



INVOLUNTARY RESETTLEMENT AND RELOCATION

ANNEX 1. SYSTEM OF LESSONS LEARNED INVOLUNTARY RESETTLEMENT AND RELOCATION PROCESS

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INTRODUCTION

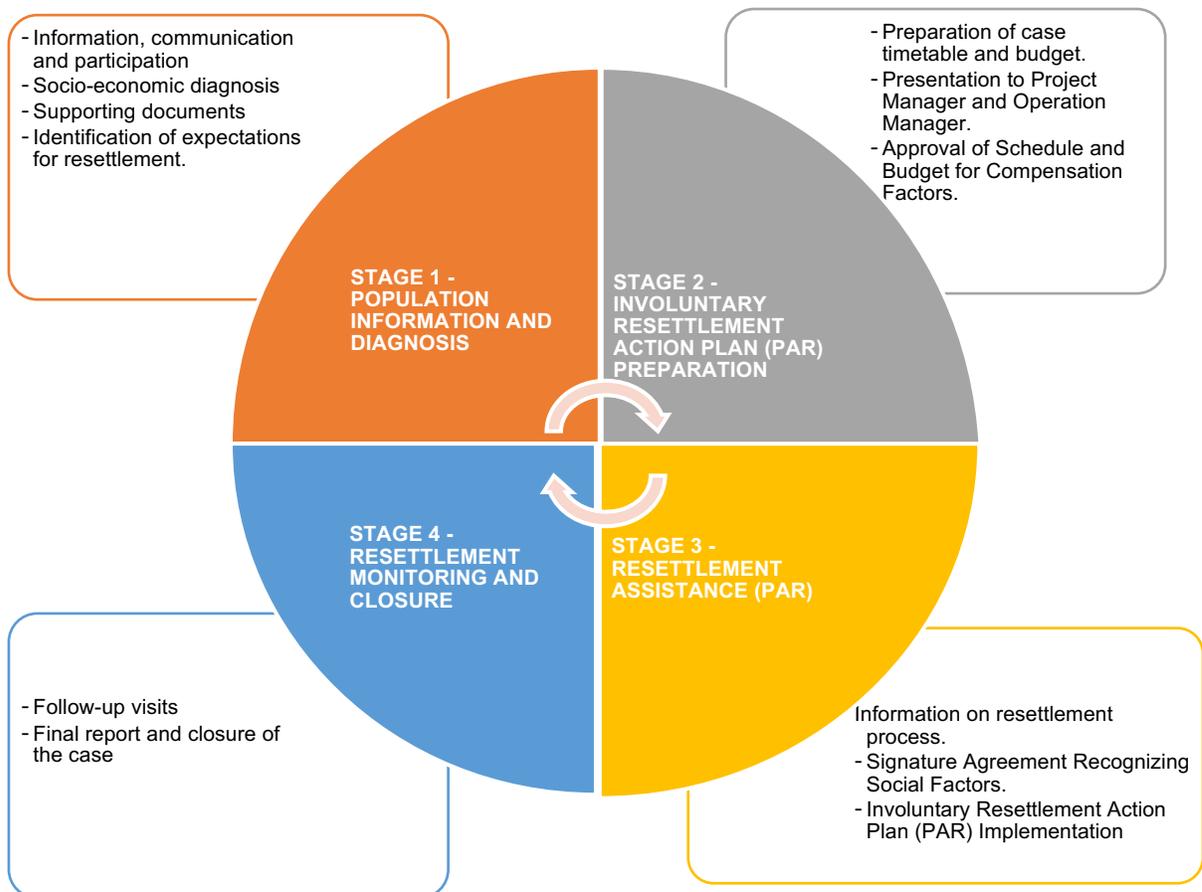
Involuntary resettlement and relocation needs during the development of the infrastructure construction or operation activities of S.A ESP Transportadora de Gas Internacional - TGI, are indicated in the Handbook designed for this purpose. Whereas in this document the company defines the actions to take in situations where population mobilization is required and defines the applicable acknowledgments, it is also subject to judgment regarding the efficiency and effectiveness of the process by considering not only regulatory obligations, but also the analysis, evaluation, and monitoring of social dynamics.

