



**PROJECT: ENHANCING WOMEN'S CIVIL
PARTICIPATION IN RURAL PERU, PHASE II
CUSCO, PERU**

PERIOD: July 1, 2022 – June 30, 2025

Final Evaluation Report

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1. Background and Purpose of the Evaluation

1.1. Introduction

In the province of Quispicanchi, despite a near gender balance (51% women and 49% men), a significant gender inequality persists. This disparity is deeply rooted in sociocultural factors that ascribe different values to gender roles. While men are traditionally assigned roles in the productive sector and public power, women are confined to reproductive and domestic responsibilities. This unequal distribution systematically restricts their meaningful participation in decision-making spaces, and although there have been advances in recognizing women's rights, their social status remains disadvantaged.

Against this backdrop, the Enhancing Women's Civil Rights in Rural Peru, Phase II' project was designed to tackle these structural barriers. This document presents the external evaluation of the project, with its main objective being to assess the changes brought about by its implementation. It explores the experiences and perspectives of the women involved, identifying both the results achieved and areas for improvement, along with ongoing challenges. The aim of this analysis is to offer concrete recommendations to ensure the long-term sustainability of women's empowerment efforts in the province.

1.2. Project Summary

The project implemented by the Asociación Jesús Obrero (CCAIJO) and Mary MacKillop Today, was designed to operate on three interconnected levels:

First, the project focused on individual capacity building. This was achieved through a differentiated training program. Training sessions were implemented primarily for young women, with the goal of developing their leadership skills and fostering their future political and social participation. In parallel, a specific training program was implemented for newly elected women officials, addressing their need to strengthen their capacities for representation and management of public policies with a gender equality focus. An enriching component of both training processes were the internships, designed to provide participants with firsthand knowledge of positive experiences and successful models that would inspire and encourage their active participation.

A second level of action focused on strengthening existing women's organizations in the province. To this end, training workshops were planned that would address various topics relevant to their political advocacy. Additionally, specialized advice and technical support were provided in the formulation and execution of strategic action plans. The primary objective of this level was to enhance the capacity of these organizations to effectively influence the public agenda at the local, regional, and national levels, promoting key issues that would contribute to closing gender gaps.

Finally, the third level of action focused on the implementation of the Quispicanchi Women's Development Agenda. In this process, it was established that the project, through the technical advice of the CCAIJO, would play a fundamental role in securing the approval and funding of the initiatives prioritized by the women leaders and authorities themselves. This level sought to institutionalize their demands and priorities in public planning and budgeting, thus ensuring the sustainability of the actions.

The population directly involved in the project consisted of four key groups, strategically selected to address the various dimensions of women's political empowerment in Quispicanchi:

1.-Young leaders: This group was primarily made up of women under 29 years of age, although it also included older participants interested in continuing education. Their selection was made by the CCAIJO technical team through territorial mapping and

customized strategies, complemented by open calls through a radio program to expand the project's reach. A key aspect of their role was their active participation in the project's monitoring and evaluation activities.

2.-Leaders of district organizations: Building on the previous project, which had already consolidated women's organizations in eight districts (grouped under the Micaela Bastidas provincial organization), we worked with an active core of their leaders. This group received training in organizational planning and management, as well as technical support to increase their impact in consultation spaces at the district and provincial levels. Additionally, they played a crucial role in community awareness, using meetings and the radio program to disseminate the Quispicanchina Women's Development Agenda.

3.-Women councilors: The work with this group focused on women elected as councilors for the term beginning in 2023. Project support was key both in the pre-election phase, with preparatory actions and the transfer of lessons learned from outgoing councilors, and in the post-election phase, with specific training to strengthen their effective performance in municipal management. Constant communication was maintained to monitor their progress throughout the project's implementation.

4.- Community leaders: The project worked with the boards of directors of various rural communities through awareness-raising workshops on the gender perspective. Additionally, targeted coordination was established with the boards of four specific communities (one in each district of Andahuaylillas, Quiquijana, Ccatcca, and Ocongate) to provide advice on the regulatory modifications needed to promote greater women's participation in community-level decision-making.

Table N° 1 details the types of project participants and their main characteristics.

TABLE 1
Types of Project Participants

Type of Participant	Characteristics
Direct Participants	These are the main stakeholders and must include key target groups, as well as community stakeholders who may influence or be affected by the project activities.
Young women	Young women aged 18 to 29, invited by CCAIJO, women's organizations, and councilwomen from the province of Quispicanchi.
Women members of district organizations	Adult women who participated in the first phase of the project and the first training cohort of the second phase; they belong to women's organizations in their district.
Outgoing councilwomen	Women who served as council members in the previous term.
Incoming councilwomen	Newly elected councilwomen. Initially 26, currently 27.
Community leaders	Men who are presidents of the community boards in districts of the Quispicanchi province.

Indirect Participants	Include those who benefit from the project without participating directly. This may also include other stakeholders with an indirect interest or influence.
Women from the districts	Women belonging to grassroots organizations in the project's intervention districts, who receive talks and training replication from the program's leaders.
Youth from the districts	Youth who receive talks and training replication from the program's leaders.
Female public officials	Female officials from district municipalities who, in coordination with councilwomen, will develop public policy initiatives and advocate for public investment in projects proposed by the women participants.
Members of peasant communities	Members of peasant communities whose leaders are trained in gender approach and new masculinities, promoting positive changes in women's participation within the community.
Male authorities	Mayors and councilmen who are sensitized on the various issues proposed by the project.

