

EFFICIENCY OF PUBLIC GENDER POLICIES FROM 2021 TO 2023 IN BARRANCABERMEJA AND SABANA DE TORRES, SANTANDER, COLOMBIA

EFICIENCIA DE LAS POLÍTICAS PÚBLICAS DE GÉNERO DE 2021 AL 2023 EN BARRANCABERMEJA Y SABANA DE TORRES, SANTANDER, COLOMBIA

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ABSTRACT

Keywords:

public policy, women, gender
equality, methodology.

This thesis is aimed at investigating the efficiency of public policies on women and gender equality in the District of Barrancabermeja and the Municipality of Sabana de Torres in the department of Santander, having an introduction to the journey of public policies based on the documents classics of the study of said planning instruments; Afterwards, several types of digitalized tools will be applied, such as two semi-structured interviews for public policy makers and discussion groups, a survey for the general population and finally a comparative matrix of the public policies of the two territorial entities. It is important at the end of this research to solve the following questions: are public policies really efficient in the territories? Do local public policies contain all the necessary minimum requirements? Based on the hypothesis raised in this final project (FP), it was confirmed that public policies require greater regulatory rigor in the country and that, consequently, it is necessary to issue statutory and regulatory standards on this topic, to avoid the use of public resources in long-term planning tools that do not have the minimum elements necessary for their implementation; On the other hand, the National Planning Department (DNP) of Colombia, being the first authority on planning issues, leads a real methodological process in these instruments.

RESUMEN

Palabras clave:

política pública, mujer, equidad de
género, metodología.

Este artículo científico va dirigida a investigar la eficiencia de las políticas públicas de mujer y equidad de género del Distrito de Barrancabermeja y el Municipio de Sabana de Torres en el departamento de Santander, teniendo una introducción en el recorrido de las políticas públicas a partir de los documentos clásicos del estudio de dichos instrumentos de planeación; después se aplicaran varios tipos de herramientas digitalizadas como dos entrevistas semiestructuradas para los formuladores de las políticas públicas y los grupos de discusión, una encuesta para población general y por ultimo una matriz comparativa de las políticas

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públicas de los dos entes territoriales. Es importante al finalizar esta investigación solucionar los siguientes interrogantes: ¿realmente las políticas públicas son eficientes en los territorios? ¿las políticas públicas locales contienen todos los requisitos mínimos necesarios? A partir de la hipótesis planteada en este proyecto final (PF), se ratificó que las políticas públicas requieren de un mayor rigor reglamentario en el país y que por consiguiente, se hace necesario que se expidan normas estatutarias y reglamentarias en este tema, para evitar el uso de recursos públicos en herramientas de planificación de largo plazo que no cuentan con los elementos mínimos necesarios para su implementación; por otro lado que el Departamento Nacional de planeación (DNP) de Colombia, siendo la primera autoridad en temas de planificación lidere un proceso real metodológico en estos instrumentos.

Introduction

This research is aimed at analyzing and identifying the degree of efficiency of the public policy on women and gender equity in the District of Barrancabermeja and the Municipality of Sabana de Torres in the Department of Santander; throughout the history of mankind and since the birth of public policies, several studies, follow-ups and evaluations of the errors and successes of these long-term planning tools have been carried out. Since the 1991 Constitution, Colombia has been implementing this tool more frequently at the national, departmental and a few years ago at the local level, without having a regulation on the competence of those who have the obligation to formulate them and even more to implement them. If we keep in mind that Law 617 of 2000, presents a categorization from the 6th category to the special category for Colombian municipalities and, for example, we have that the unqualified municipalities must be subordinated to the governorates in education issues; with this article we intend to analyze the development of the same policy in a special category entity such as Barrancabermeja and a 6th category entity such as Sabana de Torres. At the end of this research, it is important to solve the following questions: Are public policies really efficient in the territories? Do local public policies contain all the necessary minimum requirements?

