seek to raise awareness for the situation to change. Due to decentralization, progress was made in order to strengthen municipal and departmental administrations for the exercise of their functions, an aspect in which, as stated by Gutiérrez (2006), significant progress has been

achieved in Colombia, yet the process must be accompanied by development strategies based on extensive knowledge of the territories. He further recommends the creation of local institutions dedicated to the production, collection, consolidation and analysis of strategic local information, with a responsible person that would also serve as liaison with the national level.

With the enactment of the Congress Act 12 of 1986, and other additional regulations, decentralization mechanisms for territorial entities were strengthened, i.e., Decree 1222 of 1986 -Departmental Regime Code- and Decree 1333 of 1986 -Municipal Regime Code- as well as Congress Act 77 of 1987, which contains the Decentralization Statute for the benefit of municipalities.

Among specific legal regulations aimed at the production of relevant information for the development of the territory, there is Article 55 of Congress Act 12 of 1986, which refers to the creation of the Directorate General of Regionalization, Information and Statistics, with the authority to operate within the structure of the Ministry of Agriculture, with the purpose of assisting municipalities and Bogotá in matters related to the fulfillment of functions of the agricultural sector.

According to Article 20 of the Departmental Regime Code, Departmental Planning Councils have the authority to send information on the implementation of the National Plan in the corresponding area to the National Planning Department and to the Plan's Permanent Commission on a regular basis, and letting them know the programs that facilitate and accelerate decentralization. Also, for the performance of its functions, the National Government was empowered to create Committees, chaired by directors of the Ministries' Sectional Offices and the organizations attached or linked to each one of these offices, to collect and analyze basic information on each administrative sector and produce the corresponding diagnosis.

The Departmental Assembly and Departmental Government representatives, in boards of directors of government bodies, are compelled to file general or specific reports, before the authorities that designated them, when requested. Depending on the number of documents to be published the respective Assembly has to authorize the publishing of the Departmental Bulletin or Gazette and any other publication needed to disclose the corresponding documents to the different administrative sectors.

The directors or managers in public establishments and of industrial and commercial businesses are required to file reports to the corresponding secretariat or administrative department on the status of the implementation of programs for which the organization and the Governor are responsible for, as well as the general and regular reports on activities carried out, the entity's overall situation, and measures taken that may affect the course of the Departmental Administration policy.

What is important to highlight, so far, is that through decentralization mechanisms territorial entities were empowered to produce and disseminate important information about their activities and to share it with the competent government bodies, so that with the information requirements and the information gathered, the basis to make the necessary decisions to create public policies can take place. The interaction between territorial and national information systems, at a local and national level, is necessary.

“The development of strengths in territorial statistical activity, information analysis and knowledge construction capabilities, supported by local information systems, is a strong base for the local and regional development planning processes”. Gutiérrez (2006: 22).

According to this argument statistical production is relevant and necessary for Territorial Strategic Statistical Planning, which is oriented towards the articulation of public institutions, stakeholders and information, for the purpose of producing knowledge for territorial development.

The municipalities and departments should generate information to satisfy different types of needs, especially those that may require a review of the regulations that delimit their competence. So it is essential that territorial entities strengthen their statistical capacity.

The issue of statistical capacity is repeatedly referred to; therefore it is necessary to establish the meaning of the term. According to the World Bank it refers to several aspects, namely: Statistical practices, data collection activities and availability of statistics.

In accordance with the World Bank<sup>6</sup> the concept of capacity is associated with different definitions, just as dissimilar motivations and objectives have led development actors to choose among several options to deal with different aspects of capacity. Observing the experience of countries that have the highest statistical capacity, it is clear that its construction requires focusing on a wide range of factors, which include human resources and infrastructure, such as buildings, and other material resources. Resources also include the entity’s staff training and management practices, such as hiring and firing, promotion, staff rotation or turnover, vocational training and professional development.

Funding and its features –such as level, sources and stability– are also considered as resources. They largely determine the flexibility and independence of the statistical system and the related processes and procedures that affect efficiency in the use of funds. Resources should also include technology access and updating the information technology infrastructure, such as servers, communications networks and computers.

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<sup>6</sup> Paris21. Floribert Ngaruko. The World Bank’s Framework for Statistical Capacity Measurement: Strengths, Weaknesses, and Options for Improvement.

In addition to the World Bank's vision of statistical capacity, Ecuador's INE states that statistical capacity also includes the following factors:

- Quality and Quantity of statistical production.
- Timely statistics.
- A link among planning, decision-makers and production of Information.
- Dissemination tools, such as websites and workshops.
- Methodological guidance materials.
- Strengthening of the National Statistical System.

Statistical capacity is linked to the Institutional Strengthening, which is another key concept related to the strategy for territorial statistical strengthening (EFET).

Institutional Strengthening is defined as:

The process in which the technical, economic, political and legal capacities of individuals, organizations and institutions are enhanced, in order to consolidate the institutional framework and management as a whole, in an optimal manner.

Statistical Strengthening refers to the development of activities towards improving the quality, availability, and accessibility of statistical information. It also involves creating a culture of statistics on municipalities and departments as a way to strengthen the National Statistical System, supported by the following strategic activities:

- Training civil servants of territorial entities and raising awareness among them.
- Direct participation of civil servants responsible for the collection and processing of territorial strategic information.
- Support and technical assistance to civil servants responsible for territorial administration.
- Promotion and strengthening of support networks, in order to optimize the territorial communication and management processes.

When talking about Municipal Strengthening<sup>7</sup> this should be understood as:

Actions to strengthen the process of development of municipal government bodies; to create opportunities for political participation; to encourage the creation of civil society organizations that are building and promoting new forms of democratic government; all this as a basis of sustainable development by and for the local area; supported by the following strategic lines:

- Systematization of experiences concerning the participation of citizens and civil society organizations in the municipal government activities.
- Training and technical assistance to members of the local administrations.
- Promotion and strengthening of technical support and training networks, in order to optimize local and regional development and management processes.

Statistical information<sup>8</sup> is:

A set of quantitative and qualitative results, which are obtained from statistical operations through systematic processing of data, for measurement and study of phenomena of interest to the society, or the public or private groups that integrate it. Validity and reliability are attributes of statistical information.

More specifically, when talking about strategic statistical information, reference is made to the information produced by State institutions, or Government-endorsed organizations, generated through methodological procedures, developing their institutional mission and applying rules and standards of statistical and scientific nature<sup>9</sup>.

Once some of the main elements that make up the conceptual base of the strategy are explained and described, it is worth noting that the importance of the suggested strategy is that it seeks to generate mechanisms to strengthen the production of statistical information, allowing territorial governors and users in general to develop diagnoses, perform monitoring and control tasks over territorial plans and programs, as well as to rely

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<sup>7</sup> This definition and the definition of Institutional Strengthening were established by the General Secretariat of Bogotá Mayor's Office, within the Formulation and Administration of Policies for Institutional Strengthening of Territorial Entities program.