Cases of involuntary resettlement and relocation in the company, beneficiary families, the partners associated to the process, as well as their documentary file, are a source of information, against which the company has the responsibility of producing and collecting lessons learned, so that once they are shared and disclosed, they can be used in a new process of involuntary resettlement and/or relocation. Collecting the experiences lived within the process would avoid failure repetition and form the “Know-Why” of lessons learned.

1. INVOLUNTARY RE-SETTLEMENT AND RELOCATION

The Transportadora de Gas Internacional - Gas International Transporter S.A ESP - (hereinafter TGI S.A ESP), performs the involuntary resettlement and relocation processes required in the development of its operations, maintenance and/or projects with document *M-ASI-044- Involuntary Resettlement and Relocations* as a guiding instrument.

The involuntary resettlement or relocation process is performed at TGI S.A ESP as a last resort, after all possibilities other than relocation of the population have been evaluated. The process is organized into four (4) different stages, following a Preliminary Phase (Stage 0), and it has a recognition of the Social Units that need to be resettled or relocated, as follows:





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2. SYSTEM OF LESSONS LEARNED

2.1 PURPOSE

The system of lessons learned from the involuntary resettlement and relocation processes performed during the development of operations, maintenance and new projects in the TGI areas of influence, seeks, through its implementation, the development of knowledge management processes that guarantee the total restoration of socio-economic conditions of the beneficiaries and due diligence in Human Rights within these processes.

2.2 SCOPE

This system of lessons learned establishes the methodological process and tools for knowledge management in the involuntary resettlement and relocation processes that take place in the development of operations, maintenance and new projects in the areas of influence of TGI, taking into account the actions taken in compliance with the agreements on the recognition of social factors contained in documents *M-ASI-044- Involuntary resettlement and relocation*, and with the requirements of the applicable environmental regulations.

2.3 CONCEPTUAL FRAMEWORK

Knowledge Management: It is the set of activities and processes that strengthen the information and expertise exchange within THE COMPANY, in order to improve the performance of the organization or one of its processes or projects results.

Lessons Learned: Tacit and explicit knowledge generated from a significant (positive or negative) experience in the development of involuntary resettlement and relocation processes, which can be registered and shared through different spaces, strategies and tools, so that the company learns from that experience-based knowledge and generates process change actions.

2.4 THEORETICAL FRAMEWORK

The lessons learned as a process and as a result are not the ultimate end, they are a means, a strategy and a tool, a space that enables process and knowledge management improvement.

Therefore, it is important to take the conceptualization on the subject proposed by the Office of the Attorney General (2008, p. 4).

“In discussing good practices and lessons learned, there is a reference to evaluation and disclosure methodologies that allow initiatives and experiences in a specific area to be known, to identify their errors and successes, to systematize them, to disclose them and to help identify in which contexts they can be replicated. More specifically, a good practice is a set of programs, projects and policies implemented by the public, private or social sector that: (i) Meet or exceed the objectives set; (ii) are implemented with proven effectiveness; (iii) are sustainable over time; iv) have monitoring and evaluation systems; v) can be replicated and applied in other contexts; and vi) if carried out in a similar context, they should yield equivalent results.

One lesson learned, on its part, are the conclusions, evaluations and diagnoses reached once a program, project or policy has been implemented. These should also serve as inputs and examples for other experiences and the implementation of new good practices.”