Initially I choose this research topic of scientific article, because I was a teacher of the subject of design, formulation, implementation, monitoring, evaluation and restructuring of public policies at the University Institute of Peace (UNIPAZ) for the career of social work and because I accompanied several formulations of public policies in the department of Santander, as the departmental public policy of youth (participant), the public policy of youth of Barrancabermeja (methodological consultant), in the public policy of sport in Barrancabermeja (participant), among others. It is important to mention that I am passionate about the subject and that on the other hand I am concerned that the national government does not regulate this type of long-term planning instruments, therefore, I hope to generate a holistic view of the subject taking as a starting point two similar public policies in two different territories.

Public policies in Colombia have had a very varied application throughout the territory, in other words, they have been formulated with diverse methodologies and in many cases have been a way of wasting resources since in practice no specific budgets or clear implementation elements are contemplated for each one of them.

Taking into account structures such as the five steps: "identification and definition of the problem, formulation of alternatives, adoption of an alternative, implementation of the selected alternative and, finally, evaluation of the results obtained (Barbosa Jaimes, 2024). Over time, international cooperation agencies, headed by the UN, UNDP and, in Colombia, the National Planning Department (DNP), have led the way in the formulation of public policies; they have institutionally addressed the issue.

This research seeks to determine the efficiency of the public policies on women and gender equity in force in Barrancabermeja and Sabana de Torres - Santander, Colombia, through the development of three specific objectives: i) To identify the methodologies for the formulation of public policies, ii) To analyze the documents of the public policies on women and gender equity in Barrancabermeja and Sabana de Torres, and iii) To apply the instruments or tools of social intervention to analyze the efficiency of the public policies on women and gender equity

The document has been structured in two fundamental parts, in addition to the introduction at the beginning of the document; the first part (section 2 of the document) deals with the theoretical framework of the research, presenting here a historical

overview of public policies, some current theoretical references and the legal framework surrounding the public policy process; the second part (section 3 of the document) presents the empirical framework, which consists of a general contextualization of the environment in which the research was carried out, the presentation of the methodological framework implemented, the main results, conclusions and recommendations arising from the study.

The last parts of the document contain the bibliography, glossary and annexes that support the research carried out.

Theoretical Framework

This document has three important theoretical sections, in a first approach the content of the historical journey of public policies, addressing three basic texts to start a solid research, the first book is a synthesis of Luis Aguilar in the book called "The Study of Public Policies", which summarizes from several theorists the conception of public policies, a second document of the same author "The Implementation of Public Policies" and finally we have Joan Subirats and his contribution with the book "The instruments of the policies, the public debate and the evaluation process", from where we rescue the specific topic of the evaluation of public policies.

History of Public Policies

The following is a synthesis of three of the most significant documents on public policies in history, which provide a historical overview of their conception and operation.
The Study of Public Policies

In order to understand the applicability of public policies, it is first of all necessary to make a theoretical journey through the passage of time on the conception of the study of the science of politics; we could mention that one of the most revealing documents written on the subject of public policies is by the author Harold Lasswell in 1971 "orientation towards public policies", a text that compiles a systematic analysis of the differences between the social sciences or psychological sciences and the appropriation of the sciences of public policies. A great point of this theorist is to recognize that not only political scientists could generate elements of analysis to generate actions of the State that mitigate constant problems of society and it is necessary to refer to the subject of game theory that was created by mathematicians and economists, such as John Nash and Newman; which sought to approximate the understanding of human rationality or the ways in which in hypothetical scenarios decisions could be made by leaders with good or bad results. But with the aim of limiting the response options and getting ahead of them, taking advantage of them as in a psychological chess game, which starts from the understanding of an economist and a mathematician to synthesize probable responses to moments of crisis, war or exponential development.