<sup>8</sup> DANE (2009). PENDES definition.

<sup>9</sup> The definition presented here is used within the framework of the National Strategic Plan for Statistics – PENDES.

on results for decision-making purposes. In short, so that both national and territorial entities can have a better preparation to assume the management of statistical information.

The flows of information produced by those locally and regionally responsible are put together, which has an impact on the national level, with the purpose of filling the information gaps existing in the regions. It also seeks to build general methodological guidelines that allow the comparability and harmonization of information produced in Colombia by DANE and the offices of territorial entities through measurement instruments that preserve the fundamental principles of concepts, definitions, variables, encodings, nomenclatures and classifications on hierarchies, exhaustiveness, mutually exclusive and internationally comparable categories, according to statistical information needs. This will enable identification of information sources and establishing networks, in order to obtain reliable and updated information on a timely basis, optimizing scarce budget resources.

It should be noted, that this is an exercise in “knowledge building”, being the first effort in the pursuit of a territorial consensus, followed by the assessment and monitoring of the implementation process of instruments learned during the training stage and seminars.

This process will permit territorial entities to improve the quality of their statistical information and their communication systems with the governing body of statistics in Colombia. DANE provides them with technical advice, starting with a training process on the methodologies to be carried out in order to obtain uniform and comparable results that keep the required technical quality.

To ensure the success of this strategy, it is desirable that the parties commit to strengthen and develop the appropriate technical processes that are necessary in managing territorial and national statistical information, empowering with the outcome in a comprehensive manner.

It is in the above circumstances, along with the scarce information of high technical content which departments and municipalities had to suffer, that this opportunity presented by DANE is relevant and important, given that the results obtained in the information processing may be used to measure the territorial entity’s level of development, and make the best decisions that would benefit the society as a whole.

### 2.1.2.2 International benchmarks

The review of international benchmarks, which have an affinity with the Strategy for Statistical Strengthening (EFE), has been performed considering initiatives that suit the Colombian reality. In this regard, the World Bank, aware of the difficulties of the developing countries, has been promoting a statistical system that meets statistical quality criteria by implementing programs that enable to make investments in statistical activities, the creation and implementation of standards and frameworks for data collection, analysis and dissemination, the strengthening of the International Statistical System and the compilation of groups of global data. Furthermore, this international organization also finds it necessary to raise awareness among governments, local authorities and other users about the importance of statistics. Its priority is to present national strategies for the production of statistics in accordance with international recommendations and for this it has a program called "Trust Fund for Statistical Capacity Building".

It is worth mentioning that on April 23, 2006, the World Bank Commission on Growth and Development issued a joint statement with the International Monetary Fund requesting all multilateral development banks and donors to intensify their support to the statistic and institutional capacity building efforts of member states, Colombia among them.

PARIS21 also has programs to promote the production of statistics at a national level, and is interested in strengthening statistical capacity from the implementation of the National Strategy for Development of Statistics-ENDE.

Besides PARIS21, various international organizations such as the Economic Commission for Latin America and the Caribbean (ECLAC), serve as international reference points to contribute to the discussion on the topic of Strategic Planning of the Territory, and from there to achieve the establishment of a link to highlight the relevance of statistical information for land planning and decision-making for public policy makers.

The Economic and Social Council of the United Nations Organization revealed the report prepared by the Partnership in Statistics for Development in the XXI Century (Paris 21), which presents the guidelines to formulate, implement and monitor national strategies for statistical development, and highlights that a national strategy is a means to strengthen the statistical capacity of the national statistical system.

Internationally, statistical planning has been of special interest given that nations require the definition of a strategic framework to improve their statistical information. In this sense, PARIS21, through its members (Organization for Economic Cooperation and Development - OECD, World Bank, European Union and United Nations) has been entrusted to promote and make international guidelines public for the production of statistical information.

The OECD - PARIS 21, defines the National Strategy for the Development of Statistics - NSDS as “a coherent set of interdependent decisions, adopted by national authorities, about the actions to be carried out for the next four to five years, in order to provide better statistics and better analysis of these statistics, to meet the priority needs of national and international decision-makers and of civil society”. This justifies the need to design and implement a strategy to strengthen territorial statistics. Statistical knowledge based on structured data and information enables appropriate decision-making in the territory.

All activities carried out by DANE, in addition to complying with the aforementioned national standards, are framed within international commitments and covenants or agreements executed by the National Government and ratified by the Congress of the Republic of Colombia. DANE, as the governing body of the statistical activity in Colombia, has to lead this kind of work in order to improve the quality and reliability of the information produced by public and private entities. This technical process is to preserve the technical and methodological harmony that is required for decision-making purposes, including the administrative records produced by entities and institutions of the national and territorial levels.

The World Bank has been supporting our country through the development of programs that allow investments in statistical activities, creation and implementation of standards and frameworks for data collection, analysis and dissemination, the strengthening of the International statistical system and the compilation of groups of global data. Furthermore, this international organization also finds it necessary to raise awareness among governments, local authorities and other users about the importance of statistics.

Generally speaking, and according to the above, we can say that there is financial support to local initiatives, but in all countries decisions are made at a national level. That is, each country defines and adopts how the statistical strengthening process will be conducted within its boundaries. For the analysis of international benchmarks a review can be made from the use of different statistical research methodologies in the different countries.

In Spain, for example, the National Statistical Plan is the main instrument defining the statistical activities of the State General Administration, which is valid for a period of four years.

The Plan specifies the statistics that have to be produced during the four-year term by the services of the State General Administration, or by any other entity that depends on it, and which are to be produced wholly or partly with the participation of autonomous communities and local authorities, by virtue of cooperative agreements with the State statistical services, or in compliance with the law. All the statistics included in the National Statistical Plan are considered statistics for state purposes and are mandatory.



Spain's National Statistical Plan (2009-2012) consists of an inventory of statistical operations classified by sectors and by territorial disaggregation (National, autonomous, regional or provincial, or municipal). The Inventory of Statistical Operations of the State General Administration is a compilation of those carried out by the National Statistics Institute, the Ministries, the Bank of Spain and the General Council of the Judiciary. The Inventory is an essential tool for coordinating and planning of the statistical activity and the starting point for the formulation of the National Statistical Plan.

In relation to statistics good practice, in February 2005 the Statistical Program Committee (SPC), adopted the European Statistics Good Practice Code, and committed to respect the fifteen principles established therein and to review their application periodically using the good practice indicators to be found in each one of these principles. This Code has been adopted as its own by the National Statistics Institute (INE) by resolution of its Board of Directors, thereby committing to comply at the time of establishing the general principles governing the production of statistics for State purposes. In this way, the INE wants to ensure an improvement of the service provided to society, which would undoubtedly result in a strengthening of its institutional image.

