

CARE AND TRANSFORMATION



Systematization of strategies for mainstreaming and territorialization of women's rights in the Office of the Mayor of Bogotá
2020 – 2023

Care and transformation
Attach ISBN, if applicable.



SECRETARÍA DE LA MUJER



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A city with a woman's perspective

Over the past four years, Bogotá has become a better place to be a woman. A gender focus has served as the central axis of public policies, implemented transversally through the District Development Plan 2020 - 2024: *A New Social and Environmental Contract for the Bogota of the 21st Century*. Under the leadership of Mayor Claudia López Hernández, the district administration adopted this perspective, extending its vision into the future through the land-use plan: *Bogotá Reverdece 2022-2035*. Our task, at the District Secretariat for Women, was to make this possible and help make this vision a reality.

The District Care System, our most innovative legacy, reflects our commitment to mainstreaming and territorializing the gender approach, with a particular emphasis on women caregivers. Similarly, the strategy to address violence against women allows us to observe, in practice, how the approach can cross the work of different entities and sectors, at the national, district and local levels, enabling the design of services tailored to women's specific needs. By implementing value-driven services based on data on women's situations, we strengthened existing resources and created a wider range of services, in more places and at more hours. Through this approach to public sector management, taking advantage of the infrastructure and providing differentiated services that we proposed, the district administration has, over the past four years, transformed Bogotá into a more democratic, equitable and egalitarian city.

These two initiatives, together with the strategies to provide access to opportunities, mainstream the approach across 15 district sectors, strengthen institutional management and promote women's participation, confirm that this way of understanding gender relations holds the possibility of a better life for everyone. With the implementation of these programs, in addition to settling a historical debt with women, we have demonstrated that by ordering the territory and implementing public policies in an intersectoral manner and with a differential approach, it is possible to put at the center the care of oneself, others and for all forms of life. Weaving the threads of the ethics of care into the mechanisms of public management has been, perhaps, the most significant contribution of the feminist perspective to the signing of a new social and environmental contract for the Bogota of the 21st century.

The decision-making process serves as both the foundation and driving force behind the actions implemented by the District Women's Secretariat. Everything at the District Women's Secretariat is based on dialogue and active listening, whether in conversation with the users of the services, the Local Councils for Women and Gender Equity, the Women's Advisory Council or other instances of participation of women citizens. Our work has been a collective effort, responding to the demands of a social movement with decades of advocacy for women's rights in Bogotá. Over these four years we have built on what has been built. Each action has collected and expanded the knowledge of 20 years around the implementation of policies such as the Equal Opportunities Plan 2004-2016 and the Public Policy on Women and Gender Equity, in force since 2013, updated between 2019 and 2020, and extended until 2030. The participation of women in the design and implementation of strategies is what has allowed us to take the pulse of the different territories of Bogota and ensure the relevance of the actions undertaken.

This perspective of women citizens has also been enriched by the information and evidence gathered over the years by the Secretariat. The Observatory of Women and Gender Equity of Bogota (OMEG) has been a cornerstone in enabling informed and qualified decision-making. The data it collects, as well as the research and analysis it produces, has deepened our understanding of the realities faced by women across Bogotá's diverse territories. The fact that both the Secretariat and other District entities produce increasingly more disaggregated and detailed information has made it possible to sharpen our focus enabling more precise action, especially in those areas where different factors of vulnerability intersect. Making women fully visible, with their diversity and differences, in indicators, statistics and data is a task still in progress that must be sustained and expanded in the future. The effectiveness of strategies to close social, economic and cultural gaps depends largely on this continued effort.

This book gives an account of how we achieved a city with a women's perspective. It recounts what we accomplished over the past four years and, most importantly, how we achieved it. It is conceived as a reference tool and allows us to have a complete overview of each topic, quickly and concisely. Every section has the same structure: it begins by outlining the lessons learned from our experience, emphasizing the transformative power of each strategy, the potential costs of not maintaining these achievements, and their significance. Next, it describes the situation as of January 2020 and the actions we took. Finally, each section concludes with recommendations for the future.

This is the log of a journey that has been enriching from every point of view. After four years, a pandemic, a District System of Care and a new Land Management Plan, Bogota has more tools than ever to close gender gaps and address violence against women. This is also a navigation chart for those who will take up this mission after us. While the advances are enormous, the challenges are even greater, which is why it is so important to build on the accumulated knowledge and achievements. Today, more than ever, we are convinced that a Bogotá with a women's perspective is a better city for everyone.

Diana Rodriguez Franco

Caring,
a way of
being and
doing

01

What we learned

By implementing the District Care System, we learned that in public management, persistence and innovation always pays off. This system supports individuals who dedicate their entire lives to caring for others. In most cases, these are women who set aside their own needs and postpone personal goals to take care of children, the elderly and the disabled, and manage tasks like cooking, cleaning and laundry. These are women caregivers who have often received little care themselves. We provide them with time and services, that is what this initiative is all about.

Under the leadership of Mayor Claudia López Hernández, the District System of Care has been the district administration's main commitment to social innovation. From the District Women's Secretariat, we coordinate this system that articulates the General Secretariat of the District and the Secretariats of Government, Planning, Economic Development, Education, Health, Social Integration; Culture, Recreation and Sports; Environment, Mobility and Habitat, among others. Never had gender mainstreaming been so evident in Bogotá. Our greatest learning consisted in working together and converting the ethics of care into





tangible institutional actions. We understood that we had to build flexible operating mechanisms. Thus, we found the legal and administrative solutions to harmonize diverse objectives, execution timelines, goals and management styles around the cause of alleviating the workload of women caregivers. We demonstrated that when an administration prioritizes women, it has the power to transform their lives forever.

The District Care System articulates existing and new programs and services to meet care demands in a co-responsible manner between the District, the Nation, the private sector, communities and households. It operates through the "Manzanas del Cuidado" (Care Blocks), which are limited areas that concentrate training, welfare and income generation services for women and, at the same time, services for those who require care, such as their children, grandchildren or grandparents, men or women. Under the criterion of proximity, the services are gathered in the same place and close to the users, so that they can access them by foot in less than 20 minutes. The concentration of institutional services also allows the implementation of the principle of simultaneity, the structuring axis and heart of the system. In the Manzanas, caregivers can study, rest, exercise and have fun, while the children, the elderly and people with disabilities under their care enjoy services that promote their autonomy and develop their capabilities. The great innovation of the Care blocks lies in the way it works while we offer services to the women, we take care of those they care for, so that they have time to overcome the constant barrier that prevents them from accessing services and fully exercising their rights.

Under the same operational approach, the Manzanas have other modalities of care: the Care Buses, the Home Care Strategy and the complementary operational units, all of which seek to bring services closer to women and their caregivers. The Care Buses are the mobile version of the Care Blocks; fully equipped vehicles to bring free training, welfare and care services to the most remote rural and urban areas in Bogota. In these buses, women ride to study, to develop digital skills, to finish high school, or to receive legal or psychological care; while next to them, in inflatable tents, children, or elderly and disabled people under their care, enjoy other services. The Home Care Strategy, on the other hand, goes to the homes and brings services to those who cannot travel; and the other operational units, such as the kindergartens, complement the Manzanas' services.



The transforming power

The articulated delivery of services, tailored to women's needs, in the same place, makes all the difference in the transforming impact. By being relieved of their caregiving duties and having services at their fingertips, without the need to travel, women can take full advantage of the institutional offerings. **The District Care System has allowed women to recover much of what they had left aside because they were taking care of others.** The fact that a woman can go for a medical checkup, receive legal advice, learn to swim or finish high school, while a specialized team takes care of her child, and the laundry takes care of the family's laundry, changes everything. Freeing up the caregivers' time has allowed them to resume their life projects; therein lies the key to everything. The System relieves the burden of caregiving and thus gives women time to take care of themselves; this has completely transformed their present and their outlook for the future.

The cost of not having this achievement

Without the District Care System, women will remain trapped in a cycle of postponing their most urgent needs and abandoning their life projects. Time is the most valuable resource in a person's life, yet women caregivers, burdened by an enormous poverty of time, will remain in a situation of extreme physical, economic and emotional vulnerability. Without time there are no options: it becomes impossible to take care of health, pursue education or acquire tools needed to generate income. Leisure becomes unattainable, and life becomes precarious. The stories of so many mothers, grandmothers or sisters who had to drop out of high school, or quit their jobs to take care of someone, cannot be repeated. The cost of not having a care system, in this case, is measured in lost lives and lost generations.

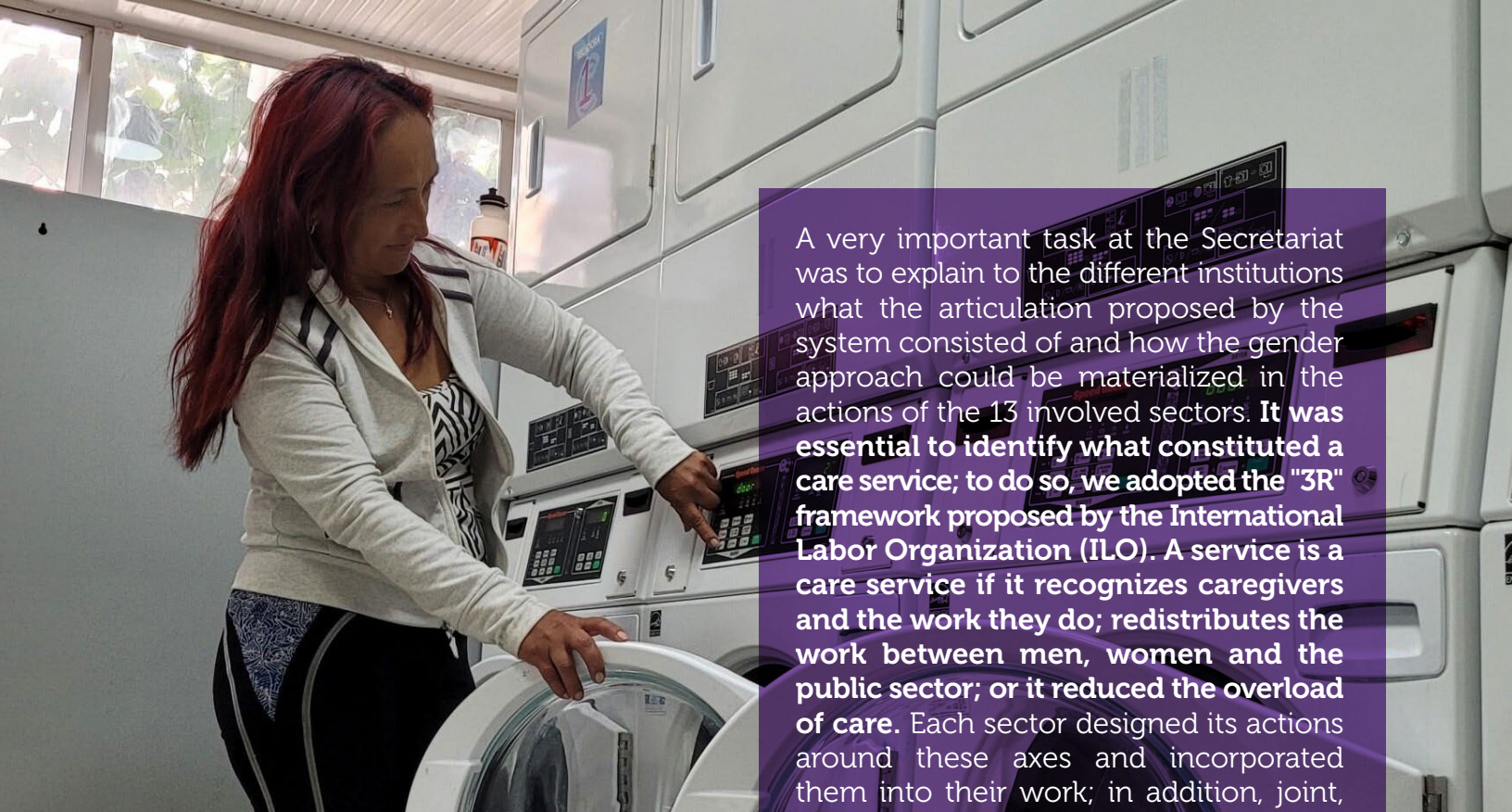
Why is this chapter important?

To make visible the achievements of the District Care System is to recognize the historical struggle of women in Bogotá. Its range of services, and its comprehensive approach to operation, responds to the demands of the social movement that called for the recognition, reduction and redistribution of care. Until before the District System of Care, the solutions to these demands were limited, isolated and punctual; designing a comprehensive solution that articulated the infrastructure and the provision of services from different sectors was our task. This is a way of operating that had never been tested before, neither in Bogotá nor in the country, and it is a milestone in public management.

This system put into practice a new way of thinking about and managing the city by placing women at the center. Care, as an innovative framework of conceiving urban planning, was included in the Land Use Plan - POT "Bogotá Reverdece", as one of its four pillars. We no longer only think about the ravine, the moor and the Metro in isolation; we think about who the city serves and what people needs. We emphasize proximity, how to make sure that services are close to each other and accessible to the people. If the city is organized around care, for example, the school is close to the health center, the Care blocks and the district's basic services. This social innovation initiative transforms urban planning and public management and makes them more relevant; that is why it is important to make this vision visible.

