# SOCIAL MANAGEMENT AND GENDER EQUALITY PLAN

## Content

## 1.  Introduction

The purpose of implementing social management and gender equality during the implementation of the project and/or program is aimed at building a social fabric around it, technically assisted by Findeter.

The social management and gender equality plan (PGSEG) collects a set of inter-institutional and community activities that define the action strategies to create the conditions that allow to strengthen the construction of the social fabric; the interrelation of the population with local and regional administrations within a context of participatory creation, empowerment and sustainability; and the opportunity to enhance the benefits and minimize the negative impacts expected during the project and/or program.

For this purpose, the following components are considered:
1.  Territorial reading component
2.  Component of communication, disclosure and social support
3.  Monitoring and evaluation component

## 2.  Scope

The present PGSEG integrates, from the technical assistance of Findeter, the particularities of each of the communities benefited by the project and/or program, the community accompaniment through social management, the respect and protection of human rights, gender equality, and environmental sustainability.

The above in correlation and affinity with the national norms of citizen participation, aimed to both ethnic and non-ethnic communities; as well as with the Sustainable Development Goals of the United Nations and other social and environmental guidelines of the international organizations.

## 3. General notes

For the implementation of these guidelines for social management and gender equality, the contractor must take into account the following generalities:

1) THE CONTRACTOR is not responsible for carrying out the prior consultation with indigenous communities for the execution of its activities, however it is its responsibility to design the protocol for the process of consultation and/or agreement that any contractor must perform for the execution of the works, in accordance with the guidelines established by the Interior Ministry.

2) Once the contract has been held and perfected, a meeting must be held between the social teams of Findeter, the supervisor and the contractor, in order to establish the scope of each of the components of the PGSEG to be implemented, according to the nature and scope of the project and/or program. This meeting must be recorded in the minutes approved by the supervisor.

3) For the development of the communication, divulgation and social support component, the contractor of the program or project must adhere to the FINDETER Image Manual.

4) In case of situations of suspension in the project and/or program, the community should be informed through the leaders and the sustainability committee.

5) If the execution of the project and/or program requires the processing of an Environmental License or if it already has this; The design, execution and monitoring of the Environmental Management Plan will have to be framed in the guidelines established by Decree 2820 of 2010 and its complementary regulations.

## 4. Description by components

### 4.1. TERRITORIAL READING component

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2.

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The contextual knowledge of the territory and of the communities that inhabit in the areas of influence of the project and/or program is the first step in the identification and knowledge of the actors and the variables of interest for social management and gender equality.

This first approach in the field should focus on capturing the views, perceptions and opinions of the community; as well as constituting a source of validation and verification of information, and fostering relationships of trust.

The activities corresponding to territorial reading must ensure conditions of social management and gender equality during the collection of information, with special emphasis on the reception of experiences and perceptions of girls and women, women's groups, vulnerable communities, ethnic communities, etc.

- **Identification of the area of influence.** Renascence of the territory that represents the area of direct and indirect influence of the project and/or program. It includes sites that are historically, politically, economically and culturally important to the community, as well as the location of the population.

Product: Cartographic maps and/or social cartography, in which the area of direct and indirect influence of the project and/or program is evidenced.[1]

- **Characterization of the population.** For the social management of the project and/or program it is essential to identify the interested parties, being these individuals, groups or institutions that are impacted and/or influenced. It is possible that there are actors positively impacted by being beneficiaries and negatively affected by being adversely affected; In the same way, the influence can be positive when the project/program is favored or negative when opposing it.

  The reconnaissance and analysis of the population should be aimed at getting to know the community by identifying the categories of the interested parties, and determining the key actors with which to relate.

  Within the categories that can be found are: the people and groups affected negatively and positively; the people and groups that influence the development of the project and/or program positively and negatively; The project and/or program workers and their representatives; the representatives of territorial institutions and organizations at the local-regional-national level; the academic and research institutions.