In addition to the above instruments, Spain uses Classifications. This instrument has been used worldwide with some adaptations and adoptions in each country. In Mexico the National Institute of Statistics and Geography (INEGI) uses Classifications and also has documented 110 methodologies applied on researches and surveys conducted by the Entity. Likewise, Mexico promotes the use of Administrative Records for statistical purposes, for which it has some publications, among them the Methodological Framework for the Generation of Vital Statistics and the Catalog and Coding Instructions for Birthplace.

It also has a series called Methodological Synthesis, a collection of documents describing the methodological, conceptual, technical and operational characteristics of censuses, surveys and administrative records, in order to let the information users know the process followed in data generation. While these documents do not describe all the details of the process for the generation of statistics, they do provide a broad picture of it; they illustrate some of the statistics to be generated and indicate the specific available documents on particular aspects of each of the stages.

The above is mentioned to show that the use of these tools and instruments by different countries matches the EFET orientation that seeks to emphasize that the methodologies and statistical developments converge with efforts that are also verified in the international scene.

When reviewing international benchmarks, initiatives whose objectives match in some way those presented in the EFE, it is worth noting the case of Bolivia, with the enactment of the

Law on the National Statistical Information System, Decree Law 14.100 of October 1976, which establishes the laws and regulates the activities of the National Statistical Information Service and of the National Statistics Institute as its governing body.

Some of the functions of the National Statistics Institute are established in Chapter II of the aforementioned Law, among which emphasis is made on those that match the EFE purposes. The functions referred to in the above mentioned law are close to the initial purpose that has guided the design of the EFE, ensuring that territorial entities are better prepared to assume the handling and management of local information, by promoting statistical culture and staff training through seminars and courses.

Another reference that is worth mentioning is the case of the Honduras Statistics Act, issued in June 2000. In its Article 15 the text of the law establishes the functions assigned to the Commission of the National Statistical System:

*“...3) Propose the development of new methods and procedures to improve the statistics quality and comparability.*

*4) Propose to the National Statistics Institute (INE) the necessary measures for the professional and technical training in the statistical field, and any other that suits the interests of the Institute and other institutions that are part of the National Statistical System (NSS);*

*5) Recommend criteria and measures to divulge and ensure the access of users to the statistical information ...”*

Such functions are oriented to promote statistical culture by conducting courses, seminars and trainings, and to divulge good practices in the use of statistical information.

In Brazil there is the Brazilian Institute of Geography and Statistics (IBGE for its acronym in Spanish), which has a National School of Statistical Sciences responsible for the planning, orientation, coordination, monitoring and implementation of teaching and research activities in the field of statistics and geography. (Article 74 of Law 215 of August 12, 2004, that approves the internal regulation of the Brazilian Institute of Geography and Statistics - IBGE). This regulation assigns as functions to implement training, improvement and research activities that involve both civil servants and the public in general.

This legislation allows the entity to conclude agreements with other educational and research institutions to promote statistical culture by holding conferences, symposia, and seminars in the areas of teaching and research of statistics. In addition, an annual training plan is developed with a list of the courses that are offered.

In Canada, Statistics Canada throughout the year has different practical training courses (workshops) on different topics and investigations, such as: Census, the development of satisfaction surveys, and introduction to basic statistics. A course called “Know Your Region” stands out, which is aimed at people whose work is related to policy development, decision-making, and regional statistical analysis. Overall, they promote the use and the application of statistics for the understanding of the local and regional realities.

In this same line of work, Statistics Canada also provides services to users on request and advisory services, and has executed agreements for training programs with government entities, and with public and private sector institutions.

It also offers courses and workshops on topics like basic statistics and the application of statistical methods. Some of the topics of the courses are:

- Survey design and implementation
- Questionnaire design
- Sampling
- Data analysis
- Interpretation and presentation of data

The website includes a link in which learning resources are offered to the visitors, including E-STAT, which is licensed to Statistics Canada. E-STAT is an online learning tool specially designed by the educational community. With E-STAT you can generate dynamic tables, customize graphs and maps using the Statistics Canada Census of population and socioeconomics data<sup>10</sup>.

It is reiterated that the review of international benchmarks provides a glimpse of some experiences that, to some extent, indicate the intended purpose of the strategy proposed here.

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<sup>10</sup> All information about Statistics Canada is taken from <http://www.statcan.gc.ca>

## 2.2. METHODOLOGY

Taking into account that the EFE is a strategy based on a pedagogical process, its methodology is based on awareness raising, dissemination and training in topics related to the management and application of the statistical activity, as well as making good use of statistical information. All this in order to consolidate territorial development from the organization and production of high quality statistical information, available and accessible through actions that enable to coordinate efforts, and encourage the participation in the production and dissemination of statistical information on the Colombian territory. The design does not strictly apply to that of a traditional research, therefore its basic components and other characteristics reflect the relevant and important aspects of this process.

### 2.2.1 Basic Components

As stated above, since this is an infrastructure research rather than a classical research, the teaching strategies proposed and consequently their contents are only framed within a training process derived from the research and techniques applied to the different purposes and objectives of DANE.

In this sense, the proposed strategy is considered as a means to strengthen the statistical capacity of the national statistical systems; it offers a vision of the future of the improvement of the statistical systems in the medium term, and sets horizons to turn that vision into a reality.

#### 2.2.1.1 Target population

The target population involved in the implementation process of the EFE is:

- The civil servants of the missionary departments of the Governors and city mayors' offices, responsible for the management and handling of statistical information in the different entities.

## 2.2.2 Supporting and instructional materials of the strategy

Several educational materials have been developed to carry out the implementation of the Strategy for Statistical Strengthening. Those materials are to be used during regional seminars and generally speaking, for the dissemination of the Strategy in the other entities.

These materials are listed below:

### 2.2.2.1 Series of pocket booklets

The pocket-type series of booklets called Statistical Tools for a More Effective Territorial Management is a collection of five books in half letter format, written in a plain and accessible language to make them user-friendly and of easy consultation for all the readers.

Each Department and Municipality in the country and the Secretariat of Planning has a copy of this series of pocket-type booklets, which was sent to them at the beginning of 2010.

The topics covered in the booklets are described in Table 1.

Table 1. Pocket-type booklets topics that make up the EFET's pocket booklet.

Pocket-type booklets
1. Instruments for the strengthening of the National Statistical System, which covers the following topics
1.1 Statistical Development Strategy
1.2 National Strategic Plan for Statistics
1.3 Data Accelerated Program
1.4 Information Maps
1.5 Statistical Information System for Territorial Support
1.6 Standardization of Concepts
1.7 Standardization of Methodologies
1.8 Good practice for statistical development
1.9 Regional Economic Situation Reports
1.10 Quality Assurance of the Strategic Statistical Information
1.11 Nomenclatures and Classifications
2. Design, construction and interpretation of indicators
3. Strategic Statistical Planning
4. Indicators Baseline – IB
5. Administrative Records Strengthening Plan –ARSP– that includes the Guidelines for the documentation of methodologies on statistical operations, of an administrative record type in Territorial entities.