What we found

We began by acknowledging the demands of national and territorial women's organizations, as well as the proposals of feminist economists and academic movements. **The social movement had developed the concept of Care, supported by extensive literature and data that characterized the problem, including the National Time Use Survey (ENUT) and the calculator that measures the time women invest in caregiving tasks.** However, in practice we did not find previous experiences of care systems in Colombia or in other Latin American cities. There were some glimpses associated with the care economy, within the framework of the right to work, which sought to recognize unpaid work; but there was no comprehensive approach such as the one we managed to implement with this system. We also found that Bogotá had a good infrastructure to provide social services, built and accumulated over several administrations, and we saw there the opportunity to materialize the gender approach and to articulate the offer around the idea of care.



A very important task at the Secretariat was to explain to the different institutions what the articulation proposed by the system consisted of and how the gender approach could be materialized in the actions of the 13 involved sectors. **It was essential to identify what constituted a care service; to do so, we adopted the "3R" framework proposed by the International Labor Organization (ILO). A service is a care service if it recognizes caregivers and the work they do; redistributes the work between men, women and the public sector; or it reduced the overload of care.** Each sector designed its actions around these axes and incorporated them into their work; in addition, joint, inter-institutional work strategies were designed, and many of them materialized in the provision of articulated services in the Care Blocks, in the Care Buses and in the homes of the users themselves. With the parties aligned, the *District Care System was unanimously approved in the District Development Plan 2020-2024: A New Social and Environmental Contract for the Bogota of the 21st Century.* The inclusion of the system in the plan implied the distribution of goals and the allocation of resources across sectors. This collective effort made all contributors equally accountable for its success.

What we did

We began by conducting an inventory of the infrastructure and a characterization of the population we were going to target; this was done with the support of ECLAC, the United Nations Economic Commission for Latin America. While developing the guidelines, we developed the idea of the Manzanas del Cuidado (Care Blocks). The idea was to articulate the supply of existing and new services, and to take advantage of and adapt the infrastructure already available in the different territories of Bogota. We established key criteria: the proximity of services (to each other and to the users), the articulation of the offer from different sectors and institutions, and the simultaneous attention for both caregivers and those requiring care. This approach enabled caregivers to participate in training, could participate in training, income-generation activities and recreational, cultural and sports programs, which we call "respite activities".

When formulating the strategy, we met with experts, talked to feminist theorists and learned from international experience; we constituted, by decree, the Intersectoral Care Commission, the governance mechanism of the System. Thus, we began to implement actions in the first two Care blocks, we were able to test the system in practice and make the necessary adjustments before extending it to the other territories.

In order to know where to locate the blocks, we built a prioritization index and in each zone we identified an Anchor Entity, a District infrastructure where the information is centralized and the provision of services in each zone is articulated, it could be a SuperCade, or a Community Development Center, for example. The first Care blocks began to operate in existing, adapted infrastructure; then, based on the experience of use, we built new infrastructure, designed to meet the needs. We grouped the blocks following the same logic that organizes the Integrated Health Services Sub-networks, we assigned a zonal coordinator and a coordinator in each block; in addition, in each locality we installed a Care Table. This scheme is the one that has allowed the territorialization of the strategy. Three years after its implementation, the Bogota City Council unanimously approved Agreement 893 of 2023, an initiative led by the Women's Advisory Council, thus institutionalizing and giving legal and administrative roots to the District Care System.

By the end of 2023, after four years, the goal is to leave 25 Care blocks in Bogotá, 23 in operation and 2 under construction. The Land Management Plan - POT 'Bogota Reverdece', for its part, projects to reach 45 Care Blocks in 2035. Undoubtedly, after the District System of Care, Bogota will be a better city to be a woman.

The steps to follow

While the system has been consolidated over the past four years through the Care blocks and its variants: the Care Buses, the Home Care Strategy and other complementary operational units, it is crucial to include it in the next district development plan to ensure its sustainability. Securing the engagement of the private sector, civil society and state officials in advocating for the system is an essential part of this effort.

In terms of management, it is essential to systematize the experience and convert it into transferable institutional knowledge. In this sense, it is necessary to continue consolidating the Care Information System - InfoCuidado, in such a way that it reports the coverage and impacts of the District Care System, over time in a more disaggregated and detailed manner. Furthermore, it is also important to continue the work teams in order to implement strategies for the exchange of knowledge and to promote research on the impacts of the system. As for the technical approach, it is necessary to continue innovating in the forms of home care, to make better use of telemedicine resources, to increase and diversify the participation of the private sector (which has so far donated laundries), and to link the system to community care experiences. It is also necessary to promote autonomy and the development of skills in the elderly and in the disabled population. The ultimate goal of the District Care System is to ensure that caregivers and those in need of care develop free and independent lives; this is where all future efforts should be focused.

Violence and access to justice, restitution of rights

02



What we learned

The elimination of all forms of violence and access to justice for victims is our mission at the District Women's Secretariat. In order to confront this, it has been required a deep understanding on how this phenomenon specifically affects women. Integrality is the key word. The impacts are multiple, which is why it is necessary to address psychological, medical, social and legal aspects as a whole. Integral accompaniment has been key in the restitution of victims' rights; this has been the lesson and, at the same time, the most compelling achievement in this period.

Thanks to inter-institutional coordination, the comprehensive approach has resulted in better care. This approach is expressed in the 24-hour care schemes, both in emergency and post-emergency contexts, and in the models of care, protection, access to justice and prevention, which articulate interdisciplinary and intersectoral teams. We learned that the comprehensive care provided to women victims of violence who enter care centers in emergency contexts is crucial to ensure timely

response and activate of access routes to justice and protection mechanisms.

Our work has consisted of building bridges between different sectors, institutions and disciplines to ensure a comprehensive and differentiated response. This is a two-way awareness-raising effort. We advise entities on the application of the gender approach and, at the same time, we accompany the women who require their services; we are the connecting thread between each part of the care process. We work with the Attorney General's Office, the National Institute of Legal Medicine and Forensic Sciences, and the Colombian Institute of Family Welfare ICBF, national entities. At the district level, we coordinate with the Secretariats of Security, Justice and Coexistence; Social Integration, through the Family Welfare Agencies; Health, through public and private IPS, health centers and the Integrated Health Sub-networks; and the Bogota's Mayor office; also with the Police; the Command, Control, Communications and Computing Center -C4; the Bogota Telecommunications Company -ETB; and the Single Security and Emergency Number NUSE 123 and its agencies. We weave links between institutions so that this form of attention is materialized in each territory of the Capital District.

The transforming power

The transforming impacts of comprehensive and intersectoral care are many and very large. Accompanying women, from the moment the complaints are received, has allowed us to gather legally relevant information that is key when it comes to redressing their rights. Our advice to the five Immediate Response Units -URI and to the seven Houses of Justice, where we implement the Comprehensive Care Route, as well as our work of legal representation of the victims, has made the State's action more effective. By being present from the beginning of the process, we have been able to guide the classification of crimes associated with gender, an indispensable requirement for the complaints to be able to go through the route of the administration of justice. Our accompaniment has facilitated the identification of cases with a risk of femicide, the issuance of protection measures for victims and protection measures for aggressors, the issuance of sentences with a gender perspective and the activation of inter-

institutional care mechanisms. The application of the principle of comprehensiveness, and the permanent accompaniment of the Secretariat, has placed the State's legal mechanisms within the reach of the victims of violence. Thus, access to justice has resulted in the reparation of damages caused, the punishment of aggressors, the prevention of femicide and the comprehensive protection of women's rights. The results of this strategy have also strengthened citizens' trust in institutions.

The integration of the District Women's Secretariat into the 123-hotline improved understanding of the types of violence suffered by women, as well as the contexts, occurrence and recidivism, which are key indicators for alerting of the risk of femicide. The Strategy in Hospitals qualified the attention of women victims, especially of sexual violence, by providing legal attention in the same place where they go for urgent medical assistance; and the Articulated Early Warning System for the prevention of femicide -SAAT allowed legal and psychosocial accompaniment to women at risk of femicide, assessed by the National Institute of Legal Medicine and Forensic Sciences.



The cost of not having this achievement

Failure to continue with this two-way accompaniment, to the entities and to the victims, would imply a serious setback in terms of women's access to the administration of justice. This would result in an increase in femicide, other forms of violence and gender gaps. In practical terms, it would be impossible to accompany victims at the most critical moments and during the administrative and criminal process, it would be very difficult to design comprehensive strategies for psychosocial and psycho-legal care, and the result would be low adherence of women to the care routes. Services would be provided in a disjointed manner, communication channels between entities would be lost and confidence in justice and in the social rule of law would be weakened.

Why is this chapter important?

Violence, in all its forms, is the most radical form of violation of women's rights. Violent action materializes imaginaries and conceptions that violate human rights and impede the full development of their capabilities and life projects. The permanent availability of our teams in the centers for receiving complaints, the implementation of the Comprehensive Care Route and the strategy of free legal representation guarantees effective access to the administration of justice. Restoring the rights of victims and punishing aggressors helps to prevent the repetition of violent behavior.

What we found

The strategies we have implemented during this period are based on the institutional lessons learned accumulated over a decade by the District Secretariat for Women. We identified in the URIs, Houses of Justice, as well as in the Center for Comprehensive Criminal Attention to Victims and the Center for Comprehensive Care to Victims of Sexual Crimes, scenarios where there was a trajectory in the implementation of strategies for access to justice. The URIs have designed 24-hour attention models, aimed at immediate reaction and attention to urgent acts; and the other instances, for their part, have concentrated an offer of services from different institutions and have built inter-institutional and multidisciplinary work mechanisms. Despite these efforts, we needed to deepen the differentiated attention, so that the particularities of women victims of violence would be addressed in these spaces. We identified the need to strengthen the attention to women in emergency contexts through various models of 24-hour attention; and to increase to 6 the number of Safe Houses (shelter spaces assigned by a protection measure issued by a family welfare agency, by a court of control of guarantees or by the attention team of the Women's Secretariat). Although the city had 4 shelters, they were insufficient and their operation was rigid, as they were only allowed to care for those who had such protection measure.





What we did

In the URIs, we created psychosocial support services, as well as guidance, counseling and legal representation. This psycho-legal assistance framework, available 24 hours a day, 7 days a week, has guaranteed the dignified treatment of women in the spaces where women come to report and where men are caught in flagrante delicto, avoiding possible revictimizing practices. Thanks to this early accompaniment we have been able to intervene in critical contexts and, thus, achieve the stabilization of women in moments of great tension and suffering. The presence of our team in the URIs has been vital in the successful activation of the justice administration route, has qualified the participation of the women and has favored the permanence in the attention process. **Thanks to this experience, we led the formulation of the *Psycho-legal Approach Guide for the Substantiation of Early Evidence Requests*. It is a manual, which embodies our principle of comprehensive care, that promotes the articulation of our team with that of the Prosecutor's Office, in order to give the testimony of the women who report the crime the character of secured evidence; this facilitates access to justice and avoids revictimization within the criminal process. The guide is the result of joint work between the Women's Secretariat, the Prosecutor's Office, the Personería, the Attorney General's Office and the Judicial Police.**

In the 7 Houses of Justice where we implemented the Comprehensive Care

Route, we centralized the institutional resources necessary for accessing the justice system – this is the innovation. We brought together the Prosecutor's Office (both receivers of complaints and prosecutors), the Family Welfare Agency, the staff of Forensic Medicine and the psycho-legal assistance team of the Women's Secretariat in the same place. In the same space converge, in an articulated manner, national and local entities on which access to justice depends. The presence of our team there guaranteed the differential approach by guiding both women and the entities providing services. In addition to the psycho-legal accompaniment, provided by psychologists and lawyers, the model includes a facilitator who accompanies the process from beginning to end. The close dialogue with the facilitator has facilitated the flow of the process, both on the part of the entities and from the perspective of the women users. In terms of legal representation, we ensured immediate responses to cases involving urgent acts or crimes committed in flagrante delicto. We highlighted legally significant facts, framed charges effectively, secured security measures in prison, obtained protection measures for victims, and achieved convictions with a focus on gender and women's human rights. Our accompaniment has resulted in concrete actions to protect victims and hold aggressors accountable.

We integrated the District Women's Secretariat into the 123 Emergency Hotline, in what is known as the MUJ Agency. In this way, the Secretariat joined the National Police, the Emergency Regulatory Center -CRUE- of the Secretariat of Health, the Secretariat of Mobility, the fire department and the District Institute for Risk Management -IDIGER, to

respond to emergencies associated with violence against women.

The Secretariat now receives copies of incidents such as attacks with chemical agents, sexual violence, personal injury and attempted femicide, in order to manage the response in coordination with other agencies. Additionally, we launched the Women's Mobile, a 24/7 service with the capacity to accompany, on-site, women victims of violence, facilitating the activation of the Single Route of Care in priority cases. To standardize the actions of each of the roles, we formulated the *Operational Guide for Emergency Attention to Women Victims of Violence in the Capital District*.

This guide prioritizes incidents and crimes against women's life and integrity while enhancing the capacity to classify, manage, and respond effectively. Recognized as a dispatch agency by the C4 and other partners, the Secretariat has positioned violence against women as a critical issue affecting public health, safety, and community cohesion.