  Product:
  - Social characterization sheets in which the different population groups of the interested parties in the project and/or program are identified and documented. It should include a diagnosis and socioeconomic analysis that includes cultural factors, geographic location, demographics, organizational capacity, level of vulnerability or social exclusion, relationship with the project and/or program in relation to motivation, among others.[2]
  - Community reports in video, audio, interview, written form or that which is considered appropriate according to the social conditions of the community, where the perceptions of the social actors regarding the development and social management carried out during the execution of the project and/or program are evidenced.[3]
  - These stories should collect information on the problems that women, girls or vulnerable communities are having in relation to the project.

- **Matrix of potential impacts.** The identification of the probable social, environmental, cultural and economic opportunities and risks that the project and/or program may cause will allow to define the positive and negative benefits and impacts, and how these would affect the community.

  For this, it is important to identify conflicts that may affect the development, appropriation and sustainability of the project and/or program.

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[1]The collection of this information must include primary and secondary data, which is why it is essential to approach the territory. The documentation of this product must be supported by its methodology, audiovisual record and report.

[2]The collection of this information must include primary and secondary data, which is why it is essential to approach the territory. This information should be disaggregated data of simple ages, sex and as far as possible aspects of poverty, access to public services, forms of employment and educational level. The documentation of this product must be supported by its methodology, audiovisual record and report.

[3]The reports should be submitted at the beginning of the project and/or program when the community's expectations are measured, at 50% progress where the perceptions regarding the impact of the works in the area are recorded, and at the end to show the social perception facing the entire execution.

Product: Matrix of potential impacts that may arise during the execution of the project and/or program, prioritizing social and environmental areas.

This tool must resort to the analysis of the territorial and community context, collect and make visible the historical and cultural particularities of the region; so that the information facilitates the evaluation and management of risks and benefits, and subsequently the evaluation of results and impacts of the project and/or program.  It is important that this product makes visible the relationship of aspects that should be taken into account in relation to social management and gender equality.[4]

- **Directory of actors.** The identification of the interested parties of the project and/or program, either by impact or influence, allow to establish relationships and contact links with the different institutional and non-institutional actors necessary for the development of the project and/or program.
  The following are some of the actors that can be related:

  Institutional actors:
  - Governor's office
  - Mayor's office
  - City Council
  - Councilors
  - Comptroller
  - Municipal representative
  - Procurator's Office
  - Ombudsman's Office
  - Public utilities companies
  - Adaptation fund
  - Regional autonomous corporations
  - SENA
  - Chamber of Commerce
  - ICBF
  - Guilds
  - Social managers
  - Law Enforcement Authorities
  - Social prosperity
  - Educational institutions
  - Foundations and social corporations
  - Organizations dedicated to the care of cultural and heritage assets
  - NGO
  - The media
  - Authorities in charge of the prevention and attention of emergencies.

  Non-institutional actors:
  - Community action board
  - Representatives of the commercial sector
  - Residential management boards

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[4]The documentation of this product must be supported by its methodology, audiovisual record and report.

-Existing oversight

-Community mothers

-Community impacted by the project and/or program

-Group of women

-Leaders

Product: A directory of institutional and non-institutional actors with informative data such as name, who represents them, position or role, and contact information.

The information must be confidential, only for the use of Findeter and the British Embassy and periodically updated with the data of the attendance lists and the systematization of the data collected in the neighborhood minutes.[5]

Form: Directory.

- **Environmental Contextualization** In an articulated way the products mentioned above, the environmental characterization supports the development of the project and/or program; therefore it is important to understand:
  - The characteristics of the soils where the project and/or program will be developed.
  - Identification of the fauna that lives in the area where the project and/or program will be developed, including the closed species.
  - Identification of the flora, floristic composition map and inventory of forest use.
  - Identification of water sources in the area where the project and/or program will be developed.
  - Archaeological characterization of the area of influence and development of the project and/or program, identifying if there are movable and immovable assets that are part of the said heritage or archaeological protected areas.
  - Map of social cartography where the interest groups, communities and organizations that monitor the protection of the environment in the area of influence of the project development are identified.