The first booklet in the collection corresponds to **Instruments for the Strengthening of the NSS**, which describes a set of methodological guidelines that contribute and promote the production of good quality statistics. In the framework of the EFE the process of publicizing these instruments allows departments, municipalities and entities to take over these methodologies, in order to produce statistics that meet the established standards.

The booklet is organized as follows: The first part is a description of the National Statistical System (NSS) and its articulation with the tools to strengthen the national and regional statistics. In the second part there is a brief description of each of the above-mentioned instruments, which contribute to the strengthening of statistics from the territorial field.

These instruments are:

- *National Strategy for Statistical Development (NSSD)*: This is a logical set of decisions that are taken by national authorities, in order to have better statistics available and carry out a better analysis of such statistics in the next four or five years, and to respond to the most important national and international needs (OECD, 2007).

It is the general framework of the statistical policy. It presents a diagnosis of the statistical activity, the different aspects of the statistical policy (coordination, institutional strengthening and statistical production), the strategies, the main directives in each aspect, components and the strategies for each component, associating them with the fundamental principles of official statistics. Each component can be assessed using the definition of criteria established for that purpose.

The strategic planning methodology defines the main problem, causes, effects, means and ends, objectives and strategies. It makes emphasis on the means and considers both production and coordination.

- *The National Strategic Plan for Statistics (NSPS)*: This is a permanent technical instrument that identifies the strategic statistical production and the most urgent data requirements, which are necessary for the society in general to monitor and assess policies, plans and programs oriented towards the development of the country. The financial costs of the development of strategic statistical activities in the country can be estimated through the NSPS, promoting a more efficient use of available resources.

In this sense, the NSPS seeks to contribute to the improvement and consolidation of the NSS, so that the production and use of strategic statistics in the country can be optimized with the resources set for each four-year period and that comply with the quality standards that have been established. All this in order to provide strategic statistics to decision-makers and the society in general, which are fundamental to understand and analyze the reality of the country, in the terms and conditions that

are required to design, formulate and evaluate policies, plans and programs directed towards the country's economic, social, environmental, demographic and technological development.

- *Meta-Information System - Data Accelerated Program (APD)*: This is an information system that enables the execution of best practices and international standards in the documentation and dissemination of microdata and metadata, thus making the most of the work done by the International Household Survey Network (IHSN).

The Meta-Information System contains metadata on DANE's statistical operations and those of the main NSS entities, corresponding to censuses, surveys and administrative records, for the strengthening of statistical information. The latter enables the description of context, quality, condition, data characteristics, microdata and related material, through the use of an internationally standardized metadata structure. All this, in order to facilitate the consultation and access to information related to the statistical process of a statistical operation for users in general.

- *Information maps*: This is a tool to structure and graphically represent statistical information produced by the entities of each of the thematic areas, facilitating the understanding and global knowledge of statistical supply, according to the National Strategic Plan for Statistics –NSPS, in order to strengthen the National Statistical System –NSS. It seeks to support institutional management and to contribute to the strengthening of the technical capacity and the development of statistical activity. The Information Maps – IM contribute to the observance of the United Nations (UN) official statistics fundamental principles one, eight and nine, concerning the sources of national statistics and the use of international standards, respectively.
- *Statistical Information System for Territorial Support (SISTS)*: This is a system of predetermined indicators that collects, organizes, disseminates and promotes the use of strategic statistical information on the demographic, economic, social, political-institutional and environmental situation of territorial entities. The project's overall objective is to support decision-making in the formulation, monitoring and assessment processes of public policies related to territorial and regional development.

The Nation, departments, municipalities, national level entities, DANE itself, the private sector, international organizations and the community in general are users of the SISTS, The access and use of this system is open and free of charge.

In this manner, the development of the SISTS is framed within the observance of the United Nations official statistics fundamental principles one and three, the former related to relevance, impartiality and equal access, the latter to accountability and transparency.

- *Standardization of concepts:* This is a continuous process that provides unified definitions of the terms used for the operations and statistical research of the National Administrative Department of Statistics (DANE) and the strategic ones of the National Statistical System, thus providing the necessary elements for the building of their conceptual frameworks.

The standardization allows the use of common concepts by all statistical information users and producers, as well as the comparability of results for an easy integration and harmonization, in observance of the United Nations UN Official Statistics Fundamental Principles; Principle three about accountability and transparency; Principle four regarding the prevention of misuse of information; Principle eight about national coordination; Principle nine concerning the use of international standards; and Principle 10 regarding international cooperation.

- *Standardization of methodologies:* This is the process in which DANE's statistical research and the National Statistical System's strategic research are documented, presenting the main technical characteristics of the processes' and sub processes in a standard, complete and easy-to-read manner, in the stages of design, production, analysis and dissemination. This project has been developed towards the observance of the United Nations-UN official statistics fundamental principles one and three, related to relevance, impartiality and equal access, accountability and transparency.
- *Good practices for the statistical activity:* These are the guidelines and actions based on proven experiences with the best results that serve to support those responsible for the statistical activities in the coordination planning, design, production, analysis and dissemination of statistical operations, for the improvement of management and the quality of products or services, in order to build confidence in information users.
- *Regional Economic Situation Reports (RESR):* This is a tool to make available statistical information of an economic and social type for the country's departmental administrations. The report aims for a timely and reliable decentralization of information, adjusting to the Fundamental Principles of the Official Statistics promulgated by the United Nations Organization, related to Relevance, Impartiality and equal Access to information. Twenty-eight reports are completed, one for each department, and the New Departments (Putumayo, Vaupés, Vichada, Guaviare and Guanía) are compiled in a single report.
- *Quality assurance of the Strategic Statistical Information:* This is a mechanism by which the quality of strategic statistical production is assessed to determine the degree of compliance with the quality framework of the National Statistical System – NSS; and making a comprehensive monitoring of the application of instruments and factors; contributing to the strengthening, confidence and transparency of the system.



- *Classifications and Nomenclatures:* These are technical tools that are used to sort and categorize characteristics of the economic and social reality. Their purpose is to ensure the comparability of the information in time and space, contributing, in addition, to the process of standardization, regularization and harmonization.

The second booklet, ***Guide to the Design, Construction and Interpretation of Indicators***, addresses the basic methodological elements to be taken into account in the design, construction and interpretation of indicators, in order to improve the understanding of the quality criteria required for the management of statistical information used for decision-making purposes. It refers to the more general topics of an indicator, from the definition and types of indicators, to the description of the process, to plan and identify the variables that will make part of the indicator, to build it and, finally, to interpret it.

The third booklet refers to the subject of ***Strategic Statistical Planning***. It describes the technical, dynamic and permanent process of organization and coordination of statistical activities. Strategic Statistical Planning helps to optimize, in a given time and with fixed resources, the production of statistical information necessary for the formulation of plans, projects and public policies that benefit the country.