Through the Hospital Strategy, we have improved the care provided to women victims of violence, particularly sexual violence. At hospital centers, our team ensures victims receive not only medical attention but also legal support. While they are being attended by the medical staff, they receive support to file a complaint or to find a place in the Shelter House. The District Women's Secretariat provides a team of lawyers who offer 24/7 socio-legal assistance to women victims and legal technical assistance to the staff that attends them. Thanks to this, it has been possible to reduce the gap between

the cases that are attended to by the health sector and those in which complaints or reports are filed with the administrative or judicial authorities. By guaranteeing legal assistance at the same location where they go to receive medical attention, we have reduced the procedures, wait times and the need of victims to travel elsewhere to access justice. We brought justice closer to where women most frequently come to seek support, at the most critical moment; this is what is new.

After 7 years of implementing the Casa Refugio shelter model, we addressed the adjustment needs and made the shelter times, the components of the care process, and the mobility and communication schemes more flexible. We identified persistent barriers to the adoption of protection measures (a requirement for women to enter a Casa Refugio) and implemented the intermediate modality. This innovation in shelter allows women to access a temporary protective space for a month, with their family systems, even if they do not have a protection measure. Thus, it is possible for them to stabilize emotionally, activate social, institutional and family support networks, and receive guidance on their rights and care routes. In addition, we implemented the rural modality that responds to the needs of women victims of violence who live in rural areas and whose activities are linked to the countryside. This shelter provides differentiated attention, operates under the territorial approach of rural women and has an agro-ecological garden. There are currently 6 shelters operating in Bogotá (4 Comprehensive, 1 Intermediate and 1 Rural).

We created the Articulated Early Warning System for the prevention of femicide -SAAT, the District's inter-institutional articulation strategy to collect, verify and analyze information related to the risk of femicide of women victims of violence assessed by the National Institute of Forensic Medicine and Forensic Sciences. The SAAT has made it possible to alert the competent authorities effectively in order to guarantee measures for prevention, protection, care and to access justice; strengthen immediate legal, psychosocial and inter-institutional coordination actions to accompany women at possible risk of femicide; and improve the information systems that facilitate the identification and monitoring of these cases to strengthen institutional actions for care, protection and follow-up.

We strengthened the Purple Line, the hotline for women victims of violence. This channel is free, 24/7 and is staffed by a team of psychologists, social workers, lawyers and nurses. We tripled its staff and technical capacity, and created the Whatsapp service mechanism that allows us to support women who do not want or cannot talk on the phone. Additionally, we set a target of 80% effectiveness, which we exceeded, reaching 93% on average; in other words, we managed to answer most of the calls in real time.

¹ The few calls that could not be answered in real time were returned.

The steps to follow

Thanks to the accompaniment, from the very beginning and throughout the justice administration process, we have identified significant barriers in both the administrative and criminal systems that must be addressed in order to guarantee full access to justice. Many of these barriers are associated with difficulties in institutional articulation and, at a deeper level, with deeply rooted cultural practices. The greatest challenges lie in denaturalizing violence, preventing these crimes, reducing impunity and ensuring the sustainability of this care model. This implies promoting sustained action over time to foster cultural change and address the gender-based violence that affects women in the city's educational and cultural systems. Key actions include: consolidating permanent spaces for technical dialogue and articulated work, especially with the Prosecutor's Office; incorporating the gender approach in the attention, moving beyond the traditional family-centered approach; implementing monitoring and evaluation mechanisms, strengthening the digital management of information and ensuring care strategies to prevent possible risks and protect the integrity of our staff. While we have made considerable progress, much work remains to be done.

Articulation with Line 123, through the MUJ Agency, is necessary: Strengthen the operational, technical and technological capacity of the agency to serve the entire city and, simultaneously, manage and address prioritized incidents, as well as achieve the transfer of victims to permanent police stations (24h) or URIs. This, in turn, will position the MUJ agency's response and improve articulation with other competent agencies such as Security (Sala SUR), CRUE and the Police.

Strategy in hospitals, it is necessary to strengthen the articulation with the health sector and the Integrated Health Services Sub-networks to enhance the articulated response with the judicial police and family welfare agencies. It is also required:

✓ Strengthen post-emergency actions in comprehensive health care for women victims.

✓ Incorporate in the emergency care model of public IPS with high demand for care in cases of violence (for example in Engativá and Tunal) the articulation and activation of the Secretariat for Women, for the accompaniment in two ways: to the health professional teams in their actions with a gender approach and to the women victims in the legal advice to activate the complaint.

✓ Provide the technical and technological tools and adequate physical space to the professional teams of the Secretariat for Women, within the same infrastructure of the public hospitals.

Shelter houses, required:

- ✔ Strengthen the intermediate model with an expansion of quotas to accompany women without protection measures in the activation of the routes, mitigating risks to life and integrity from the outset.
- ✔ Strengthen the playful and pedagogical accompaniment of children and dependents of women victims of violence.
- ✔ Diversify the institutional response for women who require a safe space for lodging and shelter through the inclusion of subsidy modalities; join efforts with entities and organizations that shelter pets for rural women; and provide feedback and technical strengthening of the rural Casa Refugio modality.

As for the Purple Line, the challenge for the future is to expand its immediate response capacity in order to attend all cases in real time, and to strengthen the monitoring and follow-up scheme to ensure quality of care and referrals.

Opportunities for all

03

a.

Political participation

What we Learned

The exclusion of women from political participation has deepened gender gaps and limited their access to opportunities in Bogotá. Without equal representation, their needs and demands have not been sufficiently addressed by public policies. **By implementing the Strategy for Women's Participation and Advocacy in Local Planning Processes, we have learned that providing support in formal, practical scenarios, significantly amplifies its transformative power.** In addition to empowering women, their interests become visible in the consultation processes and their demands begin to be included in plans and budget allocations. When this happens, everything changes.

The transforming power

Within the framework of this strategy, we were able to make the women's agenda visible in the Citizen Meetings for the Construction of Local Development Plans. The Secretariat accompanied their participation in the formulation of the plans in each locality. As a result of this process, in Phase I of Participatory Budgeting, where citizens could decide which expenditure items would be part of each Local Development Plan, women managed to include three of the sector's interests that were distributed in two specific investment projects for women, present in the 20 plans. The three expenditure items were:

1.

Care strategy for caregivers and people with disabilities.

2.

Building citizenship for the exercise of women's rights

3.

Prevention of femicide and violence against women

Due to the advocacy of women, for women, as a result of this Phase I of Participatory Budgeting, the concepts of expenditure in investment projects became goals of each Local Development Plan, which implied the allocation of more than 120,000 million pesos for the 2021 - 2024 period. The transforming effect of the strategy was felt immediately.

The existence of these projects and goals in each Local Development Plan guaranteed the specific allocation of resources for actions aimed at women. The investment materialized, in the territories, the approaches and objectives of the Public Policy on Women and Gender Equity 2020 - 2030 and their participation in Phase II of Participatory Budgeting, in which citizens decide what activities to carry out through investment projects. This allowed them to define which specific actions to develop in their territories, according to their interests, agendas and needs.

The presence of women in local planning scenarios strengthened their advocacy capacity; a process we were committed to supporting. Thus, in addition to achieving the inclusion of goals for women in each plan and defining specific actions in each locality, women influenced the mainstreaming and territorialization of the gender approach in investment projects in other sectors. Their qualified participation in the two phases of Participatory Budgeting -carried out on this scale for the first time in the city-, has yielded tangible results. Thus, every year the women have succeeded in getting the local mayor's offices to allocate specific resources to develop activities that respond to their needs and contribute to closing gender gaps.



The cost of not having this achievement

Without this strategy, the Local Development Plans would not have allocated specific resources for women nor it would have been possible to mainstream or territorialize actions with a gender perspective at the local level. Moreover, without visible and immediate effects, training processes for advocacy would not have been incorporated as a practice and its transforming power would have been lost.

Why is this section important?

Gender inequality is the most widespread form of discrimination against women, particularly affecting those who are most vulnerable. It is both the cause and result of power asymmetries that result in situations of disadvantage and a lack of opportunities. Although progress has been made in Bogotá in guaranteeing women's rights by recognizing their differences and diversities, situations of discrimination, inequality and subordination persist and must remain a priority for attention, support and intervention by the State. By incorporating gender, differential, and rights-based approaches through an inclusive and participatory strategy, district and local planning processes bring gender inequalities to the forefront of the public agenda. This fosters political and social agreements to address these issues and strengthens the district and local administrations' ability to guarantee women's rights in Bogotá.

What we found

In the Local Development Plans 2017 - 2020 there were only specific goals for women in the localities of Usaquén and Engativá. This limited, in the other 18 localities, the implementation of activities to materialize the rights prioritized in the Public Policy on Women and Gender Equity and the allocation of resources in this regard. Strengthening women's decision-making capacity reorganized the priorities of the localities and gave relevance to those that had been historically invisible and relegated.

What we did

With the Strategy for the Participation and Advocacy of Women in Local Planning Processes, we provided tools to qualify their performance in planning scenarios in the 20 localities of Bogota. As a result of this process, the women were able to:

40

Create 40 specific projects for women in the 20 Local Development Plans.

60

Set 60 specific goals for women in the 20 Local Development Plans

More than \$120.000

Access more than \$120,000 million pesos for specific projects for women in the Local Development Plans

More than 150

Guarantee more than 150 investment projects in the Local Development Plans, each year, which incorporated the approaches of the Public Policy on Women and Gender Equity in a cross-cutting manner.

The steps to follow

In view of the construction of the Local Development Plans 2025 - 2028, it is necessary to continue strengthening women's leadership and influence in local planning and budgeting scenarios. This implied promoting and strengthening their participation in the Citizen Meetings to be held in the first half of 2024. There, women should again prioritize projects, goals and resources in each Local Development Plan to ensure specific actions in the next four-year period.

b.

Equal Opportunity Houses

What we learned

The Houses for Equal Opportunities for Women -CIOM were born in 2015 as a response to the social movement that demanded strategies to close gender gaps. Through these spaces, the Public Policy on Women and Gender Equity has materialized in the territories. In these houses, which are meeting places for women, valuable knowledge has been accumulated on how to achieve the development of their capabilities, their participation and full advocacy in collective life.

In the last period, the most significant lesson was associated with the elimination of barriers to access the supply of services. Participation, as a guarantor of relevance, was the guiding principle of this process. All the activities carried out in the Equal Opportunity Houses were selected, designed and implemented together with the women, including the creation and implementation of new offices, until all the localities of Bogota were covered. By listening and socializing experiences, we learned to adapt to the different circumstances and needs of the users and their territories.



By making the service model more flexible, we were able to respond better to citizens' demands. During the Covid-19 pandemic, we introduced digital and telephone channels. Once the health crisis was over, this capacity was installed, and we added the virtual or hybrid modality alongside face-to-face services. As part of our effort to diversify services, we strengthened our teams by hiring social workers and achieved an offer of specialized care within the model that allowed us to reach new populations such as children and adolescents, women victims of the conflict and signatories of the peace agreement. Over these years, we have learned to listen and adapt to better respond to evolving needs.



The transforming power

The progressive participation of women in the public sphere has driven an unprecedented process of social and cultural transformation in Bogotá. More and more women are having a direct impact on the decisions that concern them. In this context, the role of the Casas de Igualdad de Oportunidades (equal-opportunity houses) is fundamental, as they provide empowerment tools for the exercise of rights in specific territorial contexts and in response to specific needs. There, women meet and, while learning to use the computer or participating in discussions on the implementation of local plans, they weave support networks to face common problems. The more flexible and diversified the services have become, the more women have become involved in the activities of the houses. All offers, without exception, lead to the same goal: to develop the capacity to bring about change at the individual, family and collective levels. There, in the localities and with women, lies the possibility of closing gender gaps and building a more equitable Bogota.

The cost of not having this achievement

If the diversification of the services offered by the equal-opportunity houses is interrupted, we would lose coverage. With a rigid model of care, fewer women would have access to the services offered and the process of capacity building and advocacy in the local implementation of public policy would be weakened. Without active participation that takes into account the diversity of circumstances, interests and needs of women, the direct link with the territories would be broken and we would lose the guarantee of relevance that we have managed to build over the years. **It would mean a serious setback for the Secretariat, as an institution, and with respect to the rights won by the women's social movement throughout its history.**



Why is this section important?

The Equal Opportunity Centers are the gateway to our range of services, they bring the Secretariat closer to women in their territories; their importance lies in the fact that they place women in a central position, as active and participatory subjects within their communities. Differentiated attention, on the other hand, allows for an effective response to the particular problems of each context. **Achieving this approach in the implementation of the Public Policy on Women and Gender Equality implies having a thorough knowledge of the different territories and developing the capacity to adapt to each reality and need; that is why it is vital to consolidate the process of diversification of the services we provide.** The Equal Opportunity Centers are the communicating vessels that bring us closer to women, link us to the localities and allow us to know how to act in each case.

What we found

By 2020, the equal-opportunity houses had been consolidated as referents for women in rural and urban areas of Bogota. **At that time, the District had 14 offices, since the houses in Teusaquillo, Antonio Nariño, San Cristóbal, Bosa and Usme had been closed during the previous term. The operating model had not been modified since its creation in 2015 and was focused on face-to-face, intramural activity and on the participatory predominance of older women.**

What we did

We focused our actions on reaching more women, from more populations, in more territories. To achieve this, we reopened houses in Teusaquillo, San Cristóbal and Antonio Nariño; we made our service model more flexible and diversified and strengthened our work teams with more specialized profiles. The result, after four years, is a significant increase in coverage and therefore in the capacity of agency and advocacy of women in Bogotá.