1.3. Project Logical Frame

Goal			
Promote and strengthen the leadership, political participation, and empowerment of women leaders in the province of Quispicanchi by promoting their presence in decision-making bodies and in the implementation of the Quispicanchi women's development agenda.			
Objetivo 1	Target indicators	Means of verification	Assumptions
Women leaders and councilors strengthen their capacities to optimally exercise their representation, organization, and political participation roles in the province of Quispicanchi.	-90% of young women leaders are satisfied with the skills acquired in the Leadership and Political Participation training program; and at least 50% of them carry out replications that address issues of women's rights and gender equality in their districts. 26 female council members are satisfied with the skills acquired in the Political Training and Local Management program, and 60% of them have implemented at least one ordinance promoting gender equality (including those approved in the first phase of the project).	Evaluation sheets on the level of satisfaction with the training modules. Materials and graphic records of the replication actions. Monitoring sheets on the participation of female council members in training and advisory sessions. Approval documents for presented initiatives.	Women participating in the previous project motivate young women to participate in the training program. Young women have positive expectations of participating in sustained training processes. Female council members consistently participate in the training program and develop skills to promote the implementation of ordinances from their public offices and engage in advocacy within their municipality to promote the Women's Development Agenda.
Output 1.1 (for Objective 1)	Target indicators	Means of verification	Assumptions
90 young women leaders from Quispicanchi trained for political participation.	- 90% of young women leaders successfully complete the Women's Leadership and Political Participation training program. - 3 internships for successful leadership training experiences (one internship per year). - 30 consultations for women leaders to prepare their follow-up talks (10 per year).	Attendance records and delivery of products for each training module. Evaluation sheets for the level of satisfaction with the training modules. Facilitators' reports for each workshop. Leaders' proposals for follow-up. Materials and graphic record of follow-up actions. Fichas de información de las acciones de réplica de las lideresas.	Leaders willing to participate in all sessions of the training program. Leaders acquire skills that allow them to face follow-up challenges. Community and district groups and population are open to listening to the leaders.
Output 1.2 (for Objective 1)	Target indicators	Means of verification	Assumptions

26 councilors trained in the Political Training and Local Management Program, with skills to optimally perform their duties and promote gender equity policies on the local public agenda.	- 90% of councilors successfully complete the modules of the Political Training and Local Management program for women authorities. - 80% of them present proposals for the implementation of ordinances promoting gender equity in their respective municipalities.	Attendance records and delivery of products from each training module. Evaluation sheets on the level of satisfaction with the training modules. Facilitators' reports from each workshop. Documents with the councilors' proposals presented to the municipalities. Materials and graphic records of the training sessions.	Councilors willing to participate in all sessions of the training program and receive technical assistance in preparing proposals. Councilors acquire skills that allow them to prepare proposals for the implementation of ordinances and submit them through formal channels to their municipalities. Municipal authorities are willing to receive and discuss the proposals presented by the councilors.
Objetivo 2	Target indicators	Means of verification	Assumptions
Strengthened women's organizations contribute to the institutionalization of public spaces that foster women's active participation in the province of Quispicanchi.	- Eight district women's organizations that form the foundation of the "Micaela Batidas" Provincial Women's Organization actively participate in forums for consultation, dialogue, and/or community and local decision-making, proposing initiatives for women's rights in their communities and districts. - One "Micaela Bastidas" Provincial Women's Organization of Quispicanchis coordinates advocacy processes with regional-level bodies for the approval of an initiative for women's rights. - One Network of Women Authorities of Quispicanchi promotes the incorporation of the Office for the Care of Women and Vulnerable Populations into the organizational chart of the provincial municipality, an achievement of the first stage of the project in the province of Quispicanchi.	Minutes of the district and provincial organizations. Interviews with leaders of the organizations Interviews with district councilors. Documents of proposals submitted to different district, provincial, and regional coordination bodies. District and/or communal agreements. Interviews with community leaders. Documents of statements and defense of women's rights.	Women leaders actively participate in their district organizations. The organizations develop within democratic frameworks in prioritizing issues of impact. Public and local, regional, and national coordination spaces recognize the importance of the participation of women's organizations. Leaders of rural communities are sensitive to greater women's participation in their communities. Women authorities support and participate in the work of the provincial organization.