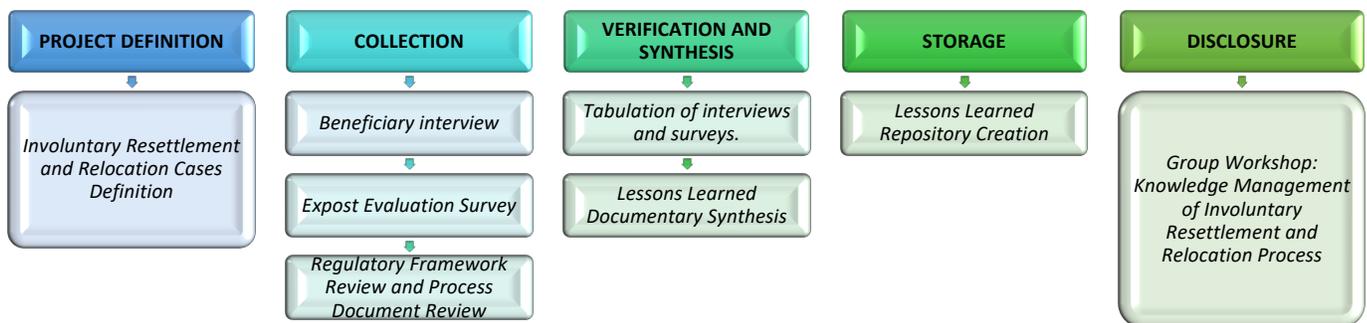
The reason for the frequent use of the lessons learned follows the development, in the last three decades, of two theoretical-practical currents, which have been identified, developed and adapted from the business field to the demands of the current society: Organizational learning and organizational knowledge. The influence of these currents lies in the forms of goods and services production, which caused the generation of “wealth” and production not to be oriented to land and industry, but to knowledge, where permanent learning (personal and organizational), and networking (of people and systems) is the driving force for innovation. They are its mandatory and constitutive vehicle (Tirado, 1993, p. 126).

2.5 METHODOLOGY

Experiences of involuntary resettlement and relocation, caused by the development of operations, maintenance and/or projects at TGI S.A ESP, lack of ex-Post evaluations and useful systematizations to advance the conceptualization of the issues, the identification of lessons learned, monitoring of the instruments used and evaluating their results or adjustment processes, assessing the objectives and indicators raised.

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According to White & Cohan (2015): “The use of lessons learned is a major component of organizational culture committed to continuous improvement and adaptive management.” To this end, these authors state 5 (five) basic steps for the management of lessons learned, which are described below:



2.5.1 Project Definition: This is the initial step in defining the specific need and purpose of lessons learned.

In this phase, the project and/or operation and maintenance activity that originated processes of involuntary resettlement and/or relocations is defined, identifying the social and productive units, against which the analysis of the actions will be performed before, during and after the process.

A social professional will be assigned from the Social Management Sub-Direction to advance the case analysis according to the territorial units covered by the project, maintenance activity or operation.

2.5.2 Collection: The process consists of collecting the lessons learned planned and evidenced during the processes that are developed at each stage of the project.



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The collection of information will be carried out by the Social Professional, who, by visiting¹ the Social and/or Productive Units with which the process of identification, consolidation and analysis of lessons learned will take place.

The collection of the information will be carried out with the following formats:

- **Document Review Matrix:** This matrix will be filled by the Social Professional after signing the Agreement for the Recognition of Social Factors with the Head of the Social Unit, intending to validate the supporting documentation of the follow-up actions, social unity accompaniment and at the same time, consolidate the fulfillment of the supports established within the agreement signed between the parties.

The document review and analysis process takes place in the following steps:

- ✓ Tracing and inventorying of existing and available documents.
- ✓ Classification of identified documents.
- ✓ Selection of supporting documents of the Social Factors Agreement signed with the social units.
- ✓ Selection of follow-up and accompaniment to social units supporting documents.
- ✓ Deep reading of the contents of the selected documents.
- ✓ Cross-reading and comparison of documents

See Annex 1

- **Ex-post Assessment:** This must be filled out by the Social Professional through the application of a survey. This instrument will identify the final situation of individuals or social groups and Social Units. It will also allow their vulnerability to be measured according with the resettlement and/or relocation process.

This activity will be in charge of the Social Professional, and proper management will be given for the accompaniment of the Municipal Attorney as guarantor of the rights of the persons belonging to the Social or Productive Unit, which if not to attend will be informed in a formal way.

See Annex 2

- **Resident Social Unit Interview:** In this space with the beneficiaries, the Social Professional has the objective of analyzing the participation and involvement of the

¹ All necessary visits will be made until tools and formats are completed



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social unit in the implementation stages of the involuntary resettlement or relocation process.