We located new buildings to reopen the headquarters in Teusaquillo, Antonio Nariño, San Cristóbal, Bosa and Usme; and to renovate those in Chapinero, Santa Fe, Suba, Barrios Unidos, Kennedy, Puente Aranda and Fontibón. We wanted these houses to be located near public transportation stations and the public offices most frequently required to carry out procedures, with ample space to install more offices, to guarantee confidentiality and to carry out individual and collective activities simultaneously.

In response to the pandemic, we created virtual and telephone assistance; and then we maintained the face-to-face (mural and intramural), non-face-to-face and mixed modalities. We took the services beyond the walls of the houses and created the "Mujer Contigo en tu Barrio/Vereda" days to bring information, attention and empowerment to different parts of the locality. As part of this strategy, and with the participation of women social leaders, we established alliances with women's networks, commercial establishments and other organizations to

disseminate women's human rights. We implemented a rural response scheme, through a mobile team that reached the places where women live and work in the rural areas of Suba, Usme, Ciudad Bolívar, Santa Fe and Chapinero, and which was added to the itinerancy in the two basins of Sumapaz.

We have strengthened our response capacity to provide specialized first aid and meet the needs of our clients. In each house we linked social workers and made a team of lawyers and psychologists available to assist in high-demand localities. This has made it possible to channel requests that should be attended to by another sector and to activate urgent routes in the face of the risk of femicide; it has also made it possible to prioritize the scheduling of psychosocial counseling, as well as socio-legal advice.

We designed the guidelines and trained the teams to accompany women victims of the armed conflict and ex-combatants in the reincorporation process, increase their local advocacy capacity and make their contributions to territorial peace building visible.

We implemented a model to strengthen women's organizations in both rural and urban Bogotá. This allowed us to consolidate a strengthening process from a rights-based approach and with a gender perspective.

We reactivated the strategy Weaving Worlds of Equality with boys and girls. Through artistic expression, we encouraged reflection on the imaginaries and social practices that reproduce discrimination and violence

against women and girls, and promoted processes of cultural change. We also promoted physical activity among women as an excuse to talk about the right to health, culture, the need for care and self-care, autonomy and self-esteem.

The steps to follow

To continue with this process, it is necessary to institutionalize the actions through the updating of the operating model of the Equal Opportunity Houses. This implies documenting the flexible and diversified approach, both in the Secretariat's internal protocols and in the tools that provide normative support to the strategy. It is also vital to continue strengthening the social organization of women, since it is their capacity for advocacy that will allow government policies and the Public Policy on Women and Gender Equity to be instituted as State policies, beyond the administrations in office.

C.

Casa de Todas (House for women)

What we learned

Women who engage in paid sex work are in a situation of critical vulnerability; they are exposed to exploitation, abuse and violence. In addition, they face stigmatization and discrimination, which hinders their access to education, health, justice and emotional support services. The social valuation of their activity places them in a disadvantaged position, exposes them to risky situations, and limits their ability to make informed decisions and exercise control over their own lives.

House for women is a strategy to address and reverse this situation of inequality; at its headquarters, located in Los Mártires, we provide services for women who engage in paid sexual activities to strengthen the exercise of their rights and citizenship. At House for women, we learned to recognize how discrimination has materialized around this activity. We identified how the social, economic and cultural causes of exclusion are intertwined and we acted where the greatest obstacles for these women to exercise their rights are. If the person performing paid sexual activities is an indigenous woman, for example, and she has also been a victim of forced displacement, her degree of vulnerability will be much greater. This is the type of situations we have learned to recognize and deal with. The differentiated attention approach at House for women has allowed us to identify those who are most vulnerable and to combine different strategies to help reverse this situation.

The transforming power

Everything that happens at the House for women is aimed at transforming and improving the lives of women who engage in paid sexual activities. There, the concept of dignity is embodied in the provision of free services, regardless of occupation, ethnicity, economic status, gender identity or sexual choice. We focus on access to and permanence in education, menstrual care, the exercise of sexual and reproductive rights, and women's capacity for empowerment. We strengthen their emotional skills and provide them with tools to take care of their mental health; in addition, we make their struggles and needs visible so that they are recognized and attended to. Around the House for women, we have woven a support network so that these women can access the different services provided by public and private entities and improve their quality of life and that of their families.

The cost of not having this achievement

Failure to continue providing the services of the House for women would increase the vulnerability of women who engage in paid sexual activities, leaving them more exposed to abuse, violence and stigmatization and social exclusion. Moreover, women who, in addition to performing paid sexual activities, belong to marginalized groups, such as ethnic groups, migrants, refugees, lesbians, bisexuals, trans or non-binary people, victims of the conflict, street dwellers or persons with disabilities, would face greater barriers to accessing opportunities and fully exercising their rights.

Why is this section important?

The House for women strategy accumulates, since 2013, the knowledge and experience of the district administration in the attention to this population group. In this house, the objectives of the District Public Policy on Paid Sexual Activities 2020 - 2029 materialized; a guideline that responds to a tutela filed by a group of women in 2016 and that has become a milestone in the vindication of their rights. The impacts of this strategy allow confirming, in practice, the effectiveness of the differentiated and intersectional approach, when implementing positive actions to achieve equal access to opportunities and protect those who are in especially vulnerable situations.

What we found

In January 2020, the District Public Policy on Paid Sexual Activities had just been approved, which focuses on the guarantee and restitution of women's rights and transcends health, territorial and administrative control. This perspective, unlike others that are more punitive and police-oriented, focuses on the dignity of women, above any other consideration. With the institutionalization of this guideline, through the updating of the Action Plan, it was possible to strengthen the House for women strategy and extend its capacity for attention and coverage beyond the physical headquarters in the Los Mártires locality.

What we did

We expanded and specialized the team of professionals and implemented itinerant services in other localities of Bogota. The territorial team makes a monthly visit to each one of the establishments or areas where paid sexual activities are performed, informs about the services offered and schedules appointments, according to the demand and needs of the women. We offer:

✓ **Socio-legal assistance:**

In person and by telephone, at House for women we provide guidance and advice on the route of access to justice for women; the procedure to follow, the competent authority, hypothetical scenarios of action and their possible consequences. In addition, we provide legal representation and accompaniment, when necessary.

✓ **Psychosocial care:**

With the accompaniment of a specialized team, we accompany women in the search for emotional resources that allow them to face difficult situations. We provide mental first aid. We offer tools to manage loneliness and develop self-care guidelines, to avoid feelings of anxiety, fear, irritability; and to face insomnia, panic situations, fatalistic thoughts and suicidal ideas.

✓ **Social intervention:**

Our team of social workers identifies the needs of women in terms of housing, education, work and health, and from this they guide them regarding mobility, portability and affiliation procedures, sexual and reproductive rights, identification processes, job training, as well as articulation services with the District Secretariat of Social Integration and other entities. The above, with the aim that women who perform paid sexual activities overcome the barriers that hinder their access to these services.

The steps to follow

It is necessary to continue providing quality care to women who engage in paid sexual activities. **The gender, differential, rights and intersectional approaches are fundamental in identifying the causes of the social exclusion to which they have been subjected; hence, it is essential to go deeper into them.** It is also essential to expand the coverage of care and seek articulation with more entities, both public and private, in terms of the commitments made in the framework of the Public Policy on Paid Sexual Activities.

d.

Differential approach

What we learned

The differential approach has enabled us to recognize the differences and diversity of women and to protect those who are most vulnerable. We have learned that, in order to close gender gaps, we need to respond to the particular needs of those women who have historically been most unprotected. That is what affirmative action is all about, settling debts and building bridges so that all women have access to equal opportunities. Weaving the differential approach into the actions of the 15 sectors of the district administration has been our task at the District Secretariat for Women. In addition to mainstreaming the gender approach², we accompany the institutions to recognize women in their differences and diversity.

² This section focuses on the differential approach and the efforts to incorporate this perspective in the actions of the district administration. Chapter 4, on the other hand, will develop in depth what concerns the mainstreaming of the gender approach.



The transforming power

The transformative effect of acting where it is most needed is enormous. Designing strategies that take into account aspects such as ethnicity, disability, geographic location, socioeconomic status, gender identity, sexual orientation and age makes institutional action more effective. The provision of tailored services that recognize diversity is improving the lives of women, their families and their communities, and is making Bogotá a better place to be and to stay.

The cost of not having this achievement

If the differential approach is not incorporated into the work of institutions, the diversity of women will continue to be invisible to public policy. This especially affects those who belong to historically excluded and discriminated groups. Without the differential approach, Afro, indigenous, raizal, palenquero and gypsy women; rural and peasant women; those who live on the streets; those with disabilities; those who carry out paid activities; lesbian, bisexual, trans and non-binary women; migrant and refugee women; girls, adolescents, and young women, as well as adult and elderly women, and women victims, will continue to face barriers to access opportunities and to fully exercise their rights.





Why is this section important?

Knowing how we implement the differential approach allows us to observe the impact of this approach in the creation of opportunities. Together with women, we have built affirmative actions that take into account their differences and diversity, and that respond to their needs and interests, according to their particular situation, uses and customs.

What we found

The application of the differential approach arose in response to the need to recognize that the women who inhabit the Capital District are not homogeneous and that, although it is necessary to implement actions to reduce gender gaps, these must be accompanied by actions that allow the recognition of different systems of oppression, such as sexism, classism, racism, ableism, urbanocentrism, homophobia, lesbophobia, biphobia, transphobia, ageism, adultcentrism and xenophobia, among others. These are systems and power relations that interact with each other and overlap to create unique experiences of inequality for women; recognizing them through institutional action is a condition for overcoming and ending discrimination.

What we did

We created two lines of action for the four-year period: the incorporation of the differential approach in the actions of the district administration and the implementation of affirmative actions. Recognizing the diversity and differences of women in different sectors allowed us to design strategies that directly benefit those who are most vulnerable and break the factors of exclusion and discrimination that have historically marginalized them. Accompanying institutions in recognizing these nuances has been our task.

In terms of affirmative actions, we implemented the following six strategies:

✓ **Empowerment of girls, adolescents and young people:**

Through the strengthening of protective networks and the development of seedbeds, adjusted to each stage of the life cycle, we provide tools for girls, adolescents and young people, in their differences and diversities, to develop autonomy and capacity for empowerment.

✓ **Emotional Care:**

Through respite spaces and emotional education schools, we provide differentiated attention to women who, victims of stigma and discrimination, have seen their mental health violated.

✓ **Menstrual Care:**

In response to Ruling T-398 of 2019 of the Constitutional Court, we have implemented the District Menstrual Care Strategy in conjunction with the Secretariats of Women, Health, Social Integration and the District Institute for the Protection of Children and Youth - IDIPRON. This initiative aims to guarantee human rights related to menstrual care and to eliminate prejudices and taboos surrounding the menstrual experiences of people living on the streets or at risk of being so. The strategy recognizes the specific needs of women according to their ethnicity and life stage, and also benefits trans men and non-binary people. It is carried out through the Menstrual Education for Self-Care and Self-Awareness (EMAA) sessions, the Menstrual Dignity Workshops and the strengthening of the skills of the District's civil servants. House for women provides specialized services to women who engage in paid sexual activities -ASP. Through monthly visits to the establishments and areas where paid sexual activity takes place, the services offered are made known and appointments are scheduled for our team of lawyers, psychologists and social workers to provide socio-legal, psychosocial and social work services.

✓ **Flexible education:**

this strategy responds to the need to guarantee the right to education of

women belonging to historically excluded groups. It takes into account the barriers, possible discrimination and the rigidity of the traditional formal education model, factors that hinder access, permanence and completion of basic, middle and high school education.

- ✓ **Cultural transformation:** recognizes the rights of women from populations historically excluded from development opportunities and makes visible their struggles and needs, in their differences and diversities. This strategy promotes the elimination of discriminatory practices and the construction of an inclusive society.

In order to implement these affirmative actions, we have also worked in partnership with international cooperation organizations and agencies, which have joined us in this shared cause. Together with UNHCR and Save the Children, we have strengthened our response, assistance and protection capacity for immigrant women refugees from Venezuela, as well as for Colombian women returnees in vulnerable situations. Together with ICFES, we have supported women in the preparation and presentation of the state tests that enable them to continue with their educational process. Together with the OEI, we designed and developed strategies to empower girls, adolescents and young women and to

strengthen their psycho-emotional capacities. Together with GAAT we implemented actions for the positioning and recognition of the menstrual dignity of trans men and non-binary people. Together with the IDB, we have strengthened the District Care System and the Care blocks program in Los Mártires.

The steps to follow

It is necessary to continue implementing strategies that recognize women's differences and diversity; just as there is no single Bogotá, there is no homogeneous group of women. Understanding the different situations, conditions, affiliations and identities that make up the experience of being a woman is fundamental to eradicate discrimination. Only with affirmative actions will it be possible to eliminate barriers to access opportunities, make visible the voices and needs of those who have been historically excluded and fully restore their rights.