It exposes in a simple and comprehensible manner the methodology for the formulation of a strategic statistical plan, conceived as an organization and prioritization tool, for identifying requirements, regulating production and minimizing duplication of official information produced. Thus, resource allocation will be optimized in order to improve the statistical quality of the information produced. It describes the process for developing the statistical plan of an entity, which can be applicable in the territorial, national or institutional sphere.

The booklet ***Indicators Baseline*** refers to the methodology that has been developed by DANE for the analysis of indicators baseline, whose first version dates back to 2001, and which has been updated in order to adjust its theoretical and technical qualities for a better handling of the tool. The baseline is a set of selected strategic indicators that enable monitoring, assessment and accountability of public policies, plans, programs and projects.

It summarizes the methodology for the design, formulation and implementation of indicators baseline whether at a national, territorial or sectorial level. It begins with the conceptual, theoretical and regulatory framework, followed by the definition of the basic guidelines, both for the conceptualization, design and formulation and for the implementation and its start-up.

The fifth booklet in the series refers to the *Administrative Records Strengthening Plan – ARSP*, which emphasizes that the National Administrative Department of Statistics (DANE) as the entity responsible for the country's production of statistical information, seeks to provide appropriate tools to make the most of the information held by public and private entities at national, local and territorial levels. DANE designed the methodology for the formulation of the Administrative Records Strengthening Plan, in order to give use to the large number of records and information managed by public and private institutions in the country, and also to encourage the local authorities to use the information they already produce.

This document outlines the steps required for the formulation of the ARSP, which seeks to contribute, objectively, in the improvement of administrative records, by including technical guidelines to achieve a good quality production and a better use of information focused on the statistical resource.

#### 2.2.2.2 Second Series of Pocket Booklets

In addition to the five booklets described above, there are other issues to be addressed under the same format, which is currently under development:

- Basic guidelines for a statistic research
- Principles and Good practices
- Standardization of methodological documents

#### 2.2.2.3 E-learning courses

An additional tool to implement the Strategy is through virtual training using the E-Learning tool. This tool is used for courses on Strategic Statistical Planning, Indicators Baseline and Design, Construction and Interpretation of Indicators.

By making the best use of the advantages of Internet and the possibility to cover a larger target population, on-line courses provide training on the above-mentioned topics and enable the monitoring of the students progress, providing feedback, and verifying the achievement of learning goals.

Moreover, virtual courses (available in Spanish) will be developed making use of the E-learning tool. Here is a screenshot of this tool:

## Virtual courses



The Strategic Statistical Planning virtual course was first designed and then pilot tested; subsequently adjustments were made. This course provides the elements to understand the statistical quality criteria that support strategic statistical planning to complete the necessary phases of the statistical plan formulation process of the entity, and with that rationalize the information production and managing processes'. In this way, statistics constitute an efficient support for the planning and assessment of government programs and policies.

The Strategic Statistical Planning course is intended for public entities of the national and territorial levels, which express an interest in structuring the statistical information they produce and thereby meeting the requirements for the formulation of effective public policies that could result in greater benefits for the society.

Specifically, to civil servants and public contractors in each of the offices and departments in public entities of the national, regional and local order, who are responsible for their entities' mission accomplishment. This tool is of great importance for the Planning Offices and Statistics Departments (or for those carrying out the functions of policy promoters and executors and for the Departments of Statistics), as a mechanism that enables them to generate good quality strategic statistical information.

In 2010, the first E-learning Strategic Statistical Planning and Base Line Indicators courses were held. Likewise, adjustments to the course of Design, Construction and Interpretation

of Indicators were made, as well as the set-up of the course on the software e-learning platform (Moodle).

The Indicators Baseline is a set of selected indicators that enable the monitoring and assessment of public policies, plans, programs and projects. Its main feature is that it enables the comparison of achievements or progress made in respect to a reference year. In other words, the baseline provides the necessary information so that decision makers can measure subsequent performance of policies, programs and projects. However, while the Baseline refers to indicators, its structure has as its starting point the application and effective use of information.

Particularly, Indicators Baseline is a tool to perform the decision-making process, taking into account the current state of the problem to be studied, evaluating the measurement object changes and dynamics over time, in order to reduce uncertainty and make decisions with the best information possible.

In this sense, this course provides the necessary tools to understand, design, build and implement the indicators baseline in any organizational context in which decisions are made, and public policies, programs, plans and projects have to be implemented.

The course on the design, construction and interpretation of indicators is justified because most organizations produce a considerable amount of information on the development of their operations. This information, if properly processed and analyzed, is essential for decision-making and for the design, monitoring and assessment of activities, policies, programs, etc. Indicators are one of the most important tools for processing and analyzing information, because they summarize information and turn it into signals that are easy to understand, measure and compare.

Transforming data into indicators is a process that involves a number of steps that tend to ensure the quality of measurements and optimize their usefulness. Proper use of the indicators involves developing a conceptual and analytical structure that enables their correct interpretation. This evidences the need to provide both producers and users of information with conceptual and methodological tools that facilitate not only the design and construction, but also the interpretation of indicators.

The use of indicators by public entities of the national and territorial levels is vital for continuous monitoring and assessment of their activities, programs and policies, and in general, for decision-making purposes.

#### 2.2.2.4 Other supporting materials

- Strategy for Territorial Statistical Strengthening information leaflet.

It also has the information leaflet on the strategy for the territorial statistical strengthening, which provides a brief description of the Strategy, explaining what EFET is all about, its objectives and expected results. It also indicates contact information for users to formulate their inquiries.

- The United Nations - UN Fundamental Principles for Official Statistics information Leaflet.

It contains the description and explanation of each one of these principles.

- Leaflet on the stages of the statistical research: A guide for statistics-producing entities.

It consists of a list of activities to be undertaken during each stage of the statistical research. The purpose is to provide guidance to entities in general about the procedure to be followed in each of these stages: Planning, design, implementation, analysis and dissemination.

- Leaflet on the stages of the statistical research

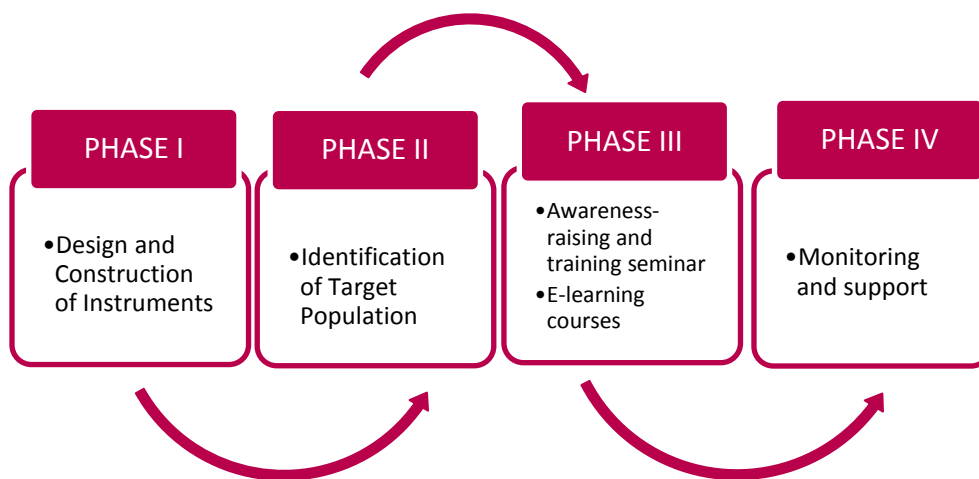
Contains a list of each of the activities to be carried out during the statistical research at DANE.