Product 2.1 (for objective no. 2)	Target indicators	Means of verification	Assumptions
Nine women's organizations trained and registered to participate in local and regional consultation spaces.	- Eight district women's organizations registered in the Single Registry of Social Organizations (RUOS) of the district municipality to which they belong. - One women's organization from Quispicanchis, "Micaela Bastidas," presents an initiative for women's rights through the Regional Council of Women of Cusco.	Registration document for women's organizations in the RUOS of their municipality. Working documents for consultation, dialogue, and decision-making spaces containing the women's organizations' proposals. Documents containing women's organizations' proposals. Coordination documents with regional and national bodies.	Women leaders participate in their organizations and reach democratic agreements. Representatives of women's organizations respect these agreements and express them in public spaces. Women's organizations from the provinces of Cusco are willing to work together to advocate in regional spaces with proposals that promote women's rights.
Product 2.2 (for objective no. 2)	Target indicators	Means of verification	Assumptions
01 Network of Women Authorities of Quispicanchi advised and supported in the development of an advocacy plan for women's rights.	- 01 advocacy plan developed by the Network of Women Authorities of Quispicanchi for the incorporation of the Office for the Care of Women and Vulnerable Populations into the organizational chart of the provincial municipality of Quispicanchi.	Minutes of agreements of the Network of Women Authorities of Quispicanchi. Advocacy plan documents. Documents of proposals submitted to the Municipality of Quispicanchi and provincial consultation spaces.	Women's organizations coordinate actions with the Provincial Women's Organization of Quispicanchis Micaela Bastidas for the development of advocacy actions in the provincial municipality. Provincial consultation spaces are willing to welcome initiatives from women authorities.
Objective 3	Target indicators	Means of verification	Assumptions
Proposals from the Quispicanchi Women's Development Agenda are implemented by public and private development actors in the districts and province of Quispicanchi.	- At least two socioeconomic and/or political initiatives from the Quispicanchi Women's Development Agenda prioritized by women's organizations and council members are being implemented with municipal public investment. - At least two proposals from the Quispicanchi Women's Development Agenda are approved through competitive funding and implemented under the leadership of women's organizations.	Documents of prioritized and presented initiatives Minutes of agreements Resolutions and official documents from the municipalities.	Women leaders and council members actively participate in initiative prioritization processes. Local governments are open to promoting initiatives for gender equality. Women's organizations have the capacity to submit proposals to funding sources that contribute to gender equality in their locality.

Product 3.1 (for objective no. 3)	Target indicators	Means of verification	Assumptions
Women's organizations received technical assistance in prioritizing and developing project proposals for the municipal participatory budget.	- 4 technical assistance sessions with 2 women's organizations for developing project proposals for the municipal participatory budget. - 2 public investment proposals approved in the participatory budget.	Documents on prioritized and submitted initiatives. Publication of the Municipal PIA.	Budget availability of municipalities for the implementation of initiatives presented by women's organizations. Councilwomen influence officials to incorporate the Women's Development Agenda proposals into the municipalities' investment plans.
Product 3.2 (for objective no. 3)	Target indicators	Means of verification	Assumptions
Women's organizations advised on the management of proposals for the Quispicanchina Women's Development Agenda to cooperation sources.	- 4 sessions with 2 women's organizations to prepare proposals in competitive funding formats. - 2 proposals submitted for competitive funding from cooperation entities.	Documents of the proposals prepared and submitted to competitive funding. Funding approval documents from cooperation entities. Reports on the implementation of the initiatives.	Availability of women leaders to prepare small project proposals. Call for competitive funding for projects of women's organizations. Management skills of women leaders to implement their collective initiatives.

1.4. Purpose, Objectives, and Scope of the Evaluation

The primary purpose of this evaluation is to analyze the overall effectiveness and impact of the project model implemented in Quispicanchi, with the goal of offering specific and practical recommendations to ensure its long-term sustainability. In this framework, the general objective is focused on evaluating the changes generated by Phase II of the Quispicanchi Political Empowerment Project, through an analysis of the experiences and perspectives of its direct participants. This evaluation seeks to identify areas for improvement, aspects that require further attention, and propose recommendations to guarantee the sustainability of the achievements reached.

To fulfill this purpose and general objective, the following specific objectives have been defined:

- To analyze the perceptions of the councilwomen, leaders, and women members of women's organizations regarding the effectiveness and impact of the project on their political empowerment and active participation in decision-making processes.
- To identify the lessons learned and challenges encountered during the project's implementation, in order to provide recommendations that improve the effectiveness of future similar initiatives in the region.

The scope of this evaluation is defined by four main dimensions:

Geographical Scope: The evaluation is limited to the province of Quispicanchi, in the region of Cusco, Peru, which includes twelve districts with a predominantly Quechua-speaking population. The project's interventions in these districts will be examined, focusing on the women residing and actively participating in various local community and political spaces, with special attention to strengthening their leadership and political participation.

Temporal Scope: The evaluation period covers Phase II of the project, from July 1, 2022, to June 30, 2025. The analysis will focus on the progress made to date, evaluating the impact of the training activities, organizational strengthening, and the implementation of the Quispicanchi Women's Development Agenda.

Population Scope: The target group of this evaluation consists of the women of Quispicanchi who have participated directly in the project. This includes young leaders, councilwomen, and members of women's organizations involved in training activities, organizational strengthening, and the implementation of the Women's Development Agenda. The goal is to understand how these interventions have benefited them and how their political participation and leadership in local decision-making have been promoted.

Involved Actors: The key actors involved and the expected changes with the project will be identified and analyzed through a specific matrix that will guide the actions of the external evaluation.