Product: Contextualization document that includes the characterization of the elements described above, together with the annex and the environmental procedures that are required.[6]

### 4.2. COMMUNICATION, DIVULGATION AND SOCIAL SUPPORT Component

The development of a participatory and inclusive project and/or program requires different information channels, this being the main way to make contact with the community through the public divulgation of information that is related to the project and/or program. The transparency and accessibility of the data of the project and/or program, as well as the dialogue that activates bidirectional communication, favor the relations between the community and the contractor's administrative staff.

In addition to the above, the dialogue and exchange of knowledge, as a result of knowledge of the community environment, allows to establish trusting relationships that facilitate the execution of the project and/or program and the construction of a social fabric based on the history and expectations of the people in the area of influence. The implementation of actions and initiatives that promote social management and gender equality in the

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[5]The collection of this information must include primary and secondary data, which is why it is essential to approach the territory.

[6]If any of these components does not apply given the structure of the project and/or program, it will be agreed upon at the first social meeting after the signing of the initial minutes, with prior authorization from the supervisor.

communities benefited by the project and/or program, requires the identification of contexts on which to promote the respect and protection of aspects that may seem isolated to the development, but are an integral part of the processes of appropriation and sustainability of the same.

Therefore, the facilitation of work spaces on social management, the environment, culture and gender equality are fundamental for the recovery and/or promotion of community traditions and expectations that strengthen the social ties within the territories.

## Gender equality

- **Gender equality action plan.** Ensuring that the project and/or program itself promotes gender equality, respect for diversity and social management, requires a set of actions that allow for the economic empowerment of women, ethnic recognition, closing gaps in inequality and the increased participation of women in public spaces.
  Product:
    - A gender equality action plan that describes recommendations and solutions to the problems that women, girls and vulnerable communities are having in relation to the project. This should have an approximate date and an institution in charge to solve these problems.
    - Generate actions for the participation of women and women's organizations in the activities listed within the PGSEG; actions that must be built hand in hand with these actors.
    - Generate spaces for women and communities related to the project, to contribute their point of view and provide possible solutions to the project in a periodic way during the execution of the project.
    - Conduct awareness and training sessions on gender equality and social management, with the team of the contractor firm, as well as the community directly impacted with the program or project.  These sessions should include the international and national legislation on the subject and generate knowledge on gender issues to multiply the topic.
    - Providing for partners and suppliers of the program or project to implement gender equality actions, in addition to promoting feminine quotas within their work staff.
    - Design a logical framework that includes a baseline, goals, monitoring indicators and data disaggregated by simple ages, gender and, where possible, aspects of poverty, access to public services, forms of employment and educational level.
      The follow-up indicators and the monitoring of the action plan should have key aspects of social management and gender equality, as well as a proposal for a periodic review with those community actors that had an impact on previous products.
      All of the above should be aimed at mapping the reality of women in the area of influence of the program or project, and with that design a gender equality action plan for the consecutive stage of execution of the program or project.

## Participatory communication

- **Mapping of opinion leaders and the media.** The identification of the actors that affect at the local and community levels, since communication is key in the relationship with the community and in the transmission of information about the development of the project and/or program.

Product: Directory with opinion leaders and main media with information such as name, who they represent, position or role, and contact information.[7]

Form: Actors database.

## Community Divulgation (outreach)

- **Divulgation pieces.** The information on the progress of the project and/or program and the technical and social developments that derive from it must be known clearly and on time by the community.
  The presentation format must be physical and, if desired, it can also be replicated virtually.

  Product: Registry of the divulgation pieces delivered with their corresponding list of receipt of information by the community.
  The information to disclose includes the call to social activities, the effects of public service, the closing of roads, the affectation of access to properties, among others.
  Installation of two (2) information billboards about the project and/or program, one in the execution site and the other in the place indicated by the supervisor and/or Findeter.