The leaflet describes the steps to be followed in each stage. These stages are: Planning, design, implementation, analysis and dissemination.

### 3. STAGES FOR THE IMPLEMENTATION OF THE STRATEGY FOR TERRITORIAL STATISTICAL STRENGTHENING-EFET

This chapter describes the relevant aspects of the preparatory activities and the educational process. It explains the activities to be carried out to implement the EFET, which are considered among the stages designed for the implementation of the Strategy.

Diagram 4. Phases for the implementation of EFET



#### Phase I. Design and construction of Instruments

This phase includes the design, planning and preparation of activities to be carried out during the implementation of the Strategy stage. It also covers the preparation of training material (booklets, presentations, etc.).

During this stage the texts for the pocket booklets were written, with the special feature of writing texts in a less technical and more understandable language, to enable access to all audiences. Here are the covers of the pocket booklets:



Additionally, a brochure was designed and printed allowing easy access to information, in order to publicize EFET. Workshops exercises were designed during this stage, especially those related to indicators and indicators baseline.

## Phase II. Identification of Target Population

In this phase the territorial organization structure is analyzed to identify territorial actors who will make up the target population to which the implementation of the Strategy is oriented.

The Strategy for Territorial Statistical Strengthening-EFET is directed towards civil servants that have to do with the mission-related areas, departments and secretariats of the territorial entities. That is, civil servants in the mission-related areas of 1102 municipalities, 32 departments and the Capital District. It also takes into account civil servants of the national entities.

Due to its strategic nature, it is necessary to identify mission secretariats and offices that produce and manage the entity's statistical information. This equally applies to national, territorial or institutional entities, where the mission dependence that handles the statistical information is established.

### **Phase III. Awareness Raising and Training Seminar and E-Learning Courses**

During this stage the capital cities of the departments that have been selected to conduct the seminars are visited. Participants have the opportunity to be trained on the topics related to the EFET. In this phase the entities in which the seminars will be conducted are determined by the Coordination.

The process of preparing the training program on the strategy for the statistical strengthening is described below:

#### **Awareness-raising:**

This process is developed in the territorial entities as follows:

- The process begins with finding the contact information to make the first approach with the governors' and mayors' offices, in order to organize the seminars.
- Subsequently, it is given by telephone contacts with governors, mayors, territorial administration officials, such as secretariats, heads of planning, the protocol office, etc.
- It takes place by conducting training seminars.
- To support the awareness-raising process all related information is available on the website, where methodologies and procedures relating to the surveys and statistical researches can also be found.
- Additionally, it has the support of DANE territorial offices for outreach work in the cities to be visited



## **Training:**

Seminars are given in the form of in-class training, aimed at the transmission of knowledge on the objectives and technical content of matters related to statistical planning and harmonization.

The training process is performed to public servants identified as a result of the analysis of the organizational structure in each territorial entity. Those responsible for the areas of planning and municipal secretariats have to be included. The intention is to show and teach them the techniques designed and implemented by DANE for the processing of statistical information that would enable uniformity and comparability of results.

Every participant receives a package containing the pocket booklets and the strategy information leaflets during each seminar-workshop.

Participants are trained in the following topics during the seminars:

- Instruments for the strengthening of the NSS
- A guide for the design, construction and interpretation of indicators
- Strategic Statistical Planning
- Indicators Baseline
- Administrative Records Strengthening Plan

The awareness-raising and training seminar takes place over a day and a half, starting with an explanation of the topics, followed by a workshop in order to check the level of understanding and do some practical exercises.

Specifically, after explaining the Territorial Strategy for Statistical Strengthening (EFET) and the NSS Instruments, participants will be asked some straightforward questions about how is the NSS formed, and on the instruments that are part of the EFET.

Once the design, construction and interpretation of indicators has been explained, a practical workshop takes place, in which participants follow the step-by-step process for the design, construction and interpretation of an indicator and this exercise also involves the initial construction of an indicator among all participants. Subsequently, other exercises are done in order to awaken the interest and develop the participants' skills, through the finding of errors in some metadata sheets that are set as examples.

As regards the baseline of Indicators, an exercise to establish the thematic structure of indicators, as well as the formula for each one of them takes place, following the process that was previously explained for the construction of the indicators' baseline.

## Phase IV. Monitoring and Support

This stage consists in the accompaniment and monitoring of the implementation and application process of the tools learned during the seminars.


Several tools were prepared to carry out this accompaniment and monitoring, namely:

E-mail: [efet@dane.gov.co](mailto:efet@dane.gov.co)

Telephone number: 5978300 Extension 2803

For this stage of evaluation and monitoring, an instrument called “*Evaluation and Monitoring of the Seminar-Workshops*” (available only in Spanish) was designed, in order to evaluate the implementation of EFET’s instruments. This is shown below:

### “*Evaluation and Monitoring of the Seminar-Workshops*”

ENCUESTA DE EVALUACIÓN Y SEGUIMIENTO AL SEMINARIO TALLER –ESTRATEGIA PARA EL FORTALECIMIENTO ESTADÍSTICO TERRITORIAL	
	Esta evaluación tiene como propósito determinar la utilidad respecto al uso de las herramientas y conceptos aprendidos durante los seminarios territoriales llevados a cabo en las ciudades de Bucaramanga, Pereira, Manizales, Santa Marta, Barranquilla, Cartagena, Cali y Armenia. Su opinión nos permitirá mejorar la calidad de nuestras actividades. Califique de 1 a 5, teniendo en cuenta que 5 es el puntaje máximo y 1 el mínimo, los siguientes aspectos.
<b>1. EVALUACIÓN GENERAL DE LA CAPACITACIÓN</b>	
Responda sí o no, con relación al desarrollo general de la capacitación y la utilidad de la información aprendida.	
	Sí No
1. Considera que los temas tratados en el seminario territorial de la EFET son importantes para su rol profesional	<input type="checkbox"/> <input type="checkbox"/>
2. Cree que estos temas puede aplicarlos desde su puesto de trabajo	<input type="checkbox"/> <input type="checkbox"/>
3. ¿Tenía conocimiento acerca de este estilo de trabajo del DANE?	<input type="checkbox"/> <input type="checkbox"/>
4. ¿Se han establecido acuerdos de uso o difusión de las capacitaciones con sus jefes o grupo de trabajo?	<input type="checkbox"/> <input type="checkbox"/>
5. ¿Ha replicado estos seminarios en otros municipios, departamentos, entidades o dependencias?	<input type="checkbox"/> <input type="checkbox"/>
6. ¿Se ha tomado algún tipo de acción frente a estas replicas? ¿Cuales? _____	<input type="checkbox"/> <input type="checkbox"/>
7. ¿Ha aplicado los instrumentos aprendidos, en su trabajo? De que manera? _____	<input type="checkbox"/> <input type="checkbox"/>
8. ¿Ha tenido dificultades en su aplicación? ¿Cuales? _____	<input type="checkbox"/> <input type="checkbox"/>
<b>2. CONCEPTOS DE LA EFET</b>	
En una escala de 1 a 5, en donde 5(EXCELENTE), 4(BUENO), 3(REGULAR), 2(MALO), 1 (DEFICIENTE). ¿Cómo calificaría los instrumentos aprendidos?	
	1 2 3 4 5
1. Instrumentos para el fortalecimiento del Sistema Estadístico Nacional (Nomenclaturas y clasificaciones, PENDES, SIEAT, etc)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2. Diseño, construcción e interpretación de indicadores	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3. Planificación Estadística Estratégica (Elaboración plan estadístico de la entidad territorial)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4. Línea base de indicadores	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5. Fortalecimiento de registros administrativos	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
GRACIAS POR SU COLABORACIÓN	
Por favor enviar la encuesta diligenciada al correo: <a href="mailto:efet@dane.gov.co">efet@dane.gov.co</a> ; <a href="mailto:mrubianob@dane.gov.co">mrubianob@dane.gov.co</a> ; o <a href="mailto:lmvarelam@dane.gov.co">lmvarelam@dane.gov.co</a>	

The assessment of the Strategy for Statistical Strengthening (EFE) identifies the need to measure the impact on its beneficiaries and establish the positive aspects of such assessment. The methodology used is experimental and, therefore, its convenience has to be assessed during the monitoring and support stage of the process.

The assessment takes place sometime after the strategy's implementation, in order to establish changes generated within territorial entities and institutions, the strengthening of the statistical capacity, the generation of statistical culture, among other aspects to be determined and that can be analyzed.

The monitoring and assessment of the strategy's impact can be considered from two points of view:

- Impact on the target population: According to the awareness-raising and understanding of the training received.
- Impact on the entities: According to the strengthening of the statistical capacity, the creation of communication channels between entities, improvement of the quality of strategic statistical information, implementation of methodologies and tools learned.

Besides analyzing satisfaction and learning goals achievement, it examines the effects of training in target population and entities. In such a way that when evaluating there will be documentation of different levels (national, regional, departmental and municipal) that will enable feedback on the strategy's implementation for the Territorial Statistical Strengthening in each one of those levels.

The Strategy is assessed, in order to improve its outcomes, through the review of stages and tools included within the implementation process. The evaluation of the implementation of the EFE is justified to improve its design it and make the necessary adjustments so that it can be applied to all municipalities and departments of Colombia, as well as the national level entities.

It is necessary to establish in which way the knowledge gained through seminars and workshops is being applied in the trained entities. Making this possible enables the improvement of educational materials, workshops, methodologies used, and other identifiable aspects.

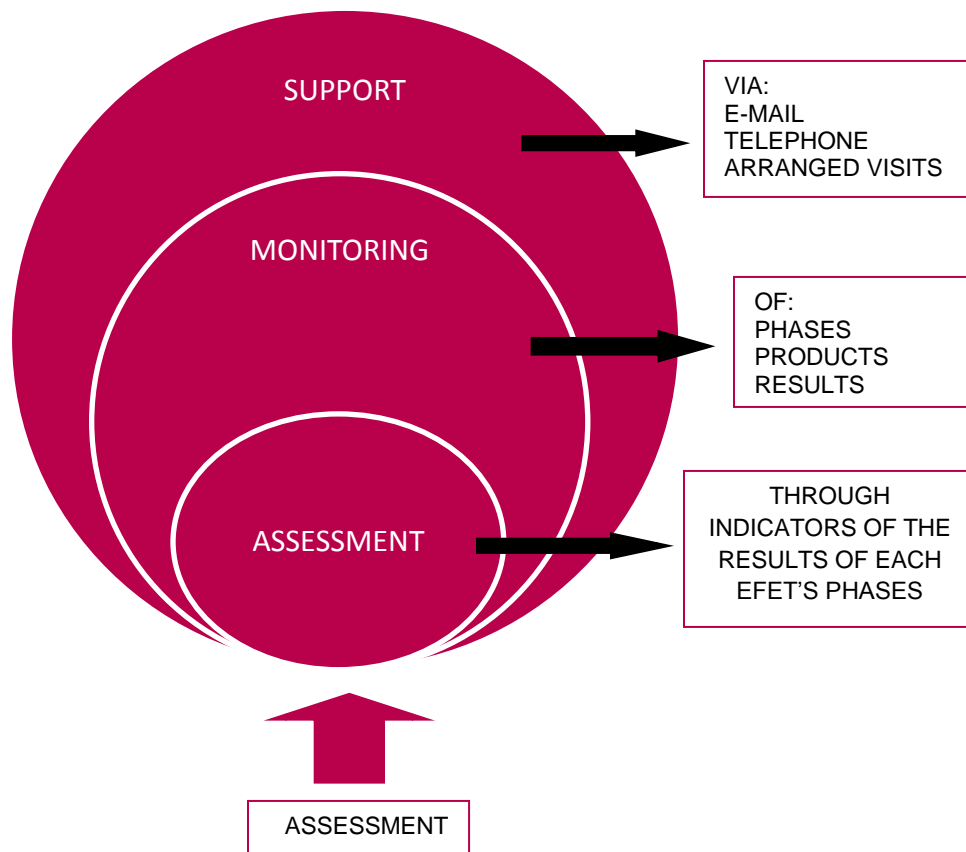
The following will be assessed:

- The content of the training activities
- The workshops conducted during the seminars
- Training materials used during the seminars

Student Satisfaction will be measured for this purpose, using an instrument, which has been designed for this task.

The proposal for monitoring and assessment should include a number of mechanisms provided for this task, which are outlined in Diagram 5.

Diagram 5. Design of the proposal for the accompaniment (support), monitoring and assessment of EFET's implementation



In order to facilitate communication, those responsible for the process will have an e-mail address ([efet@dane.gov.co](mailto:efet@dane.gov.co); [contacto@dane.gov.co](mailto:contacto@dane.gov.co)) for this purpose. It will also be possible to contact DANE by telephone in Bogotá (5978300 extension 2803), for queries and guidance.