2. Evaluation Methodology

The evaluation methodology integrated document analysis with the collection of primary data, using both qualitative and quantitative techniques to provide a well-rounded approach. For primary data collection, dynamic and participatory methods were prioritized to ensure access to relevant and representative information from the beneficiaries. It is important to note that the quantitative analysis was primarily based on the documentary data provided by Mary MacKillop Today (MMT), assessing the fulfillment of indicators and

activities in relation to the proposed objectives and the population reached during the second phase of the project.

2.1. Methods and Data Collection Tools

- **Document Review**

Key documents were analyzed to provide context for the intervention, including the following:

- Annual and semi-annual progress reports.
- Previous evaluation reports.
- Project baseline.
- Systematization of project achievements and lessons learned.
- Instrument for Measuring Empowerment in Women (IMEM).
- International reference documents related to the Sustainable Development Goals (SDGs) and evaluation criteria from the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD).

- **Interviews**

Semi-structured interviews were conducted with strategic actors to analyze the evaluation criteria from the perspective of leaders, councilwomen, district women's organizations, among others, identifying progress, challenges, and opportunities to strengthen their leadership.

These semi-structured interviews were differentiated according to the type of actor, classified as follows:

- High interest and influence in the project: Leaders, councilwomen, and district women's organizations.
- Medium/high, medium/medium, and high/medium interest and influence in the project: Local governments, spouses and families of participants, and NGOs.

Additionally, individual and group interviews were conducted with the CCAIJO team to gather more information about the project's implementation.

- **Focus Groups with Participatory Methodologies**

Tools were implemented to facilitate the expression of experiences and perceptions, such as:

- Participatory mapping: Graphical representation of perceived changes in the community.
- Community mural construction: Collective reflection on progress and challenges through photography and graphic representations.

- **Instrument for Measuring Women's Empowerment (IMEM)**

The Instrument for Measuring Women's Empowerment (IMEM), developed by Hernández and García (2008), is a methodology used to assess women's empowerment levels and has been validated in several studies. The methodology involves applying a Likert scale questionnaire, with questions grouped into seven factors that analyze women's political empowerment (for more details, see IMEM).

In 2023, the project's baseline utilized the IMEM, applying it to 38 women. For this evaluation, the instrument is being used again to compare the baseline results with those achieved by the end of the project's second phase in 2025. The instrument was applied to 28 women (14 leaders and 14 councilwomen). The results from this

instrument are particularly relevant to the impact criterion section, where the changes achieved are analyzed.

This evaluation analyzes the fulfillment of indicators and activities based on the proposed objectives, as well as the population reached during the second phase of the project.

- **Field Observation**

Visits were made to the communities of the participants to record evidence of the project's effects, using:

- Structured observation forms.
- Documentary photography and records.

Purposive sampling was used to select the qualitative sample, prioritizing depth over breadth of information. The objective was not statistical representativeness, but rather analytical richness. Participants were selected who represented the diverse profiles of the project (young female leaders, council members, members of organizations) and from different districts to capture a variety of experiences and perspectives. The sample size was deemed sufficient when a point of information saturation was reached, at which point the interviews and focus groups began to yield recurring findings without providing substantially new categories of analysis.

2.2. Limitations in Data Collection

One of the main challenges in data collection was the availability of interviewees, particularly public officials. Although interviews were scheduled, most were unable to attend.

Additionally, accommodating the schedules of some interviewees and participants to be observed required simultaneous data collection due to limited available time. While the interpreter conducted interviews with council members, other members of the field team carried out observations of additional participants, given the overlap in schedules.

Although this was a limitation—since having the entire team present at each interview would have allowed for cross-questioning and enriched the data—the interpreter was able to conduct the interviews effectively. Nonetheless, having the full team present would have strengthened the data collection process in this instance. Another limitation noted during document review was the presence of minor inconsistencies in some annual reports, though these discrepancies were minimal.

Furthermore, implementing the IMEM through telephone interviews presented additional challenges. Many women leaders and councilors faced busy schedules due to their family, community, and political responsibilities, making it difficult to coordinate and schedule lengthy interviews. Language barriers also posed an issue, as a large portion of the leaders communicate primarily in Quechua, which sometimes limited the flow of the interviews.

Finally, connectivity issues caused disruptions and rescheduling, which lengthened the data collection process. These challenges particularly impacted the administration of the instrument and the depth of some responses.

2.3. Data Collected

The detailed list of participants in each of the meetings and interviews is provided in Appendix 7.4. It is important to mention that some interviews were conducted in Quechua, the native language of many of the beneficiaries, as well as in Spanish. These interviews were transcribed and are attached in Appendix 7.5.

The summary table of the interviews and focus groups conducted is attached below.

Table 2
Number of interviews and Focus Groups conducted

Stakeholders	Interviews	Focus Group	Total
Stakeholders with high interest and influence in the project			51
Female Leaders			15
- Female Leaders (current participants)	10		
- Female Leaders (year 1 and 2 participants)	5		
Council Members	8		8
IMEM			28
Female Leaders	14		
Council Members	14		
Stakeholders with medium/high, medium/medium, and high/medium levels of interest and influence in the project			11
Spouses of female leaders	4		
Allied NGOs	3		
Public Official	1		
Implementation Team (Ccaijo)	3		
Total interview			62
Focus Group			
District Organizations		21*	21
TOTAL CONSULTATIONS			83

*The 7 members who participated in the three focus groups were considered.
Own elaboration

The qualitative sample was selected from a pool of 190 direct participants and 632 indirect participants reached by the project to date.