Now, in the specific issue of the translation of these actions of the state through public policies, we could identify that they are the sum "when we speak of public policies we mean government decisions that incorporate the opinion, participation, co-responsibility and money of the private sector, as citizens, voters and taxpayers" (Aguilar Villanueva, 1992). This statement, although very succinct, expresses much of the simplicity in how it is grammatically composed. If we analyze the phrase, we have as a first stage the issue of a government decision and this materializes from the public agenda, is catapulted from the discussion groups or target population as needs and finally is incorporated into government program proposals at present. Further on, it refers to

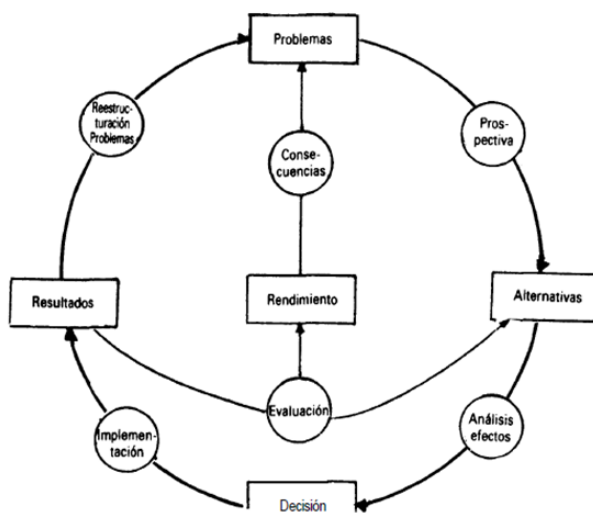
participation, but seen from the civic action that promotes ideas of needs and possible solutions to social problems, which on many occasions produces the creation of activism sensitized by the discourse. When it mentions the issue of co-responsibility, it indicates the responsibilities shared by the parties to a given problem or need and which should be promoted to generate a response from the state. Finally, the private sector refers not only to corporate social responsibility, but also to the contributions made by all citizens as private individuals through taxes to feed the state apparatus for the so-called redistribution of income.

After understanding the need for data we must understand the need to recognize the real problem that we intend to mitigate, in this sense it is important to mention the work of psychologists and psychiatrists who from the study of their field of knowledge can address and abstract from the sectoral, population or differential groups an approach to the source of their problems in a much more assertive way, in the one to one; as noted in the document when it asks What would be the choice of problems? and relates Freud and Harry Stack Sullivan to the premise of the importance of understanding human behavior for the prioritization of problems.

Now, after understanding the need for the sciences to study public policy, it was necessary to trace the route that would lead to the famous endless cycle of public policy, let us address one of the most recognized and raised in the text by Carlos Ruiz Sanchez.

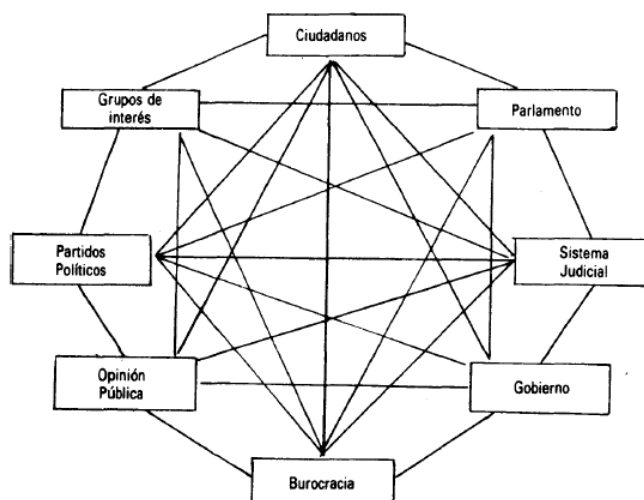
Figure 1

Outline of public policy analysis



Note. Source: Dunn. (N. J.).

Before concluding this first section, it would be interesting to review two graphs, one that simplifies the public policy cycle or "in which a public policy is understood as a sequential model, a cycle or model by stages, not closed in the strict sense, but which places those responsible for public policies in a frame of reference in their actions" (Barbosa Jaimes, 2022) starting from the moment after the problem is included in the public agenda as a significant problem for its mitigation or elimination from society; especially reviewing the thematic analysis in prospective that identifies situations taking into account science, technology, economy and social elements in order to decompose into its parts in the possible solutions and results of the application in the above terms.

Figure 2*Relevant actors in the Public Policy formation process*

Note. Frederick (1986).

This second graph shows the interrelation of the actors in the public policy cycle and has a supremely high level of relevance if we want to address public policies, because there is no public policy without a public to whom it benefits or with whom it relates.