Likewise, we seek to continue advancing in the progressive and sustainable incorporation of the differential approach in the work of the 15 sectors of the district administration. We leave a Toolbox with documents and materials that make visible the achievements of the implementation of affirmative actions, as well as the technical and methodological contributions of this experience, in order to contribute to the elaboration of the 2024 investment project.

e.

Digital Inclusion Centers

What we learned

In Bogotá, many women face knowledge barriers regarding information and communication technologies and how to use them. In addition to these access limitations, there are also connection difficulties. The digital divide limits their ability to participate in the educational and labor supply, to access goods and services, and to influence decision-making, which is mediated by the use of devices. The lack of technological skills also makes them vulnerable to cybercrime and online gender-based violence. In the Digital Inclusion Centers -CID we learned that the development of digital skills promotes autonomy and access to opportunities in all areas of women's lives.

In developing the training processes, we also learned to build the contents in a participatory manner. From the dialogue between the team of facilitators and the citizens who participate in our courses, we detect the topics that are most necessary in each context and in each situation. This flexibility, and the ability to build together, is our guarantee of relevance.

The transforming power

Everything we do at the Digital Inclusion Centers leads to the empowerment of women, especially those who have been more distant from digital environments. We have designed a training offer designed in layers, with different levels of depth and adapted to different needs of different population groups. **The guiding principle, in all cases, is to provide tools to strengthen autonomy, empowerment and the exercise of citizenship, both in the private and public spheres.**

At a basic level, we seek that women do not depend on third parties to perform tasks such as ordering a cab, preparing a resume, paying utilities, renewing a passport or obtaining the RUT or RIT, for example. Acquiring independence in the most everyday acts makes life better and lighter for many. On a deeper level, we offer content to strengthen women's socioemotional skills, empowering their ability to decide and act, and to bounce back in the face of difficulties. Agency and resilience are two words that acquire meaning for many of them in these spaces.

In addition, we have a line of training for the exercise of citizenship, focused on the promotion of leadership and the protection of rights; another line of technical advice to individuals, social organizations and institutions interested in gender mainstreaming and the formulation of indicators; and another specialized in care and attention to women caregivers.



The cost of not having this achievement

Without the Digital Inclusion Centers, those who are more vulnerable will continue to be prone to exclusion and discrimination, as has happened to indigenous, Afro and rural women; those who have devoted themselves entirely to caring for others, those who live on the street, those who engage in paid sexual activities or those in extreme poverty, to name a few. Providing tools to develop the digital skills of these women creates new opportunities and contributes to closing the digital divide, recognizing their differences and diversity.

Why is this section important?

It is important to know the work of the Digital Inclusion Centers, given the enormous potential for social transformation that nestles in them. Closing the digital divide and transforming the lives of women who have suffered most from discrimination means building bridges so that they can connect with the services offered by the District, strengthen the exercise of their rights and access new opportunities; it means changing their families and communities, and making Bogota a better city for everyone

What we found

By January 2020, there were already 13 Digital Inclusion Centers offering on-site training. Over the past four years, we focused on opening more centers until completing 18. We introduced virtual modalities and expanded coverage to rural areas. We also upgraded the centers' infrastructure to better respond to the specific interests and needs of women and diversified the training offer. Additionally, we transformed the centers into hands-on spaces where digital skills could be practiced in real time. For example, we installed QR codes on the walls, creating an environment where women could learn to use them on-site, guided by their immediate needs. This practical approach turned the centers into dynamic hubs for digital empowerment.

What we did

1. More and better centers:

We created 5 new centers and renovated the 13 that already existed. Seventeen of these centers operate in the equal-opportunity houses for women and one in House for women. The purpose of adapting all the Digital Inclusion Centers was to create an atmosphere in accordance with the interests and needs of the women citizens who participate in the training processes. Everything, down to the smallest of details, the walls, the rooms, the furniture and the technological equipment, was designed for the comfort of the users and the ethical, aesthetic and political approach that underpins the activity of the centers. The renovation consisted of:

- **Tailor-made spaces:** areas with sofas for the use of tablets and cell phones; highly illuminated areas with ceiling lamps and, if possible, with natural light; and lockers or shelves that allow spaces free of personal items and materials that are not essential to the training process.
- **Gender-focused ambience:** walls painted in light colors that evoke tranquility and give warmth to the space, and vinyls with information relevant to women.
- **Provision of modular furniture,** preferably circular, to be used in multiple ways, according to the needs of the training process.

- **Technological equipment: Laptop computers;** a high-tech computer for the facilitator's use; a printer for each center; digital boards; and reduction, as much as possible, of cables to facilitate the mobility of the computers.

These infrastructure adaptations provide spaces that facilitate the teaching-learning processes and improve the women's experience, since, from the moment they enter, they find friendly and comfortable spaces that favor interaction with the elements and people. In addition, both the centers and the training offerings are conceived as meeting and empowerment scenarios where support networks and communities of interest are woven.

2. Itinerant Digital Inclusion Center

we put into operation a mobile center with which we take training processes to rural areas. In this way, we have been able to respond in a differentiated way to women, attending to their differences and diversities.

3. Virtualization:

and updating of the training offer in the entity's Moodle training platform.

The steps to follow

To consolidate this process, it is necessary:

- ✓ Continue strengthening the training team.
- ✓ Create new, cutting-edge content to mitigate women's risks in digital environments.
- ✓ Open new Digital Inclusion Centers in the Care blocks or in their anchor entities, within the framework of the implementation of the District System of Care.
- ✓ Strengthen the processes of building support networks and forms of social organization that are developed within the framework of the training processes.



f.

Entrepreneurship and employability

What we learned

In economic terms, women were the hardest hit by the Covid-19 pandemic. **The crisis deepened, even more, the gaps that already existed. Between 2019 and 2020 in Bogota, women lost 54% of jobs³ equivalent to 332,253 jobs (while men lost 40.5% equivalent to 226,035 jobs) and their micro-businesses fell 6.1% (while those of men grew 0.3%²).** This situation reaffirmed a persistent request from women during the construction of the District Development Plan, that the Women's Secretariat should also work to promote women's employment and entrepreneurship. To respond to this situation, we created the Entrepreneurship and Employability Strategy and committed ourselves to contribute to the development of capacities to strengthen the economic autonomy of women in Bogota.

In designing and implementing the strategy, we learned to define measures for economic reactivation that would also think about and focus on women, with specific goals differentiated by sex of the beneficiaries. We understood that it was necessary to communicate training, employment and entrepreneurship opportunities through the channels most frequented by women and

not through the channels through which these offers are usually disseminated. For example, many of the offers are disseminated through Twitter, now called X, but the vast majority of women in Bogota do not access this social network, partly because of the digital divide, or simply because their daily interests are not represented there. In addition, we understood that we had to use a language that was closer to them. We created tailor-made messages, with a gender focus and inclusive language, so that the information on the requirements and conditions of the institutional offer would reach the recipients in a clear and precise manner. We also understood that to promote economic autonomy and overcome historical gender barriers, it was necessary to strengthen socioemotional skills related to assertive communication, life projects, financial skills, leadership, negotiation and conflict resolution. We adapted these contents to the characteristics of women caregivers to enhance their access and permanence to employment opportunities and income generation. In addition, to maintain their motivation in the search for economic autonomy, to reduce dropout rates and motivate them in their purpose, we accompany them in the processes of training and application to job offers and income generation. We learned that it is essential for women to be accompanied in this process, so that they can consult the situations they face and not lose motivation in the face of difficulties at home or in their community.

3



The cost of not having this achievement

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Without this strategy, we would fail to contribute to closing the economic gaps between men and women, with programs specially designed for them and goals, in terms of employment and entrepreneurship, that reflect their needs and potential in a differentiated manner. **We would not have mechanisms that respond to the differential characteristics of women so that they can capitalize on training, employment and entrepreneurship offers.**

The transforming power

Everything that leads to the achievement of women's economic autonomy transforms their lives and those of their families and reduces the risk of domestic violence. **The Entrepreneurship and Employability Strategy develops and strengthens capacities to access training, employment and entrepreneurship opportunities and to remain in these processes.** This strategy nestles the possibility of turning women's dreams into concrete projects, with tangible results.

The cost of not implementing the Entrepreneurship and Employability Strategy is that women in Bogota will not have a consolidated offer of district and private sector programs relevant to their needs, expectations and characteristics; nor will they be accompanied in their process of achieving economic autonomy (especially for caregivers). In addition, we would lose the opportunity to sensitize the private sector on the advantages of involving more women in productive activities, in terms of growth, productivity and social welfare. Nor would it be possible to provide advice on what is required to achieve this linkage, such as flexible schedules, care services, harassment control and prevention of gender-based violence.


Why is this section important?

This chapter is important because it sheds light on the needs of women and the barriers they face in entrepreneurship, accessing employment and strengthening their economic autonomy. It is also important because it highlights the institutional gap in addressing the needs of women caregivers. On the other hand, disseminating the progress of the Entrepreneurship and Employability Strategy means recognizing the actions that contribute to closing the gaps, as well as the role played by the strengthening of socioemotional skills and public-private articulation in advancing this process.

What we found

In January 2020, the action of the District Women's Secretariat was focused on violence prevention, technical assistance for the implementation of the gender approach in district entities and psychosocial support for women. There was an institutional vacuum in terms of actions to promote women's employability and entrepreneurship. In the framework of the District Development Plan, the social movement had asked Mayor Claudia Lopez to incorporate initiatives to increase women's participation in productive activities that would strengthen their economic autonomy and guarantee their rights.

Three months later, the Covid-19 pandemic unleashed the worst crisis faced by the district administration in its history. The economic slowdown, the deterioration of the productive fabric and the loss of jobs, in greater proportion for women than for men, increased the urgency to guarantee mechanisms that would allow women to generate income.



Once the most critical phase of the pandemic had passed, and its negative consequences became evident, the mayor instructed the design and implementation of an economic reactivation strategy with a gender perspective. This strategy prioritized actions to promote entrepreneurship, access to employment and income generation. This last aspect was vital, as women caregivers had expressed the need to generate income from home, since it was impossible for them to have formal jobs with rigid schedules and locations that were difficult for them.

The mayor's initiative focused on developing and strengthening capacities through training adapted to the requirements of women; facilitating their entry and permanence in district programs; creating new programs with a gender focus; and involving the private sector. In addition, we proposed implementing affirmative measures to generate greater employment opportunities for women and increase their participation in the execution of contracts and agreements entered by the district administration.

What we did

We designed and implemented the Entrepreneurship and Employability Strategy through which we:

Worked with other District entities to strengthen the gender focus of employment and entrepreneurship programs.

Provided women with information on private sector employment opportunities, income-generating options, including home-based income generation, and training for the development of productive capacities.

Provided tools to strengthen women's socioemotional capabilities to facilitate access to employment and entrepreneurship opportunities, and their permanence in these processes.

The strategy began to be implemented in November 2021. Over the course of these years:

We brought job offers, income generation and training to more than 20,000 women through the strategy's dissemination and orientation route.

We managed 58 alliances with the private sector to offer employment, income generation and training opportunities for women in Bogotá.

We included a gender focus in 11 district programs in order to promote women's participation and reduce their dropout rate in employment and income generation programs.

We publicized 19 district employment and entrepreneurship programs for the employment of women.

We designed two programs to generate income for women: i) Entrepreneurial and Productive Women with SDDE and ii) Neighbors Working Together. Within the framework of Vecinas Trabajemos Juntas, **we benefited 269 women caregivers belonging to 29 organizations.** This was the first program implemented by the Secretariat to promote income generation for caregivers.

We designed and implemented the Entrepreneurship and Employability Model to strengthen the socioemotional skills of women caregivers and sealed an alliance with the Bogota Chamber of Commerce to bring entrepreneurship workshops to the Care blocks.

We published the practical guide for the design of employment and income generation programs for district entities.

We concentrated this offer in the Care Blocks and thus provided caregivers with time and services that promote their economic autonomy. Having the Entrepreneurship and Employability Strategy in the Care blocks has made this initiative more efficient, timely and impactful.

The steps to follow

It is necessary to consolidate the model of socioemotional skills for entrepreneurship and employability of women caregivers in the Care Blocks and integrate this model with the training offered in the Digital Inclusion Centers.

Another task is to continue promoting collaboration with the private sector and the sustainability of the existing alliances. This, in order to strengthen opportunities for women by making job vacancies, income generation and training more relevant. To achieve this, it is necessary to continue signing co-responsibility symbolic agreements between the District Secretariat for Women and the companies.

The Entrepreneurship and Employability Strategy is new for both the Secretariat and other entities of the District, and although much has been achieved during this period, it is vital to continue strengthening it in order to capitalize on and multiply the achievements of this first impulse.



All women,
all sectors.

Mainstreaming
the approach

04

a.

Updating of the Public Policy on Women and Gender Equity What we learned

What we learned

The Public Policy on Women and Gender Equity is the result of two decades of uninterrupted work by the women's movement. Through it, the interests and visions of women citizens have been incorporated into public management and this has allowed for an increasingly effective institutional response to their demands. Since 2004, when the Equal Opportunity Plan was first formulated, this policy has been a reference in the recognition of women's rights, both for organizations and District institutions. Its update, which began in 2018 and ended in 2020, is the result of the collective construction between the district administration and women's organizations, leaders and participatory bodies such as the Women's Advisory Council, the Local Operating Committees for Women and Gender, and the Local Women's Councils.