  Form: Divulgation piece format - Divulgation piece registry - Billboards format.

- **Participation meetings.** The spaces to detail the technical, social and environmental conditions, as well as their advances and news make it easier for the community to be informed in a timely manner.
  Before organizing these events, it is essential to establish the methodology with which the meeting will take place, in order to guarantee that the participants will be listened to and respected; that there will be spaces for replies, reception of concerns and requests.
  Participation meetings to be located at a community level allow contact with a large number of stakeholders and ensure transparency and equality of information and discussion.
  For there to be a strong participation it is important to make a timely call five (5) days before, through divulgation pieces, megaphone and/or radio.
  It is important that the contractor ensures the attainment of the appropriate place with the respective instruments for presentation, refreshments, the meeting minutes and attendance lists, the call to institutional and non-institutional actors.
  If necessary, at the request of the Supervisor, Findeter or the community, extraordinary meetings will be convened and held.
  In addition to the start and advance meetings, it will be the responsibility of the CONTRACTOR to hold dialogue meetings with the ethnic communities to tell them in detail the actions to be implemented during this contract and the subsequent results in terms of feasibility and actions to be taken during a possible stage of execution. The consultations should be made periodically, showing the progress and acceptance of the community.

  Product: Meetings of the program or project for each of the communities identified. The methodology to be carried out with ethnic and non-ethnic communities must be differentiated.

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- Executive presentation and roles of the parties involved in the project (Findeter, Client, Contractor and Supervisor)
- Presentation and identification of the project and its status.
- Reception of doubts and concerns.

Form: Attendance list - Meeting minutes

- **News monitoring.** The identification of community actors that are key and/or influential and that generate an impact on social opinion through their own channels or through mass media, allows registering both positive and negative information about the project and/or program.

  Product: Periodic record of media and social networks (link, printed or scanned copy, date, means by which the information came out) regarding news and information about the project and/or program, as well as the use of these channels to announce the news of it by the Contractor.
  When the information is negative and affects the perception of the project and/or program by the community, the contractor must report immediately to the supervisor and to Findeter about it. The report of this product must be delivered in the monthly reports.

## Social Support (Accompaniment)

- **Harmonization workshops.** Any activity aimed at strengthening institutional capacities; expand access to services; support gastronomic and traditional initiatives; promote sustainable entrepreneurship; and implement strategies that empower the community, facilitates the establishment of cordial and healthy relationships within the project and/or program.

  Product: Regular meetings with different community groups such as the workforce and their families, the education sector, community action boards, community mothers, NGOs in the area, local groups or associations, sports teams, the merchant sector, among others.
  These workshops, must be developed throughout the execution of the project and/or program; they must work on the key aspects identified in the territorial reading component, so that they are promoted in relation to social management, respect and protection of human rights, gender equality, environmental sustainability, entrepreneurship and empowerment.[8]

### 4.3. MONITORING AND EVALUATION component

The execution of any project and/or program requires planning and verification of compliance from the beginning until its delivery, therefore this component includes processes of analysis, monitoring and management of the expected results as well as those not foreseen.

- **Schedule of activities.** The temporary planning and the activities to comply with the PGSEG require an organization of execution for each of the components and products contemplated in this document. For this, it is important to carry out a general schedule prior to the start of activities in the field, which

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[8]The documentation of this product must be supported by its methodology, audiovisual record and report.

must be approved by the supervisor and validated by Findeter, so that a transversal social management is programmed instead of separate activities.

As the project and/or program progresses, it is important for the social schedule to be aligned with the technical times, for which a weekly or biweekly schedule should be delivered to the supervisor and Findeter.

Product: A general schedule of activities of the Social Management Plan, integrated to the technical execution form established in the terms of reference.