This tool will generate questions focused on the implementation stages of the involuntary resettlement and/or relocation process, seeking to capture in an audiovisual manner the perceptions of families in relation to the social management actions advanced and the attention to the initial expectations generated by the process.

- **Photo Record Format (F-ASI-210):** This Annex will contain the internal and external conditions of the property (rooms, bathrooms, kitchen and facade features), productive activities in case of being within the property, and other conditions deemed necessary to demonstrate the final conditions of the resettled social units. This format must be completed by the Social Professional

ANNEX 3

2.5.3 Verification and Synthesis: This phase verifies and synthesizes lessons learned, their teachings, and their possible applicability to the project or future projects.

The information analysis will be performed by the Social Professional on an individual basis, taking into account the social units that are being resettled in accordance with the maintenance project, or activity and/or operation evaluated.

The information obtained from the information collection tools included in the system will be analyzed and synthesized taking into account the following dimensions and variables:

- **Spatial Dimension:** It focuses on the analysis and knowledge of the area habitat: Natural resources; types of land (areas, characteristics); forms of tenure; housing situation; community equipment.
- **Demographic Dimension:** It focuses on the knowledge of the family nucleus: Composition, conditions and infrastructure in education, health, etc.
- **Economic Dimension:** It accounts for the ratio of man – natural resources, economic uses of land, income levels, etc.
- **Cultural:** It refers to the relationship of the population with the environment; and as an element of permanence in the area.

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- Political – Organizational: Refers to social organization types, power structures, conflicts

These dimensions are analyzed from the following criteria:

- Sustainability: This criterion, conceived as the capacity of individuals, families of the resettled/relocated population, to maintain and develop in time, their economic family project, to appropriate their housing space and the infrastructure of community services, through different actions, which generate growth and well-being simultaneously and synergically.
- Equity: The aim is to demonstrate equity through changes in life quality indicators expressed in: Type of housing, form of tenure, public utilities and community services, income distribution, community and citizen participation.
- Relevance: This is understood as the opportunity and convenience of the strategies, actions and projects implemented to achieve the desired purposes, especially in relation to the economic vocation of families, and the reconstitution of social and parental networks.
- Efficiency: It is considered in terms of the materialization of the other criteria; the effectiveness accounts for the combination among sustainability, equity and relevance of the integrated social management programs implemented, of the accompanying and follow-up actions.

2.5.4 Storage: This phase responds to the storage of lessons learned, collected in an electronic database, for possible exchange or disclosure.

The Social Professional, in attention to the analysis and synthesis performed, will consolidate the identified lessons learned within a repository so they allow the recognition of:

- ✓ Process stage (before – during – after)
- ✓ The facts or situations identified
- ✓ Immediate causes
- ✓ Effect (positive or negative for the process)
- ✓ Root cause
- ✓ Lesson Category (Team Management, Social Unit Management, Outreach, Time, Documentary, Quality)
- ✓ Lessons Learned:



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- ✓ Action Plan
- ✓ Responsible
- ✓ Compliance Date
- ✓ Status
- ✓ Last Follow-up Date
- ✓ Effective (YES – NO)
- ✓ Observations

The final repository must be submitted in advance by the Social Professional to the Management Sub-direction for review and comments.

ANNEX 4

2.5.5 Disclosure: Lessons learned are of little use if they are not at least spread and used by other stakeholders. The dissemination of the lessons learned will be led by the Social Management Sub-direction, who will provide space for the Group Workshop.

The Group Workshop aims to review the repository of lessons learned, so that experiences, ideas, perceptions, and all kinds of information can be captured to enable knowledge management from the identification of improvement actions to be performed in the process, proposing the necessary adjustments to Document M-ASI-044- Manual on Involuntary Resettlement and Relocations, and to social management actions.

For this exercise, the following areas will be called from the Social Management Branch:

- Land direction
- Sub-direction of Legal Proceedings
- Project Management and/or Operations Management

As a result of the methodological application of the system, the Social Professional will generate a final report of lessons learned from the cases of operations, maintenance and/or projects under analysis.