Implementation of Public Policies

The analysis of this document first requires us to review what is meant by implementing and the term is found in the first title of the book, which indicates that it is the realization of actions previously identified and with pre-established objectives; I believe that a significant contribution and updating, is that the implementation of a public policy is the implementation of the results of a whole previous process of the public policy formulation cycle and I would like to bring to this argument another of the classics of public policy Carlos Ruiz Sanches and his steps for the formulation of policies:

1. Identify and define the problems.
2. Perception of current or future problems.
3. Select solutions.
4. Establish objectives or goals.
5. Pre-selection of immediate means.
6. Implementation

Bearing in mind these steps (and remembering that Lindblom included the public agenda as the beginning), it is important to understand that public policies at this level have had a long journey of legitimization, research, analysis, problematization, prioritization of actions, identification of resources and finally the beginning of implementation.

The classics mention three types of study groups of public policies, one is the one that analyzes the theory of organization, which is limited to understanding how the public policy was implemented and what modifications the public administration had to implement for its action; another study group of public policies in their implementation is the analysis of judicial decisions regarding the results or possible effects that the implementation is presenting in any of its stages and finally the study group of the relationship in the articulation of government entities not only at the local, departmental, regional or national level. To reflect "Analytical approaches constitute the lenses through which we view our public policies. If they provide us with distorted images, it is unlikely

that our work can effectively contribute to a better understanding and resolution of major public problems." (Betancur, 2024)

Another important element in the implementation of public policies is the issue of classifying them, according to Luis Aguilar's text and taking up the suggestions of Braybrooke, Lindblom and Wildavsky, there should be two main elements. On the one hand, the size of the change required for implementation, which suggests that a public policy with structural changes will not be as effective as a public policy with gradual changes. The other type of classification is the degree of agreement on the goals and those involved in the process, referring to the fact that it is not only enough to have a very complete public policy, but it is also necessary to consider the public servants who apply it and the co-responsibility with society.

"Process knowledge asks how policies are made and carried out. On the other hand, the intelligence in the process considers necessary the information in front of such process, it wonders what else should be known regarding this problem in order to determine possible solutions." (Mendoza, 2024)

Method

Empirical Framework

Our empirical framework will have a contextualization where you can find general data of the context of the research as a reference of the territorial entities where it will be developed, also a methodological design where you will find the characteristics of the sample and the tools that will be used in the research, the following section will have the result where the synthesis of the data collected will be annexed, then we will have the discussion where we will develop the arguments based on the research process, then we will find the general conclusions that will allow us to recognize if the hypothesis can be solved or not and finally we will have the subjective recommendations of yours truly.

Contextualization

The department of Santander is located in the Andean region of Colombia and its capital is Bucaramanga "The city of parks", Santander has a territorial extension of 30,537 km² and has a population density of 2,306,455 inhabitants (divided into 51% women and 49% men), consisting of 7 provinces and 87 municipalities. The department of Santander is bordered on the north by the department of Cesar and northern Santander, on the east by the department of Boyacá, and on the west by the Magdalena River. (Gobernacion de Santander, 2024)

With reference to the above data we have our 2 municipalities prioritized for research in the province of Yariguíes, on the one hand, Barrancabermeja, the so-called oil capital that over time has been subject to a hydrocarbon extractive economy and houses the country's largest refinery ECOPETROL S.A.; it is territorially divided into 7 municipalities and 6 townships 213,061 inhabitants (divided into 51% women and 49% men) with a total land area of 1,154 km². (Alcaldia Distrital de Barrancabermeja, 2021)

On the other hand, we have the municipality of Sabana de Torres with a territorial division of 12 neighborhoods (urban area), 9 human settlements, 7 populated nuclei and 13 villages and measures about 1,428 km²; it has a population density of 27,845 inhabitants (divided into 49% women and 51% men). (Alcaldia de Sabana de Torres, 2020)

These prioritized municipalities have the particularity of having a large number of people in the single registry of victims, so the implementation of public policies is very useful for targeting and benefiting the most affected population groups such as women.