During the dialogue and consultation process, we learned to value the knowledge



accumulated by this sector. Thus, together, we were able to give continuity to the policy and, at the same time, adjust its strategies to the new realities and needs of women in Bogotá. The update extended the scope of the guideline to the period 2020 - 2030 and consolidated it as a State policy. This means that, beyond the will of individuals and governments, institutions are responsible for complying with the plans and programs established therein. The institutionalization of the policy, through normative, planning and financial tools, ensures the sustainability of future actions and strengthens the guarantee of women's rights in every sense; this is the most significant achievement of this process and our greatest pride as the District Secretariat for Women.

The transforming power

The Public Policy on Women and Gender Equity provides mechanisms to restore rights, close gaps and respond in a differentiated manner to women's needs. It is the basis for institutional action and the strengthening of the social movement. It is the tool that provides legal and technical support to the District Women's Secretariat and has made it possible to include, in a cross-cutting manner, the gender, differential and rights-based approaches in the actions of other District entities. The policy prioritizes eight rights:

- i) The right to peace and coexistence with gender equality**
- ii) The right to a life free from violence**
- iii) The right to participation and representation with equity**
- iv) Right to work in conditions of equality and dignity**
- v) Right to full health**
- vi) Right to education with equity**
- vii) The right to a culture free of sexism**
- viii) Right to habitat and decent housing**

As a result of the policy, and thanks to women's advocacy, mechanisms and bodies have been established such as the Women's Equal Opportunity Houses, the Local Operative Committees for Women and Gender Equity, the Local Women's Councils, the Local Security Councils for Women, the Purple Line and the District System for the Protection of Women Victims - SOFIA.

The process of updating the policy, which we coordinated from the District Women's Secretariat, validated the prioritized rights and emphasized new issues such as gender mainstreaming and the transformation of stereotypes and cultural practices of discrimination that affect women. Other issues such as the feminization of poverty, labor inclusion of women and the need for a district care system were included as articulators of institutional action during the mandate of Mayor Claudia Lopez. In line with the District Development Plan: A New Social and Environmental Contract for the Bogotá of the 21st century, the following programs were harmonized with the policy: 'Equal opportunities and capacity building for women', 'District Care System' and 'More women live a life free of violence, feel safe and access the justice system with confidence'; in addition, actions to promote menstrual care were incorporated. The achievements accumulated by the policy, combined with these innovations, have boosted an unprecedented transformation process for women in Bogotá in the last period.



The cost of not having this achievement

Without updating the Public Policy on Women and Gender Equity, it would not be possible to give continuity to the processes, nor take advantage of the achievements accumulated over time, nor incorporate new visions in the guarantee of rights. The link with the social movement would be broken and the guarantee of relevance would be lost. In the absence of a State policy with a long-term vision, the guidelines would cease to be binding and their execution would depend on the will of the officials and governments in office.

Why is this section important?

The updating of the policy involved the formulation of an action plan detailing the actions to be undertaken, the people responsible for them and the resources to carry them out. The guidelines not only outline the route to be followed, but also provide the necessary navigational instruments to reach a successful conclusion. The action plan stipulates the allocation of more than 2.4 billion pesos between 2020 and 2030; this is the highest investment ever made in the history of Bogotá to recognize, guarantee and restore women's rights. Acting and influencing in this field necessarily implies knowing and defending the Public Policy on Women and Gender Equity.

What we found

The updating process, initiated in 2018, convened the participation of the social movement and District entities, and was nourished by the information provided by the Women and Gender Equity Observatory - OMEG, of the Women's Secretariat. By January 2020, the rights prioritized by women had been validated and the draft of the policy and its action plan were available. During this administration, our task was to complete the consultation and formulation process and harmonize the policy with the Development Plan, sectoral plans and the Land Management Plan.



What we did

In the midst of the contingency imposed by Covid-19, the District Women's Secretariat coordinated the formulation of the 2020-2030 Action plan. The process was enriched by the contributions of the Autonomous Space of the Women's Advisory Council and with the intersectoral vision of the district administration. This allowed the guidelines of the Public Policy on Women and Gender Equity to be intertwined with the actions designed by the entities and with their vision for the next ten years.

To harmonize the policy with the development plan and the entities' actions, women were placed at the center of the technical conversations. We established links with the teams of the other entities and managed to align their efforts in favor of this cause. This process involved advising the other sectors on how to incorporate the gender perspective and recognize its diversity in the mission activities of each institution. Thus, by including gender, differential and rights-based approaches in the very heart of the district plans, we were able to mainstream and territorialize this way of understanding the city, based on building equitable, supportive and inclusive relationships among people.

The inclusion of the District Care System as a policy objective is another of the achievements of this period. This model, focused on caring for caregivers, constitutes the most

important social innovation of the last decades in Bogotá. It implies a new way of providing social services, with a gender approach, and of conceiving territorial planning; focused on facilitating access to care infrastructure. By including it in the Public Policy on Women and Gender Equity, the institutionalization of this program is guaranteed and, therefore, its permanence over time. In addition, given that the policy will be in force until 2030, the fact that the care system is there makes it possible to weave a thread to link the next district development plans with the land use plan for 2035.

The steps to follow

Over the next few years, the greatest challenge with respect to the Public Policy on Women and Gender Equity is to ensure its implementation. It is necessary to evaluate its results to verify that the actions implemented respond to the objectives of the policy, and to make the necessary adjustments as needs change. **Given that the responsibility for its implementation is shared among 34 entities from different sectors and missions, the accompaniment work of the District Secretariat for Women will be decisive to guarantee the mainstreaming and territorialization of the gender, differential and women's human rights approaches.**

b.

Mainstream, weave the approach into all sectors

What we learned

To mainstream, in the context of public management, is to ensure that District entities implement strategies to guarantee the rights and promote opportunities for women; it implies a fundamental change in the organizational outlook and culture, in order to close gender gaps. Over the course of these four years, we joined efforts with the 15 sectors of the district administration so that gender and differential approaches would be included in a transversal manner in their actions. All of them joined in: Environment; Culture, Recreation and Sports; Economic Development, Industry and Tourism; Education; Public Management; Government; Habitat; Finance; Social Integration; Mobility; Women; Planning; Health; Legal Management and Security; and Coexistence and Justice.

To achieve this articulation, we formulated a conceptual framework, designed technical tools for the design of strategies, provided assistance to mainstream the gender approach in each institution and closely accompanied each initiative, from its planning to its implementation. The range of actions implemented was enormous, covering

aspects such as the provision of specialized services for women in each sector, the application of administrative provisions within the entities, the development of training processes in masculinized trades, organizational strengthening, the creation of employability opportunities and the dissemination of campaigns for the prevention of violence, to cite just a few examples.

We learned that, beyond executing specific projects that benefit women, we had to develop capacities and skills so that each sector would incorporate the approaches in its work, in an integral manner. We wanted this way of conceiving public management to cut across the entities and, within each one, to be present in all their actions; that is why it was so important to train human talent and make them part of this effort. We understood that we had to target the root of the imbalances and recognize the diversity of women through intersectionality, understanding how the different factors that can determine exclusion to a greater or lesser degree are intertwined. In the case of the Women's Philharmonic Orchestra, for example, it was not enough to recruit instrumentalists; it was necessary to design a comprehensive strategy that encompassed musical direction, the selection of soloists and repertoire, and the development of individual and organizational capacities. Today, both the institution and the participants are developing skills and building knowledge to close gender gaps. In a traditionally masculine field of performance, the mainstreaming approach is opening up new opportunities for women; the same is happening in sports and in trades associated with transportation and construction, to cite other examples of activities occupied mostly by men.



The transforming power

When gender, differential and rights-based approaches transcend the women's sector, their transformative power is multiplied; this, in addition to promoting changes in women's lives, improves the situation of the population as a whole. Women's issues concern all sectors and imply structural transformations that benefit all people.

During this period, the District Women's Secretariat accompanied each of the 15 sectors of the district administration and proposed the implementation of strategic actions through achievements. These cover the areas of: work; knowledge and culture; social goods and services; education and research; health; administration and institutions; women's organizations; and family and sexuality. Since 2020, around 60 actions and programs have been implemented each year, expressing the capacity nestled in institutional action to close gaps, create opportunities

and make reality more democratic and equitable. Each action was a seed that sowed a new, more inclusive Bogotá; a better place to be a woman.

This led to initiatives that are now benchmarks of inclusion for the country and the world, such as La Rolita, a public transportation company with a gender perspective, which involves women in traditionally male-dominated professions; or the program Mujeres que Reverdecen (Women who bloom), which has linked those who are particularly vulnerable to the conservation of Bogotá's biodiversity. Mainstreaming the gender approach also implied developing institutional mechanisms such as the Gender Equality and Equity Budget Tracker, which allows tracking the use of resources allocated for this purpose, and the Seal of Equality, which encourages the incorporation of actions in the Integrated Planning and Management Model - MIPG of the District's entities. The transforming power of gender mainstreaming was evident both in the city and within district institutions.

The cost of not having this achievement

If strategies for mainstreaming gender, differential and rights-based approaches are not implemented, it will not be possible to promote structural transformations in the different spheres of women's social, cultural, economic and political life. If we do not continue to accompany the 15 sectors of the district administration, we will lose the accumulated knowledge, and the capacities developed in the entities to weave the approach into their institutional actions. The situation of women in Bogotá concerns all sectors and all citizens, not only the Secretariat for Women. To ensure that all institutions incorporate this way of understanding the city and the exercise of citizenship is, in practice, to mainstream the gender approach and make Bogotá a better city for everyone.

The idea is that Bogotá deals with women from all sectors, not only from the Women's Secretariat. That, in practice, is mainstreaming.

Why is this section important?

The mainstreaming strategy shows, in practice and with tangible results, the effectiveness of incorporating the gender perspective in the actions of all sectors of the district administration. The achievements are many, very varied and with very different degrees of development; as a whole, they express an innovative form of management that responds to the challenges and demands of the contemporary world.

To cite an example, the public transportation operator La Rolita, implemented by the mobility sector, in addition to promoting a social vision of sustainable public transportation, by having a fleet of 100% electric buses, reevaluates jobs that have traditionally been seen as masculine. This initiative has managed to involve women in different roles, one of them being that of drivers. In this case, the incorporation of the gender approach is expressed in the development of capacities and the strengthening of women's rights through actions such as: the promotion of care and prevention of gender-based violence, the creation of spaces for care and self-care, and the implementation of training processes. The women linked to La Rolita have been trained by the mobility sector in Eco Driving, which has enabled them to drive electric public transportation buses and has allowed them to recategorize their driving licenses.

La Rolita is a clear example of how to plan and execute with a gender vision, in favor of equality, inclusion and environmental sustainability. To see how La Rolita has managed to improve the lives of women and, at the same time, increase the quality of service provision, is to confirm that it is worthwhile to strengthen mainstreaming efforts, given the potential for social transformation that this approach to public management holds.

What we found

The mainstreaming strategy is one of the mechanisms for implementing the Public Policy on Women and Gender Equity. Although for more than a decade Decree 166 of 2010 gave legal support to the district plan and sectoral plans for mainstreaming, progress in this regard required further efforts. By January 2020, the District Women's Secretariat had a small team in charge of this issue. Each assigned referent was in charge of accompanying two sectors and there was no guideline to guide the formulation and implementation of actions; neither were there professionals and teams specialized in gender in the advised entities. This weakness in the operational framework meant that, despite the efforts made, the incorporation of the approach was marginal, ad hoc or superficial in many cases.

What we did

To strengthen the impact of the mainstreaming strategy, **we emphasized on gradually building capacities and skills in each sector while transforming the organizational culture, starting with the District Secretariat for Women.** We doubled the number of referents so that each of them could deepen their understanding of the assigned sector. We also advised the entities on hiring gender professionals and, in some cases, forming specialized teams, and we adapted the instruments to coordinate actions.

We formulated the 'Guidelines for mainstreaming gender and differential approaches for women', which provides tools for planning, monitoring and evaluating policies, plans and programs aimed at closing gender gaps, restoring rights and promoting opportunities for women across sectors. This guide supports the creation and management of systems that provide information disaggregated by sex and other variables, that account for the realities of men and women. It enables the identification of asymmetries and scenarios requiring intervention. We created the Mainstreaming Achievement Monitoring System, which structures the actions of the sectors around different areas of social life, beyond sectoral limits. This approach provides a comprehensive overview, focuses on women beneficiaries and allows us to analyze how initiatives complement each other.

In addition, we guided the issuance of regulations on the use of the Gender Equality and Equity Budget Tracker, a tool that allows tracking the trajectory of resources allocated to the implementation of gender mainstreaming

actions in sectors and entities; and we created the Gender Equality Seal to measure and recognize the efforts of public and private institutions in favor of equality between men and women. These management tools have made it possible to materialize the approach in concrete and tangible initiatives such as La Rolita, already mentioned, and the program Women who bloom, which has a positive impact both on improving the environment and the quality of life of the women of Bogotá.

Women who bloom empowers women by enhancing their knowledge in conservation and environmental restoration and providing spaces for them to apply this knowledge through actions that promote climate resilience, food security and the revitalization of green spaces in the city. This program recognizes the transformative potential of women as agents of change in fostering sustainable environmental practices and prepares them to be active defenders of nature, contributing to the beautification of Bogotá's environment. It also promotes social and economic reactivation by involving women in vulnerable situations, offering them employment and monthly economic transfers that strengthen their financial independence and improve their quality of life. In addition to its environmental impact, the program supports social and economic recovery by involving women in vulnerable situations. It offers them employment opportunities and monthly financial transfers, strengthening their economic independence and improving their quality of life.