Finally, participant observation was incorporated as part of the methodology, meaning direct attendance at project activities to observe their progress within the implementation context. This tool allowed for the collection of impressions and evidence from a perspective close to the experiences of the stakeholders involved.

TABLE 3
Number of observations made in situ

Type of observation	Ccaijo workshops	Councilwomen performing their duties	Leaders in their daily lives	Total
Number of observations made	2	2	3	7

Own elaboration

3. Evaluation Results

3.1. Relevance

The project is considered highly relevant, having designed and implemented a strategy that effectively adapted to the needs, priorities, and contexts of the women in Quispicanchi. This relevance is demonstrated in three key areas: the methodological adjustments made to address gender barriers, the alignment of training content with the participants' needs, and the personalized technical support provided in response to specific demands that directly tackled the challenges of local public management.

The key findings are outlined below:

3.1.1 Methodological Adaptation to Overcome Gender Barriers

The design of the Leadership and Political Participation Program was relevant by recognizing and addressing structural barriers such as women's time poverty, derived from the caregiving workload. The project showed remarkable flexibility by adapting its institutional schedules to ensure participation.

"One strategy we employed was to hold workshops on Saturdays, even though we, as CCAIJO staff, work Monday through Friday. However, once a month, the strategy is to work on Saturdays and also hold workshops on Saturdays, to encourage these young women to attend the training spaces." (EQUI-01)

This decision to adjust the schedules was not merely a logistical change but a gender-sensitive action that validated the participants' realities and was crucial for enabling their involvement. This attentiveness to their needs demonstrates the executing team's commitment to the project's empowerment objectives.

3.1.2 Training Content Aligned with Participants' Needs

The project's relevance was reinforced by ensuring that the content of the training program directly addressed the needs and interests of the different groups of women. For young leaders, the program covered essential topics for personal and collective empowerment, starting with **self-esteem** as a foundational pillar, an approach that was well-received.

"The content of the program was as follows: self-esteem, leadership, gender perspective, civic participation, advocacy, ICT management... This workshop was very well received by the leaders, as it allows them to look inward and reflect on how they see themselves at this moment." (INF-YEAR-1)

From the participants' perspective, the content was key to understanding their rights and critically analyzing the dynamics of inequality in their communities, generating a significant change in their personal and social perceptions.

"My life has changed. I have learned a lot about women's rights... I see the reality. How women in the communities are suffering... How they are minimized in a few words. That's what I've learned." (LID-003)

Similarly, for the elected councilwomen, the Political Training and Local Management Program proved highly relevant by offering practical tools applicable to the specific challenges of their new role, even for those with previous experience in public management.

"Personally, it has helped me a lot, because even though I am a public servant and I know about public management, there's always a lot to learn when you assume

a new role... It has helped me a lot, they've given me models, all the reports I had to present." (REG-005)

3.1.3 Personalized Technical Assistance in Response to Specific Demands

The project implemented a territorialized and personalized technical assistance strategy, which proved to be one of its most relevant components. This mechanism not only strengthened the technical capacities of the councilwomen but also served as a space to identify and channel their demands, such as the need to promote gender equity policies. The strategy was comprehensive, involving male peers and other officials, creating a more favorable environment.

"What has been particularly helpful in strengthening their technical functions has been the advisory support we provided more frequently last year. For example, it was district-based... We have not only worked on training and advisory sessions with the councilwomen, but also with their colleagues, male councilors, and public officials in their municipalities." (EQU-002)

The councilwomen themselves validate the high relevance of this support, stating that it was crucial for resolving functional doubts and, fundamentally, for overcoming emotional barriers such as fear, strengthening their confidence to carry out their roles.

"Look, for example, I had many doubts regarding the councilor's functions, but the training has gradually helped to clear up those doubts and also to overcome the fear of facing some things. So yes, it has been very helpful, very, very helpful." (REG-007)

Finally, it should be emphasized that the existence of such a project is highly relevant in the current national context, which shows a setback in the recognition of women's rights. Providing this type of support is key to fostering a critical and active citizenship in a segment of the population historically excluded from the design and implementation of public policies.

3.2. Coherence

The project demonstrated strong coherence, both internally and externally. Internally, coherence was reflected in the logical integration of its components, fostering synergies between different generations of women leaders and connecting individual training to collective action spaces. Externally, the project was well-aligned, collaborating with other initiatives and stakeholders in the region, optimizing resources and amplifying its impact.

The following are the findings related to this criterion:

3.2.1 High Internal Coherence: Synergy between Components and Participants

The project design leveraged CCAIJO's established knowledge and relationships in the territory, selecting participants from previous initiatives to build on their ongoing training. A key strategy was fostering intergenerational connections, linking experienced leaders with newcomers to facilitate the transfer of knowledge and ensure the long-term sustainability of local leadership.

"The older leaders are there to continue teaching and sharing their experiences, and the new ones are there to keep learning from the older ones, so they can follow in the footsteps of those who were there before." (EQU-003)

Furthermore, the project established a clear path for graduates of its training programs, promoting their integration into already established women's organizations and coordinating actions with elected councilwomen. This ensured that the individual capacities that were strengthened had a space for collective influence and political support.