Methodological Design

The instruments, times, population and other elements of the method used in this FP are presented, which correspond to the different elements that have given rise to the development of the research exercise through a series of instruments and methodologies that seek to contribute to answer the two study questions.

Variables

Theoretical variables: Formulation of public policies

Operational variables: level of satisfaction with the CPs of the formulator and the population, type of implementation approach taken into account Implementation elements (strategic axes, plans, programs, projects or actions), types of methodological structures of the documents, amount and method of investment, method of legitimization applied and profiles of the formulating team.

Sample

For the development of the study, a sample of twenty-six people per territorial entity was taken, distributed as follows: a) 20 women residents in each of the territories under study, b) 5 leaders belonging to the women's social processes in each territory, and c) 1 professional belonging to the formulation team of each policy. The sample is detailed below according to the instrument applied:

Interview Population: Formulator of public policy for women and gender equity in Barrancabermeja and Sabana de Torres

Sampling/Selection criteria: A semi-structured interview will be conducted

Sample: 1 for each policy

Interview Population: Women's and gender equity public policy discussion groups

Sampling/Selection criteria: A semi-structured interview will be conducted

Sample: 5 for each policy

Population survey/questionnaire: Women

Sampling/Selection criteria: Survey/questionnaire will be applied

Sample: 20 women from the municipalities of Barrancabermeja and Sabana de Torres

Comparative matrix: Woman

Sampling/Selection criteria: A comparative matrix of public policies on women and gender equity will be applied

Sample: 1 for each municipality

Figure 3
Comparative matrix

Nombre de la política Pública	Población Objeto/temática	Elementos del Marco lógico	Enfoques Orientadores	Planes	Componentes/Estrategias	Programas	Proyectos	Fuentes de Financiamiento

This tool was designed to analyze the meeting points of the two public policies in order to reference elements of value in the possible errors and successes in their implementation

Procedures

For the development of this FP, 4 moments will be taken into account, aimed directly at complementing the specific objectives:

Moment 1: Conduct a PP count, review basic literature and analyze the different forms of PP formulation at the time of its conception.

Moment 2: Review PP formulation tools in Colombia and Latin America by means of the postulates of the DNP.

Moment 3: Conduct an analysis of the results of the application of instruments to the CPs, relating the comparative matrices of information on elements such as types of CPs, implementation elements, etc.; the surveys/questionnaires/interviews directed at the formulator and the people who participated in the formulation and execution of the CPs. By means of digital forms.

Moment 4: Analyze the tools applied for data collection and generate significant contributions to the efficiency of Public Policies.

Results

The results in reference to the specific objectives of the FP are as follows

On the Identification of Methodologies for Public Policy Formulation

Three useful, comprehensive and effective methodologies were identified for the formulation of public policies in any context: on the one hand, there is the method designed by the UN through the UNDP, another significant method was developed by the DNP in Colombia, and finally we have the methodological design created by international cooperation agencies with a human rights approach.

On the Analysis of Public Policies on Women and Gender Equity in Barrancabermeja and Sabana de Torres Santander

From the use of the comparative matrix (see annex G), in a first review it is that despite the fact that both public policies for women and gender equity are a year apart in terms of formulation, in the Sabana de Torres policy, we found more inclusive elements in gender issues than in the Barrancabermeja policy, with a little more research we found that for the district the LGBTIQA+ public policy is formulated (agreement 063/2023), which complements the gender issue that is complete in the Sabana de Torres policy.

For the results of the comparison in terms of the logical framework and approaches, the public policy of Sabana de Torres has many more elements than that of Barrancabermeja, such as the human development approach, differential approach and territorial approach; in the specific topic of the logical framework for the district of Barrancabermeja, fewer elements are recognized such as objectives, strategies and actions, and for Sabana de Torres, we have the Constitutional Framework, Legal Framework, Conceptual Framework, Rights, Rights Approach, Diagnosis, Components and Objectives and Action Plan.

For the analysis of the plans column, both have an action plan, but for the district of Barrancabermeja an additional equal opportunity plan is prioritized; for the other components and strategies the municipality of Sabana de Torres has many more elements of law that guarantee the gender issue in reference to the public policy of the district of Barrancabermeja.