The Budget Tracker and the Gender Equality Seal, as well as La Rolita and Women who bloom, are examples that show the impact of what we have achieved by mainstreaming the gender perspective over the last four years.



Steps to follow

It is necessary to continue expanding the mainstreaming strategy through the strengthening and specialization of the work teams, the collection and management of disaggregated information that will make it possible to monitor progress, the implementation of the Gender Equality and Equity Budget Tracker and the implementation of the Gender Equality Seal: In Equality, which extends mainstreaming actions to the private sector.

C.

In equality, the seal of Bogotá

What we learned

During this period, and in partnership with UN Women, we created 'En Igualdad', the District Seal of Gender Equality. This is a mechanism to measure progress in closing gaps and to encourage the implementation of positive actions in Bogotá. During its implementation, we learned new ways to institutionalize the guidelines of the Public Policy on Women and Gender Equity and, in particular, new ways to mainstream the gender approach. The seal also allowed us to extend the mainstreaming strategy to the private sphere, which opened an enormous window of possibilities for strengthening the impact of affirmative actions, promoting gender equality and guaranteeing women's rights, as a matter that concerns society as a whole.

The transforming power

As a custom-designed strategy, the Seal is fully aligned with the Integrated Planning and Management Model - MIPG of the District's entities. This has made it possible to sow organizational change in the very heart of public institutions, through planning, investment and positive action. Similarly, in the private sector, the seal recognizes and promotes the efforts of companies to integrate the gender approach in their organizational culture and productive practices. We support and provide tools to companies so that they can manage the incorporation of the approach, and we certify compliance with standards associated with institutional adaptation and the implementation of actions leading to the closing of gaps and equity between men and women. "En Igualdad", the District Seal of Gender Equality, is a mechanism to make evident the transforming power of mainstreaming actions in Bogotá.

The cost of not having this achievement

If the District Gender Equality Seal is not consolidated, the possibility of integrating mainstreaming strategies into the Integrated Planning and Management Model - MIPG in the sectors of the district administration would be lost. It would be impossible to guarantee, in institutional terms, the continuity of the actions, since they would depend on the will of the current directives and not on the binding action of the plans, policies and programs of the entities. Furthermore, without a mechanism to link the Women and Gender Equity Policy to the private sphere, it would not be possible to extend the mainstreaming strategy and the impact on closing gaps and creating opportunities for women in Bogotá would be limited to the public sphere.

Why is this section important?

En Igualdad' is an innovation in terms of mainstreaming and territorialization of the gender approach in Bogota and Colombia. Insofar as there are no previous quality certification initiatives in the public sector associated with the incorporation of the approach in the Integrated Planning and Management Model, it is necessary to analyze this first experience, which has already proven to be successful, in order to expand and consolidate it. As more entities, organizations and companies participate in the certification process, the mainstreaming strategy will be consolidated as a State policy and will be incorporated into the heart of the institutions as a culture; a way of planning and acting.

What we found

In January 2020, the District Seal of Gender Equality did not exist. Although the mainstreaming strategy had been implemented for more than a decade by the District Women's Secretariat, there were no mechanisms to standardize and define the same parameters for monitoring and determining the degree of progress of each entity in the incorporation of the gender approach.

What we did

We conceived a monitoring and follow-up mechanism according to the Integrated Planning and Management Model - MIPG, the instrument used by public entities to direct, plan, execute, follow up, evaluate and control their management. In addition, we structured it based on the rights prioritized in the Public Policy on Women and Gender Equity and in the Equal Opportunity and Gender Equity Plan. This approach allowed us to reconcile international standards of public management with a gender perspective with the particular reality of the District's entities and the demands of the women's movement; hence, the seal is tailor-made for Bogotá.

Thus, we defined objectives and monitoring categories for each of the following modules:

1. Labor contexts favorable to Gender Equality.
2. Knowledge, innovation and communication management for gender equality.
3. Strategic direction and planning from a gender perspective.
4. Institutional actions for the guarantee of rights with gender equality.
5. Monitoring and evaluation of results for gender equality.
6. Institutional Architecture and Commitment to Gender Equality.

We proposed to the 15 secretariats of the District, and their 10 affiliated entities, to prepare institutional diagnoses, design and execute work plans, and apply the mechanism to establish the degree of progress of the actions.

In the private sector, the seal is linked to the achievement of Goal 5 of the Sustainable Development Goals: reduce gender gaps, promote gender equality and competitiveness simultaneously, and promote inclusive and sustainable growth. Through the 'Pact for Gender Equality' signed between Mayor Claudia Lopez, her cabinet, the Chamber of Commerce of Bogota and the National Association of Industrialists -ANDI, the seal recognizes and promotes the efforts of companies in the implementation of good practices and affirmative actions. The parties are committed to work together in:

1. Mainstream the gender perspective as a structural axis of policies, plans, programs, projects and services.
2. Promote a balanced participation of women and men in decision making.
3. Prevent and fight against gender stereotypes, sexism and different forms of discrimination and violence against women.
4. Encourage and promote women's access to the labor market.

5. Include and promote gender-sensitive and gender-savvy work teams.

To obtain the 'En Igualdad' seal, companies and institutions must sign a commitment to join efforts with the district administration, define the actions to be implemented and provide information documenting compliance with the established criteria.

For our part, the District Women's Secretariat provides technical assistance and makes available to companies a portfolio for gender mainstreaming. Depending on the degree of progress, both in the public and private spheres, companies are awarded the purple, silver or bronze insignia of the 'In Equality' seal.

The steps to follow

To consolidate and expand this program, it is necessary to institutionalize it through a decree that makes it a mandatory part of the district's public administration. It is also important to continue promoting the incorporation of the gender perspective in the private sector, through the District Gender Equality Seal, in order to increase awareness of the co-responsibility of the State, the private sector and the citizenry in closing gender gaps and guaranteeing women's rights.



d.

Gender Equality and Equity Budget Tracker

What we learned

The Gender Equality and Equity Budget Tracker makes it possible to monitor the resources allocated by the different sectors to close the gaps between men and women. During this period, the District Women's Secretariat, together with the Secretariats of Planning and Finance and with the support of UN Women, embarked on the task of designing and incorporating this tool into the budget management processes of the entities. By implementing it, we learned that it is not enough to weave the gender approach into planning; it is also necessary to follow up on the budget allocated for this purpose in order to track the differentiated impact of actions.

The transforming power

The budget is not gender neutral and its impact is not the same on men and women, since the living conditions of both are not the same. The budget tracker has allowed us to verify how mainstreaming the approach becomes a transforming action. **Structuring the budget from a gender perspective and differentiated monitoring of its execution has also made it possible to establish baselines to measure the commitment of each sector to closing gaps and guaranteeing women's rights.** This is a useful tool for the management of the entities and for social control by the women's movement in Bogotá.



The cost of not having this achievement

Without the Gender Equality and Equity Budget Tracker, it is impossible to know how much the sectors invest in the specific purpose of closing gender gaps. Gender mainstreaming can be incorporated as a narrative within the entities, but if it does not translate into the allocation of specific resources for this purpose, it does not promote actions or transformations, neither within the institutions nor in the beneficiary women.

Why is this section important?

The tracker highlights the effectiveness of the mainstreaming process within the district entities. **The investment of resources serves as a key indicator that expresses how much effort the district administration is making to comply with the mandate of the Public Policy on Women and Gender Equity.** Awareness of the tracker and understanding its importance is fundamental both for those interested in public management and for those who exercise social and political control of this management.

What we found

Since 2020, the national government had been implementing a budget tracer with a gender perspective, but the district administration did not have this tool. Despite the efforts made for more than a decade to implement the Public Policy on Women and Gender Equity and the Equal Opportunities Plan in Bogota, it was not possible to isolate the effects of the resources invested in this regard by the entities. Given that the actions financed with the budget covered different population groups and sectors, it was impossible to recognize how much was specifically allocated to women and to the promotion of social transformations to achieve gender equity. Moreover, since the budget was executed in the same way for all groups, without taking into account particular situations of vulnerability, the impacts often ended up widening social and gender gaps. Nor was it possible to recognize the diversity of situations and conditions of the women served by these budgets, so it was very difficult to materialize in actions the intersectional approach to mitigate that which determines, in a particular way, the exclusion of some groups.

What we did

Once the administration of Mayor Claudia Lopez began, we started working on the design and implementation of the Gender Equality and Equity Budget Tracker. We started from the tracker implemented by the national government and complemented it by adding the care perspective in the budget classification categories. In addition to the categories: Economic Autonomy, Participation in Power and Decision-Making Scenarios, Sexual and Reproductive Health and Rights, Education and New Technologies, and Life Free of Violence, we incorporated the category of Social and Public Co-responsibility for Domestic and Care Work.

Inserting the tracker into district management was a task we carried out jointly with the Planning and Finance Secretariats and with the support of UN Women. This process involved a thorough analysis of how to classify, guide and mark public spending aimed at promoting gender equity in each of the sectors. Not every activity aimed at women has a gender focus, nor does it lead, per se, to the closing of gaps. Recognizing the actions that can be tracked with the tracker implies analyzing the existence of asymmetry, or not, between men and women with respect to access to goods and services, or the full exercise of their rights. Our work consisted of constructing the classification and marking categories, preparing the guidelines and methodological guide for their implementation, providing technical assistance and training to the entities, accompanying the structuring of the budget during the different periods and preparing analytical reports based on the information collected with the tracker.

The steps to follow

The task, in the future, is to increase the number of investment projects that are marked with the Gender Equality and Equity Budget Tracker; that is, to promote greater investment in projects and activities that build conditions of equity between men and women.

Feminization of public management

05

a.

Strengthening of the institutional mechanism and role in administration

What we learned

The District Women's Secretariat was created in 2012 in response to the demands of women in Bogotá. The institutionalization of their interests has been the greatest achievement of this movement, as it has allowed it to guarantee sustained and permanent attention to their needs. In little more than a decade, the Secretariat has become a point of reference for other district entities and for the citizenry itself; its management has made visible the gender gaps and the different forms of violence suffered by women. The entity has become stronger over the years and now occupies a place of greater advocacy in the district administration and in the city. For example, during this period, for the first time the Secretariat became part of the Security Council and this allowed sexual crimes and domestic violence to be considered of high impact and to be given higher priority in the design of strategies to prevent and punish them; just to cite one situation that illustrates this process of institutional empowerment.

Over the last four years, the Secretariat experienced unprecedented growth; its budget tripled and this translated into better attention to women. During this time, we learned that strengthening the institution strengthens the mechanisms for restoring and guaranteeing women's rights; that as the resources allocated to implement missionary actions grow, the operating resources must grow simultaneously; and that to obtain better results it is essential that the corporate support areas work closely with the missionary areas. We also understood that, just as the problems affecting women are particular, the psychosocial risks faced by our personnel when dealing with these situations are very specific, and that identifying and preventing them must be a priority for the entity.



The transforming power

Strengthening the internal processes and procedures of the District Secretariat for Women improves the quality and efficiency of the services we offer; there lies the transforming power of what we do in terms of corporate support. In the last four years, the application of this approach materialized in the capacity to execute resources, which in 2022 reached 98.06% in the investment budget and 92.4% in the operating budget; placing us for the first time among the top 5 executing entities in the District.

The cost of not having this achievement

If the Secretariat's institutional strengthening efforts are not sustained, the momentum achieved to achieve more efficient processes and procedures that facilitate the team's work will be lost, and its capacity for execution will be diminished. Thus, the capacity for advocacy would be lost, both within the district administration and in the restitution and guarantee of women's rights in Bogota.



Why is this section important?

Deepening the process of institutional empowerment, in administrative, welfare, contractual and financial terms, is important to increase the social impact of the District Secretariat for Women. The more corporate support there is, the easier it will be to fulfill its mission.

What we found

In January 2020, the Secretariat operated with a budget of less than 50% of what it has at the end of 2023. The initial budget for the District Secretariat for Women in 2020 was \$56,095,678,400. By 2023, the budget had increased to \$123,448,633,000; that is, it increased by \$67,352,954,600 which represents 120% more, reaching 2.2 times the original amount.

The staff of the entity consisted of 98 jobs, mostly temporary; and only 15 people were authorized to perform their functions in teleworking. The preliminary study forms to sign bidding contracts and contracts for the provision of services were not consistent with current contracting regulations and there were no specific tools to contract for minimum amounts, nor to contract through the Colombian State Virtual Store. Vital administrative processes, such as payroll and parafiscal charges, requests for certifications, processing of collection accounts, issuance of contract payment statements, and accounting and inventory management did not have robust or specialized technological support. The Occupational Health and Safety Management System had 90% compliance with the minimum requirements and the lactation room had 22% compliance.

In terms of the services offered, although there were 19 Equal Opportunity Centers, 6 of them had problems related to the lack of licenses, compliance with land use requirements and accessibility standards. There were 16 Digital Inclusion Centers in operation, but they did not have infrastructure and equipment designed to meet the needs of women. Finally, there were no Care Blocks in Bogota, nor specialized services to care for caregivers. All these aspects have been significantly improved and strengthened over the last four years.