- **Monthly report.** According to the schedule of activities and the progress of the project and/or program, a consolidation of the Social inclusion must be delivered with respect to the Social inclusion Plan and the news that could be presented in the project and/or program month by month, with their respective supports.

  It is important to report the balance of executed and pending activities, so that the components of the social management plan and their respective products are covered.

  Product: A monthly report indicating the period reported; the components of the social management plan with their respective products; support annexes such as attendance lists, meeting minutes, committee minutes, methodologies by product, photographic and/or film records.

- **Final report.** Along with the completion of technical activities, the contractor must deliver a document in which the compliance of the social management is consolidated, as well as a visual and creative deliverable that evidences this plan and its importance in the appropriation of the project and/or program by the community.

  Product:
  - A consolidated document of social management that relates:
    - Project and/or program information.
    - Introduction about social management in the project and/or program.
    - Components of the social management plan with their respective products.
    - Conclusions on social management.
    - Recommendations for the sustainability of the project and/or program.
    - Annexes
  - The deliverable on social management should highlight the process of interaction and participation that was carried out with the community; how this facilitated the construction of social fabric around the project and/or program and allowed the appropriation of it by the population of the area of direct and indirect influence. This product may have a visual or auditory format.

## 4. Normativity

**National**

- **Political Constitution of 1991**, articles .: 01, 02, 13, 49, 79, 95, 103, 104, 105, 310 and 365.
- **Law 21 of 1991**, by which the 169 Convention on Indigenous and Tribal Peoples of the ILO in Geneva is approved.

- **Law 99 of 1993**, which talks about the Management and Conservation of the Environment and Renewable Natural Resources.
- **Law 134 of 1994**, by which rules are issued on Citizen Participation Mechanisms.
- **Law 152 of 1994**, by which the organic law of the Development Plan and the law of Participatory Planning are discussed.
- **Decree 1429 of 1995**, by which Social Control is regulated.
- **Law 388 of 1997**, by which Territorial Development is discussed.
- **Law 393 of 1997**, by which the Compliance Actions are discussed.
- **Law 472 of 1998**, by which the Popular and Group Actions are regulated.
- **Law 689 of 2001**, by means of which Law 142 of 1992 on Public Utilities is partially modified.
- **Presidential Directive No. 10 of 2002**, so that the communities obtain an efficient participation and carry out social control to the administrative management.
- **Law 743 of 2002**, which speaks of the Community Action Organisms.
- **Decree 2623 of 2009**, by means of which the National Citizen Service System is created.
- **Decree 2820 of 2010**, by which environmental licenses are specified.
- **Law 1775 of 2015**, by means of which the Fundamental Right of Petition is regulated.

## Regional
- **November 1999**, Involuntary Resettlement.
- **January 19, 2006**, Environmental Policy and Compliance with Safeguards.
- **October 6, 2006**, Operational Policy on Indigenous Peoples.
- **February 22, 2007**, Policy on Disaster Risk Management.
- **November 3, 2010**, Operational Policy on Gender Equality in Development.
- **October 2014**, Sectoral Framework for Social Protection and Poverty.
- **November 2015**, Sectoral Framework for Climate Change.
- **June 2016**, Sectoral Framework for Agriculture and Natural Resources Management.
- **October 2016**, Sectoral Framework for Urban Development and Housing.
- **July 2017**, Sectoral Framework for Citizen Security and Justice.
- **November 2017**, Sectoral Framework for Gender and Diversity.
- **December 2017**, Sectoral Framework for Water and Sanitation.
- **June 2018**, Sectoral Framework for Early Childhood Education and Development.
- **October 2018** , Sectoral Framework of Labor.

## International
- **December 10, 1948**, Universal Declaration of Human Rights.
- **Resolution 2200th (XXI) of December 16, 1996**, by means of which the International Covenant on Civil and Political Rights is agreed upon; as well as the International Covenant on Economic, Social and Cultural Rights.
- **2015**, Sustainable Development Goals.