Finally, in the analysis of the financial issue, the two public policies do not provide fixed resources for their implementation and, on the contrary, it is left open to the current president to prioritize the percentage he/she deems appropriate.

On the Application of Instruments for the Analysis of the Efficiency of Public Policies in Barrancabermeja and Sabana de Torres

Semi-structured interview for formulator in Barrancabermeja.

According to the survey, the formulator mentions that the methodology was built by the operator in conjunction with the community, and that no pre-established methods were taken into account by any competent entity such as the DNP.

The formulator emphasizes the exchange in the field and the permanent listening with the population targeted by the public policy. And in the second question about the resources, he mentions that they were taken from the mayor's office, but does not specify from which budget item they come from.

The question of redirecting the resources invested in the female population by all the sectors was not taken into account, but at the time of implementation it is known that all the sectors must invest due to its condition of cross-cutting policy.

The formulator mentions that they did apply the data collection method by means of a survey to two types of population, the focus group and the general population.

The formulator is not very clear about the logical framework question, but mentions that 7 axes of intervention were presented. In summary, the question about the profiles mentions one in postgraduate and two in undergraduate with a social focus, with an absence of professionals in areas of knowledge of administration or economics.

The method used is that of gaps, which is the presentation of general data on an issue compared to the perception of those directly affected. For the second question on efficiency/effectiveness, it is necessary that the sectors provide complete and disaggregated information to identify how efficient/effective the implementation has been.

Semi-Structured Interview for Formulator in Sabana de Torres

In our first question, the formulator mentions that the timeframe was met and that the formulation period was 6 months, and that the methodology was provided by the operator.

The elements that the formulator of the process highlighted were the large number of women participants and the fact that the mayor's office officials, on the other hand, were not involved in the process.

In the question on the resources allocated for the execution of the policy, the formulator mentions that no specific resources were identified and that it is the responsibility of the administration to include its own annual budget for its execution.

For the next question, the formulator mentions that satisfaction surveys were applied to the focus groups. On the other hand, it mentions that the logical framework adapted was that of the public policy on women and gender equity of Bogota.

For the question of which professional profiles participated in the construction of the public policy, it mentions 2 but does not specify which ones. Mention for the next question that if a general input tool was built.

Finally, the formulator mentions that in order to analyze the efficiency/effectiveness of the public policy, welfare indicators should be reviewed from a gender perspective to identify the situation of women.

Semi-Structured Interviews for Target Population or Focus Groups in Barrancabermeja

Our result of the semi-structured interview shows that for the focus group sample in Barrancabermeja there are 2 women with postgraduate degrees and 3 undergraduates. For the second question on behalf of who participates, three mentioned that they represent social organizations and two in their own name.

For the question whether they are satisfied with the products of the public policy on women and gender equity in a range of 1 to 10, the average is 6.8%; in the question what would they improve in the process of building the public policy, improve the dissemination of the benefits of the policy, consider and highlight the distinctive characteristics of coastal women, improve the spaces for participation, that the implementation be transversal and finally that it be flexible for possible changes in the social context.

In response to our question about whether they have been able to appreciate the actions of the public policy, the discussion group mentions that it is not possible to make it fully visible due to the bureaucracy that is handled by the territorial entity; on the other hand, they mention that due to the absence of a prioritized budget it cannot be made visible, and the last observation mentions that the public policy on women and gender equity facilitated the process administratively.

For our question about what knowledge can be contributed to improve the formulation, the discussion group mentions that it should be much more participatory, that in many occasions there are replications that are not contextualized and cause administrative errors, and finally, it is suggested that the formulation of public policy should have a tool that focuses on what it is intended to address and be faster.

Semi-Structured Interview for the Target Population or Focus Groups in Sabana de Torres

This interview first analyzes the level of schooling of the members of the focus group, one of whom is a councilwoman in Sabana de Torres, but the highest level of knowledge is technical. In the second question, it indicates whether it participates in the formulation on its own behalf or on behalf of a social organization and all of them are part of social organizations.