What we did

- ✓ **We significantly increased the budget.** In 2022, we executed \$98,278 million pesos, the highest investment budget in the history of the Secretariat since its creation.
- ✓ **We formalized employment. We created 85 new positions and increased by 88% the number of personnel from 98 to 184 positions.** We achieved the transition of provisional positions to administrative career, according to the results of the merit-based competition held in 2018. We created the Internal Telework Policy and exceeded the goal of the District Agreement, granting 49 telework positions in supplementary mode, that is, 50% of teleworkable jobs.
- ✓ We updated the forms that support the contracting process, according to current regulations, and included relevant topics such as differential criteria and incentives for contracting. We also built checklists for the leasing contracts of the equal-opportunity houses.
- ✓ We made the technological support for administrative processes more robust. This included: the development of the ICOPs platform to file and manage accounts and reports, as well as the respective payments, and the interoperability of the Limay accounting module with the Si Capital

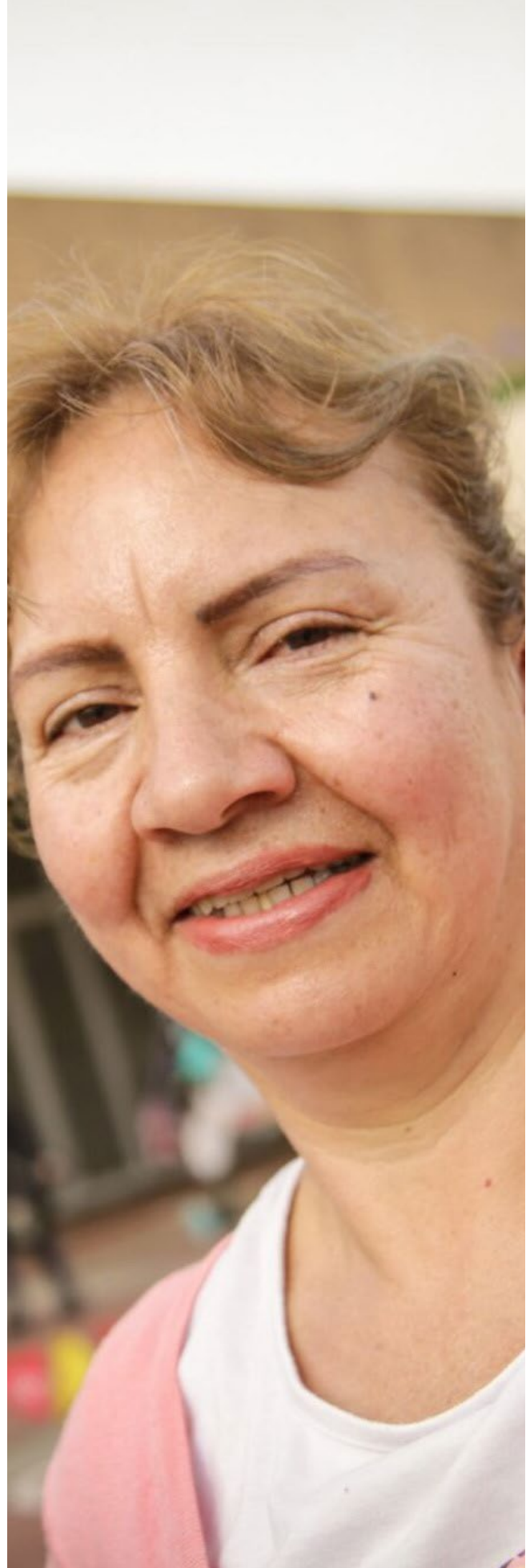
Information System, which made processes such as payroll and parafiscal taxation more efficient. We also managed the issuance of labor certifications and payroll statements via web and the development of the inventory web application that generates the respective monthly depreciations and amortizations.

- ✓ We achieved 100% compliance with the minimum requirements of the Occupational Health and Safety Management System and the Secretariat received the award for being the entity with the greatest progress in this regard. We implemented Braille accessibility signage in the Equal Opportunity Houses, in 4 care blocks, 5 hospitals and in 4 other sites where women receive care.
- ✓ We implemented the Caring, Taking Care of Yourself and Feeling Good strategy, aimed at generating wellbeing for all our employees. We also implemented the Psychosocial Battery, which includes: mental pauses, emotional intelligence, effective time management, transformational leadership and the art of consolation (focused on grief management). We gave greater impetus to the breastfeeding room, which is now 85% complete and we are in the process of certification.
- ✓ In terms of services, we equipped all the Equal Opportunity Houses according

to the specific needs of attention to women and provided them with supplies to strengthen their operation and security. We moved 7 of them to larger sites with better conditions for attention (Fontibón, Kennedy, Suba, P. Aranda, Santa Fe, R. Uribe and B. Unidos). We opened 2 new Digital Inclusion Centers, to complete 18, and equipped them with digital boards, screens, televisions and computer equipment. We put into operation and endowed 20 Care blocks.

Steps to follow

It is vital to continue with this momentum to strengthen the management of the District Secretariat for Women, this implies keeping it among the top 10 executors of the District. It is also necessary to constantly update the entity's processes and deepen the modernization of administrative and financial procedures, through interoperable applications; strengthen the internal information system, the virtual and centralized management of contractual documents and the preservation of institutional memory; improve the mechanisms for knowledge transfer; and form an interdisciplinary team to promptly address new maintenance issues at the headquarters. Finally, it is of crucial importance to continue and strengthen the Cuidar, Cuidarse y Sentirse Bien (Caring, Taking Care of Yourself and Feeling Good) strategy, and to focus on the mental and emotional health care of our employees in the entity.



b.**The Secretariat and its environment: The Advisory Council****What we learned**

Everything we have achieved in the District Women's Secretariat in the last four years and throughout its history has to do with women's participation. The Bogota Women's Advisory Council was created in 2007 as a coordination mechanism of the District to advise on the formulation and implementation of the Public Policy on Women and Gender Equity. The Council is an example of coordination, articulation, agreement and co-responsibility between organizations, groups, women's networks and the District administration for the implementation of the policy, being a space for technical and political advocacy, representing the needs and interests of women living in Bogota. In 2012, when the District Secretariat for Women was created, our entity assumed the technical secretariat of this instance. The Consultative Council is made up of the Autonomous Space, which brings together representatives of women's social organizations, in their diversity and differences, and the Extended Space, which brings together the district administration and the consultative councilors. We have done everything together, that is why the achievements gathered in this book are also theirs.



Over the last last four years, we promoted the process of updating the Advisory Council. The Autonomous Space was especially strengthened by including more representatives to reflect the diversity and differences of women in Bogota. During this process we learned that it is necessary to: take better advantage of existing participation mechanisms; identify the strategic actions of the district administration that need to be submitted to this body for consideration; create institutional mechanisms so that the Council's contributions are converted into concrete actions; and jointly build strategies to strengthen the advocacy capacity of the advisory councilors.

The transforming power

The Women's Consultative Council guarantees the relevance of institutional action and monitors the implementation of the Public Policy on Women and Gender Equity, which is executed by the District Secretariat for Women and other District entities. Through the Council, a network of communication channels is established between women, institutions, territories and different groups, with a population-differentiated approach. As the Council has been able to strengthen its advocacy capacity and open spaces to make visible the different situations, interests and needs of women, the institutional response has had a greater transforming impact. Therein lies its enormous democratizing potential. In the participation of women and the recognition of their diversity and differences lies the possibility of a more inclusive Bogotá for all people.

The cost of not having this achievement

Discontinuing the process of strengthening the Advisory Council would mean losing

the experiences and knowledge of women, from their differences and diversity, and of their organizations. It would not be possible to put the knowledge accumulated over decades by the women's social movement at the service of public policies, and the technical perspective would be insufficient to guarantee the relevance and efficiency of institutional action.

Why is this section important?

Understanding the place of women's participation in the mainstreaming and territorialization of gender and differential approaches is a determining factor in the fulfillment of the objectives of the Public Policy on Women and Gender Equity. The actions carried out by the Secretariat and, in a cross-cutting manner, by other sectors that work in favor of closing gender gaps, eliminating violence and guaranteeing women's human rights, are the result of dialogue, agreement and joint construction between the district administration and the Consultative Council. It is therefore essential to know the progress made in updating and strengthening the Women's Advisory Council, as well as the aspects that must be addressed in the future to increase its advocacy capacity.

What we found

In January 2020, the Autonomous Space of the Consultative Council of Women of Bogota was made up of 41 advisory councilors, as follows: 8 representatives of the Public Policy on Women and Gender Equity (one for each prioritized right), 13 representatives by differences and diversities, and 20 representatives by localities.

These 41 advisory councilors defined and approved their action plan in May 2020. The Autonomous Space was governed by the internal regulations approved on August 27, 2018 and the instance operated in accordance with the provisions of Decree 224 of 2014.

What we did

- ✓ We promoted the issuance of Decree 364 of 2021 *"Whereby the Consultative Council of Women of Bogota is updated, the spaces that compose it are structured, the coordination mechanism of the instance is defined, and other provisions are issued"*. This made it possible to increase the number of representations in the Autonomous Space from 41 to 46. The representations included were:
 - Transgender women
 - Women ex-combatants as peace builders
 - Women caregivers
 - Representatives of the rights of women deprived of their liberty
 - Women of short stature.
- ✓ We accompanied the Women's Advisory Council in the collection of proposals, observations and suggestions to institutionalize the District System of Care through Agreement 893 of 2023 of the Council of Bogota.
- ✓ We support the renewal of the commitments of the Pact of Co-responsibility for Women's Rights signed between the advisory councilors and local mayors.

- ✓ We developed working groups between the advisory councilors and different entities of the district administration, with the objective of making visible the needs of women in the territories and providing recommendations and proposals regarding strategies, public policies and other actions related to the inclusion of the gender approach and the promotion of women's participation in public decisions.
- ✓ We supported the Women's Advisory Council in updating the internal regulations of the Autonomous Space, as defined in Decree 364 of 2021 and the new dynamics of this participatory body.
- ✓ We promoted the issuance of Decree 304 of 2023, which amended articles 5, 25, 26 and 27 of Decree 364 of 2021 related to:

 - Inclusion of 2 new representations: Older Women and Women recyclers.
 - Disaggregation of the representations of Afro-Colombian/Black Women, Raizal Women and Palenquero Women.
 - The modification of the representation of Academic Feminist Women, clarifying the scope and objective of this representation.
 - The specification that the election process must begin one year before the end of the term of the advisory councilors.
 - The definition of the two mechanisms for electing the composition of the Autonomous Space: 1) delegation, which applies only to the representations of ethnic groups (Afro-Colombian /Black Women, Palenquero Women, Raizal Women, Indigenous Women and Romany/Gypsy Women) and 2) election, which applies to the other representations. In addition, the election processes were delimited and clarifications were included regarding the date of possession of the advisory councilors and their term of office, within the framework of the next election process.
- ✓ We acquired technological elements such as a laptop computer and projector to facilitate the participation of the advisory councilors through virtual channels and contribute to the execution of their activities.
- ✓ We developed the capacity-building strategy proposed by the Advisory Council, and provided tools and spaces to address issues related to self-care, mental health, teamwork, conflict resolution and assertive communication.
- ✓ We developed spaces for strengthening the implementation of the Public Policy on Women and Gender Equity, and addressed issues related to gender mainstreaming, the District Gender Equality Seal, the Gender Equality and Equity Budget Tracker and the District Care System.

The steps to follow

- Begin the election process of the Women's Advisory Council of Bogota as of October 5, 2024. The resolution must be ready by that day, since Decree 364 of 2021 specifies that the process must begin one year prior to the possession of the next advisory councilors, projected for October 6, 2025.
- Within the framework of the first session of the Coordinating Board to be held, the advisory councilors that will integrate this space must be elected, as defined in Article 16 of Decree 364 of 2021.
- The Autonomous Space shall carry out the election of the articulating councilor and secretary councilor and send the delegations to the District's participation instances that contemplate their participation.
- Prepare, in the first two-month period of each term, the action plan of the Bogotá Women's Advisory Council as defined in numeral 4 of Article 4 of Resolution 233 of 2018.
- To build, together with the Advisory Council, the proposal for strengthening the instance; and to continue deepening the knowledge of the advisory councilors on the Public Policy on Women and Gender Equity, the policy instruments defined for its implementation and monitoring, and the strategies of the Secretariat to guarantee women's rights. This will provide the Advisory Council with technical tools to focus their objectives on the issues or strategies they wish to address with the district administration.
- To take the necessary steps for the development of the Expanded Space sessions, as defined in articles 10, 11, 12, 13 and 14 of Decree 364 of 2021.
- Conduct monthly Coordinating Tables as defined in Articles 15, 16, 17, 18, 19 and 20 of Decree 364 of 2021, considering the role of Technical Secretariat of the Women's Advisory Council that the Undersecretariat for Care and Equality Policies has.
- Define, with the Advisory Council, the actions or decisions to be taken in relation to the follow-up of the Co-responsibility Pact for Women's Rights signed between the Local Mayors and the advisory councilors.

CARE AND TRANSFORMATION

Systematization of strategies for mainstreaming and
territorialization of women's rights in the Office of the Mayor of
Bogotá 2020 - 2023



SECRETARÍA DE
LA MUJER