The support (accompaniment) to the implementation of the strategy stage will be conducted through the e-mail created for that purpose ([efet@dane.gov.co](mailto:efet@dane.gov.co); [contacto@dane.gov.co](mailto:contacto@dane.gov.co)), via phone and arranged visits.

The monitoring should be done to the phases, products and the results obtained in the implementation of instruments in the various territorial entities that have been visited during the stage in which the regional seminars take place.

Additionally, the support (accompaniment) to E-Learning courses is effectively carried out when the fulfillment of the activities proposed during the course is verified.

The design of the course enables to follow-up the students' participation, checking if they have accessed the study material, and with interaction and the answering of questions.

There are also forums and other spaces for students to leave a record of their opinion about the different topics.

## GLOSSARY

**Administrative Records:** A series of data on an action subject to regulation or control, collected by a public sector entity as part of its function, as a result of fiscal, tax or other needs, created for the purpose of enabling the management of government programs, or to monitor the compliance with legal obligations of the society.

**Administrative source (administrative records):** This is the organizational unit responsible for implementing administrative regulations (or group of rules and regulations), whose corresponding record of units and transactions is considered as a source of statistical data.

**Baseline Indicators:** A set of selected indicators for the systematic monitoring and assessment of policies and programs. The indicators that integrate the baseline are classified into structural and situational, and at the same time, they are arranged as key and secondary indicators, according to their relative importance.

**Collection Methods:** These are the procedures to gather data with the necessary level of quality.

**Follow-up, monitoring and assessment:** Actions which together enable the establishment of control measures or policy adjustment, while identifying the status and effect of an activity, action, phenomenon or behavior.

**Household:** A person or group of persons, related or unrelated, who occupy all or part of a house; they take care of basic needs under a common budget and often share meals.

**Indicator:** This is a quantitative expression for describing characteristics, behaviors or phenomena of reality, at a given moment. An indicator must usually relate two or more variables, enabling the detection of certain situations.

It is an expression that can be quantitatively and/or qualitatively expressed for the reporting of the reality features, behaviors or phenomena, in a given moment or period of time.

Indicators have a wide range of application that covers all the tasks of human activity. For example, in daily life different indicators are used for various purposes, such as pulse and body temperature, which can describe the health condition. Ambient temperature is an indicator of the weather. In the field of businesses or corporations there are management indicators, productivity indicators and performance indicators. At country or regional levels there are economic or social activity indicators, such as employment rate, educational level rate, etc.

These indicators, whatever the object pursued by their measurement, meet a specific purpose, which is to describe the state of a situation at a time or in a given period of time. The information provided by an indicator is a key input for:

- Setting goals and/or objectives for development.
- Identifying issues and action areas.
- Taking measures and actions on priority issues.

**Indicator Features:** In general any indicator has to be easy to understand and interpret and enable the establishment of relations with other indicators used to measure the situation or phenomenon under study, that is, be comparable and over time.

Indicators can be expressed as:

- Absolute amounts (km)
- Relative values (participations, distributions, rates)
- As synthetic indexes (aggregation of indicators such as the poverty index).

**Level of disaggregation:** This refers to the level of detail to which statistically significant information can be obtained from the available data.

**Metadata:** Data sheet that contains data about the content, quality, condition, or other characteristics of the data.

**Methodology:** A logical and systematic study of methods of procedures that guide the process of generation of statistical information.

**Municipality:** The basic territorial entity of the State's political-administrative division, with political, fiscal and administrative autonomy within the limits determined by the Constitution and the laws of the Republic. Its purpose is the general welfare and improvement of the quality of life of the population within its territory.

**National Statistical System-NSS-:** This is the organizational structure, inclusive of all statistical activities carried out by the State's public, territorial or sectorial entities, and the Government's private agents, whose product, the strategic statistical information, must show the status and interdependence of economic, demographic and social phenomena, as well as their relationship to the physical environment and territory.

**Official statistics:** Official statistics are statistics released by the national statistical system, except where explicitly stated that they are not official.

**Regulations:** A set of rules and agreements established according to the development of standards, rules and legislation patterns, in order to normalize or standardize actions, trends or behavior of agents, institutions or the phenomena subject to regulation.

**Standardization (Statistics):** This refers to the comprehensive set of guidelines for the collection, processing and dissemination of information on censuses, surveys, administrative records, or other methods about a particular topic, which are organized into the following categories: Concepts, definitions, classifications, methodologies and processes.

**Statistical activity:** A set of actions or any other activity of a similar nature aimed at collecting or obtaining, processing and sorting, storing, analyzing, disseminating and publication of data, in accordance with methodologies preconceived and developed for this purpose and made through any recognized technical or technological means.

**Statistical information:** This is information that is collected through statistical observation or produced by the processing of survey data. Statistical information describes or expresses the characteristics of a community or a population in figures.

**Statistical operation:** The set of activities based on individual data collection that leads to the presentation of aggregated results in tables or indexes. Individual data can be collected:

- Directly from reporting units using a questionnaire or set of questionnaires that are processed together;
- By observing the facts of a given phenomenon; and
- Through a particular record or file created for purposes other than statistical.

**Statistical Plan:** This is the instrument for the identification and prioritization of statistical information and other results that are required in an institutional circle (entity / sectorial / territorial). The Statistical Plan contains strategic information required for the formulation of public policies, planning, decision-making, and for the monitoring and assessment of development of plans.

**Statistical planning:** An ongoing technical process to determine viable objectives, to establish performance parameters of all the agents involved in the statistical production process, to define responsibilities and deadlines, and ensure, in short, an effective service for decision-making purposes.



**Statistical production:** A process that implies information gathering and processing, delivering results and subsequent analysis, according to the methodology developed for such purpose.

**Statistics:** The quantitative and qualitative information, added-on and with representativeness, which defines a collective phenomenon in a given population.

**Statistical confidentiality:** The ban on the dissemination of statistics or data of individual units to which the information is referred, or any restrictions on the use of information due to its confidential nature.

**Strategic Statistical information:** This refers to the quantitative and qualitative information, which is added-on and representative, generated through methodological procedures, rules and standards of a scientific and statistical nature, through censuses, administrative records, sample surveys and derived statistics. This type of information is produced by governmental organizations or entities endorsed by the government in the development of their institutional mission, which defines an economic, social, environmental or demographic phenomenon, and that is required by the actors, whether governmental or private, necessary for decision-making purposes.

**Unit of observation:** Subject of research, on which information is received and statistics are compiled. During data collection, this is the unit for which data is recorded. It is worth mentioning that this could be, or not, the same unit of information.

**Variables:** A variable is understood as an aspect or dimension of a phenomenon that is characterized by the ability to take on different values, either quantitatively or qualitatively. Examples: Number of species, hectares, total height, volume, persons, number of households, marital status, age, number of hectares grown, etc.

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