In reference to the question of satisfaction about public policy by listing from 1 to 10 points, they answered 1, 5, 5, 5, 6, and 7 which on average is 4.8 is the score of perception of satisfaction of public policy.

In the question about the construction process that would improve, the focus group mentions that the policy should be complied with, that support should be given against gender violence, that the knowledge of the focus groups should be taken into account and the most mentioned is the generation of more projects for women.

For the question if it is easy to appreciate the actions of the public policy, the discussion group mentioned by two members that it is not appreciated, two that it is possible to appreciate the actions and one that is waiting for an update to improve the implementation process.

For the last question, it is indicated what contributions have been made to improve the formulation process, one mentions to continue participating, another to be more inclusive, the next to improve the formulation methodology and finally to have more women with a higher level of knowledge participating in the formulation.

Women's perception survey in Barrancabermeja

For this survey, closed questions were asked, the first of which asked whether the public policy on women and gender equity was known and, with great concern, more than 55% of the women surveyed did not know about it. The next question asks if they know the actions taken by the mayor's office to benefit their population, and 60% say they do not know.

The next question asks whether the respondent is satisfied with the actions carried out by the mayor's office for the female population, and 45% of respondents said they were not satisfied at all. For the question "How many activities have you participated in in the mayor's office for the female population," 88.9% have participated in 1 to 5 activities.

The last question is about the participation of the female population in the formulation of the public policy for women, and 65% of them mentioned that they would participate.

Perception Survey of Women in Sabana de Torres.

The first question for the population of women in Sabana de Torres is whether they are aware of the public policy on women and gender equity, with the highest response being 60% who say they are aware of it.

The second question on whether they know what actions the municipality of Sabana de Torres carries out for the female population, 40% of the women mentioned that they do not know.

On the question "Are you satisfied with the actions of the municipal mayor's office in the area of women?", 30% of the respondents said that on a scale of 1 to 5, the answer is 3. When asked how many activities they have participated in, 78.9% mentioned 1 to 5.

And the last question on whether they would participate in public policy formulation activities, 78.9% mentioned that in a range of 1 to 5, the answer is 5.

Discussion and Conclusions

With regard to public policy formulation methodologies, a wide range of instructions can be found in the methods analyzed, which, if put into practice correctly, could mean the construction of more solid and effective planning instruments; in any case, since these methods are subject to the will of those in power and their government teams, who in some cases lack the necessary technical knowledge, they repeatedly make mistakes in the policy formulation process.

Thus, it is necessary that the legislature discusses and determines through a statutory law of the republic the regulation around the formulation of public policies in the country, ensuring the mandatory application of a common method, the harmonization

with other planning instruments and the standardization of how, when, where, why and for what of the policies.

In the analysis of the two policies under study, it is worth mentioning that, despite the fact that in both cases options for improvement were identified, which in light of their execution have revealed errors that directly affect the fulfillment of the objectives set, the public policy document of the Municipality of Sabana de Torres, being a municipality of a lower category, could be considered better structured than that of the District of Barrancabermeja. The above reiterates the need to have clear guidelines and mandatory application for territorial entities in the formulation of public policies in the country.

When reviewing the results of the analysis of the effectiveness of the policies, considering the opinion of the social actors consulted, the above statements make sense, taking into account, for example, that the formulators themselves claim to have developed a method without a clear theoretical basis and not to have defined in the policy document a clear way of financing the strategies and actions established; in the case of women leaders and the community in general who participated in the consultation, a high percentage of them do not directly perceive the policy implementation actions; however, when asked about their intention to participate in a new policy formulation process, a large percentage indicates that they are highly interested in participating.

This research allowed ratifying the hypothesis raised by demonstrating the inefficiency and partial or total absence of the requirements of public policy documents in Colombia; identifying that, regardless of the category or the economic and social development of the territories, the same technical, political and methodological mistakes are usually made during the public policy formulation processes.

This demonstrates the urgent need mentioned above to regulate the formulation of public policies at the national level to determine the legal parameters and competencies to be taken into account by entities of the national government or the territorial level in the development of each type of policy and the obligation to harmonize them with other territorial planning instruments.

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