"As they graduate from this school, we're also trying to ensure that they join women's organizations... Similarly, with the councilwomen, we try to coordinate actions that involve women's organizations, which can be a support for the women and the authorities." (EQU-001)

Finally, internal coherence was also reflected at the institutional level, as CCAIJO coordinated this leadership project with other ongoing productive initiatives (e.g., Circular Economy, Beekeeping), carrying out joint replicas and advisory sessions to maximize synergies.

3.2.2 Strong External Coherence: Strategic Alliances and Territorial Complementarity

The project demonstrated strong external coherence by not operating in isolation. A key example was the development of the Quispicanchi Women's Agenda, which was built in partnership with other NGOs present in the province, such as Wayra, CHS, and Flora Tristán. This collaboration was a strategic decision to optimize resources, avoid duplication of efforts, and increase collective impact.

"So, that's something important, I think... what has been promoted by CCAIJO is that there are several institutions working in the territory to optimize resources, both financial and human, and this NGO articulation is really important. This strategic alliance is key." (ONG-003)

The internship strategy was another effective mechanism for external coherence. Experiences from other regions that were relevant and similar to the participants' contexts were selected, allowing them to identify best practices and models of advocacy that could be applied. This exposure was not only formative but also a direct source of motivation for action.

"Many of the participants who traveled with us say, 'Thank you for taking us there, listening to those women, it has motivated us. I'm going back to my district and I want to do what they've done.'" (EQU-002)

Ultimately, the articulation of the project's internal components (training, intergenerational mentoring, organizational insertion) not only generated synergies but also built a true support ecosystem for the participants. At the same time, its external coherence, manifested through alliances and shared learning, avoided duplication of efforts and positioned the project as relevant and collaborative in the territory. This dual coherence, both internal and external, is a fundamental factor that enhances the effectiveness and sustainability of its results.

3.3. Effectiveness

The project is regarded highly effective in achieving its objectives, though with varying results depending on the level of control over the outcomes. It was particularly successful in areas directly under its influence, such as capacity building, organizational strengthening, and technical support. However, its effectiveness was more limited in areas that relied on political will and the management capabilities of external institutions.

3.3.1 Objective 1: Strengthening Capacities in Women Leaders and Councilwomen

The project was effective in strengthening the capacities of women leaders and councilwomen, surpassing participation and satisfaction goals, and laying the foundation for long-term political action.

Indicator 1: 90 young women leaders satisfied with the skills gained in the Leadership and Political Participation training program; and at least 50% of them replicate topics on women's rights and gender equality in their districts.

This indicator was designed with a cumulative target over the three years of the project, foreseeing the incorporation and training of a new cohort of approximately 30 leaders each year. The analysis of the results demonstrates that the project was effective in progressively meeting and ultimately exceeding this goal. The results from the training processes show high satisfaction. A total of 102 women leaders expressed satisfaction with the skills gained, and 50 of them conducted thematic replicas. This achievement is complemented by the satisfaction of 22 councilwomen with their respective training program.

The fact that positive results were consistently achieved across three different groups of women demonstrates that the training and support strategy was relevant and effective in each cycle.

Indicator 2: 26 councilwomen satisfied with the skills gained in the Political Training and Local Management program, and 60% of them successfully implement at least one ordinance in favor of gender equality (including those approved in the first project phase).

In this component, effectiveness manifested in two different timeframes. There was immediate success in the training, achieving high satisfaction in 22 out of 26 councilwomen (85% of the target) from the first year, which validates the quality and relevance of the training. In contrast, political advocacy (implementation of ordinances) proved to be a longer-term process, reaching 46% of the target by the end of the project. A particularly relevant finding is that the ordinances implemented were those pushed by councilwomen from the previous administration, which provides strong evidence of the project's effectiveness in promoting not only capacity building but also the sustainability and intergenerational integration of political work.

3.3.2 Objective 2: Strengthening Women's Organizations

The project was highly effective in activating and strengthening the organizational fabric of women, surpassing key goals, although facing challenges in institutional advocacy of greater complexity.

Indicator 3: 08 district women's organizations that are part of the Provincial Women's Organization "Micaela Bastidas" actively participate in spaces for dialogue, coordination, and local decision-making, proposing initiatives for women's rights in their communities and districts.

The project demonstrated notable effectiveness, surpassing the target of 8 by achieving the active participation of 10 district organizations in coordination spaces starting from the second year. The rapid increase (from 2 to 10 organizations in one year) suggests that the strategies for strengthening and support were highly effective in activating organizational bases.

Indicator 4: 01 Provincial Women's Organization of Quispicanchi "Micaela Bastidas" coordinates advocacy processes with regional instances to approve a women's rights access initiative.

Regarding the articulation of the Micaela Bastidas Provincial Organization with regional instances, the project demonstrated remarkable effectiveness through its strategic adaptation to external factors. In Year 1, fulfilling this indicator was unfeasible due to the inactivity of the key regional instance (COREMUC); however, the project did not take a passive approach but actively participated in meetings to reactivate this space. Thanks to

this proactive management, once the regional instance was reactivated, the project successfully achieved coordination in Year 2, a result that was consolidated in Year 3.

Indicator 5: 01 Women Authorities Network of Quispicanchi promotes the incorporation of the Women and Vulnerable Populations Office into the organizational chart.

The analysis of the indicator regarding the Women Authorities Network's push for the incorporation of the Women and Vulnerable Populations Office presents a critical challenge for evaluating effectiveness, as there were difficulties in achieving the incorporation due to institutional functioning issues.

3.3.3 Objective 3: Implementation of the Women's Agenda

Effectiveness in this objective was mixed and once again reveals the project's ability to pivot strategically. While the municipal public investment route faced significant barriers, the competitive funds route proved highly successful.

Indicator 6: At least 02 socio-economic and/or political initiatives from the Quispicanchi Women's Development Agenda, prioritized by women's organizations and councilwomen, are implemented with municipal public investment.

The analysis of the project's effectiveness in achieving the implementation of initiatives with municipal public investment reveals that progress was considerably limited by external institutional barriers. In the third year, it was reported that one economic initiative, the "LAS MICAELAS" panetone, was up and running, which constitutes a valuable advancement for the women involved.

Indicator 7: At least 02 proposals from the Quispicanchi Women's Development Agenda are approved in competitive funds and implemented under the leadership of women's organizations.

Regarding the approval of proposals in competitive funds, the project demonstrates clear and compelling effectiveness, meeting the established target. While this result was achieved in the third year of the intervention, the success was definitive, securing the approval of two business plans submitted to the PROCOMPITE competitive fund. This success highlights the high quality of the project's technical advisory component and its effectiveness in strengthening the organizations' ability to formulate competitive proposals. Seen in conjunction with the challenges to obtain public funds, this achievement should be highlighted as one of the project's most important success stories, as it demonstrates resilience and strategic adaptability to find alternative and viable routes for materializing the women's economic initiatives.

3.4. Efficiency

Considering the available qualitative evidence, an initial positive assessment of the project's efficiency can be made, primarily due to its remarkable capacity for adaptive management and process optimization. The project proved efficient in its use of resources and time management, even when faced with challenging contexts.

Two key aspects stand out in this regard:

3.4.1 Efficient Time Management and Adaptation to External Factors

The project's efficiency in time management was put to the test during its first year, as its schedule was affected by the political crisis in the country. Despite the rescheduling of some key activities, the team showed resilience and effective management by adjusting the planning and meeting deadlines and goals in years 2 and 3. This ability to execute postponed activities and recover the momentum of the intervention is a clear indicator of efficient management committed to achieving results.

3.4.2 Process Optimization for Resource Maximization

Beyond the schedule, the project proactively implemented various strategies to optimize its resources and maximize its reach. In the face of difficulties, management was adaptive, as demonstrated by concrete actions:

- The rapid implementation of virtual workshops to continue training during periods of crisis.
- The flexibility of in-person workshop schedules (holding them on weekends) to address women's "time poverty" and ensure their participation.
- The strategic concentration of efforts in specific territories and groups to deepen the impact with the available resources.

In conclusion, the main evidence of the project's efficiency lies in its agile and adaptive management. The team's ability to redirect strategies, adjust methodologies, and optimize resources in the face of external challenges is the hallmark of an efficient intervention.

3.5. Impact

The impact analysis concludes that the project brought about a significant and positive change in the empowerment of the women participants, with the impact being tailored to the specific needs of each group.

To assess this, the evaluation combined field data collected through interviews, focus groups, and observations, along with the application and analysis of the results from the Women's Empowerment Measurement Instrument (IMEM). The results from the baseline data in 2023 were compared to those collected in the final year of Phase II of the project, in 2025. The following graphs illustrate the differences between these two points of evaluation. In comparing the results from 2023 and 2025, the project was notably successful in enhancing the personal empowerment of young leaders, marked by a substantial improvement in the factors of Security (+4 points) and Social Satisfaction (+1 point), both reaching the "High" level. For the women councilors, the impact was reflected in consistent strengthening across various factors, with notable gains in Security (+2 points) and more modest, yet positive, progress in Negotiation, Leadership, and Equality (+1 point in each). The following findings elaborate on this transformation, drawing from both qualitative evidence and the IMEM data.

3.5.1 Evolution of "Participation": From Community Presence to Public Policy Advocacy

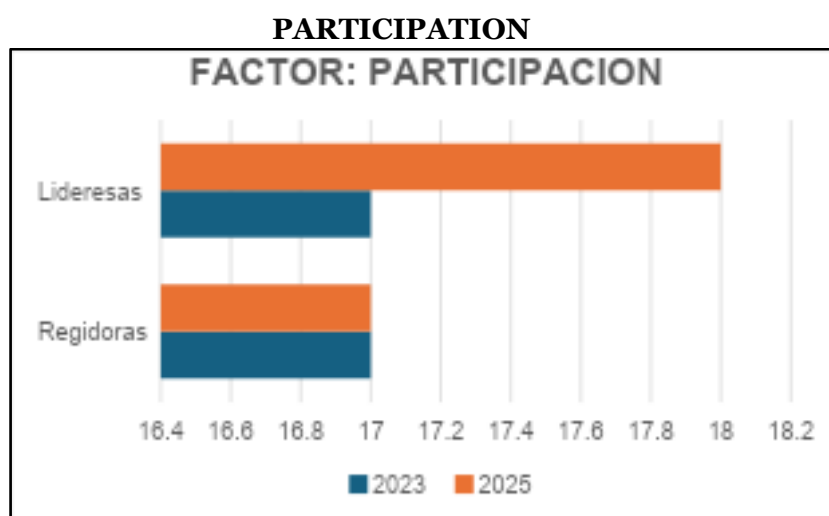
The project's impact on this factor was the evolution of the concept and practice of women's participation. The intervention enabled participants to transition from initial community participation to more complex and effective forms of political participation, such as direct involvement in the design and funding of local public policies.

The starting point of this impact was the development of individual agency, where leaders gained the confidence to demand their right to participate in spaces where they were previously excluded.

"I complained about why we weren't being included in the list. If we are speaking, we want to be heard; we have a say, we have an opinion." (LID-010)

Subsequently, the project channeled this agency into a collective participation strategy, supporting organizations in their formalization (obtaining legal status and municipal registration). This step was crucial as it provided them with the legitimacy needed to be recognized as valid interlocutors by the authorities and to be invited to participate in institutional spaces, such as the participatory budget.

This notable qualitative leap in the way of participating is consistent with the quantitative results, which show a solid consolidation of participation capacity in both groups, positioning them at the "High" level threshold.



Source: IMEM 2025
Own elaboration

Quantitative analysis shows that young women leaders improved from a score of 17 to 18, reaching the upper limit of the "Medium" level. Meanwhile, the female councilors consolidated their score at 17. These solid scores reflect the participatory foundation upon which the deeper impact was built: negotiation and advocacy capacity.

The most compelling evidence of this high-level participation is the acquisition of public resources. As a result of direct advocacy, the president of the Provincial Organization "Micaela Bastidas" reported the following achievement:

"As the Micaela Bastidas organization, we have been allocated 500,000 soles for a shelter... we are now going to build a shelter and also focus on the social aspect." (FOCUS-001)

In conclusion, the project transformed the exercise of participation. It not only increased the presence of women but also provided them with the formal tools and capacities to participate in the design and funding of policies, making their voice translate into resources and concrete actions. This is the highest and most effective level of citizen participation.

3.5.2 Impact on "Negotiation": From the Reconfiguration of Family Dynamics to Modest Quantitative Progress.

One of the project's most profound impacts is observed in the private sphere, where significant changes have begun in family dynamics. The evaluation found consistent evidence of a reflection and redistribution of domestic and caregiving tasks, a finding corroborated by leaders, their partners, and the project team. The testimony of a leader from Ccarhuayo illustrates this transformation:

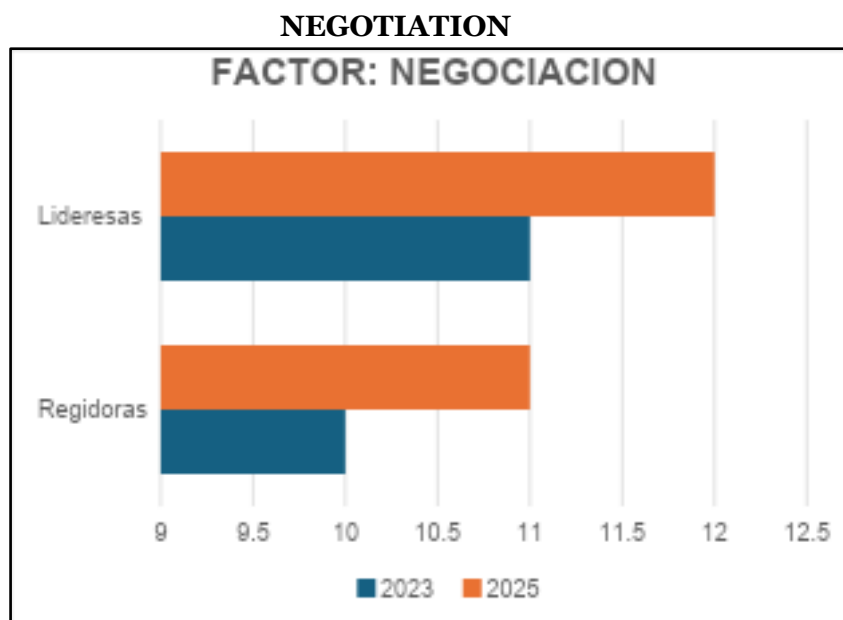
"Before, he couldn't wash clothes, he couldn't do anything because it was all women's work, all mine. But the change my husband has had, sometimes it surprises me. He comes home from work, sees the house in disarray, and the first thing he does is tidy up..." (LID-006)

This perception is directly confirmed by the husbands interviewed. One admits: *"Before, I really didn't help my wife. She just did everything... Today, Miss... when my wife goes to the courses, I take care of things."* Another husband states that now they divide the tasks: *"If the wife isn't around, then the husband has to share everything too, right?" (ESP-001).*

This change in behavior is attributed to the new communication skills of the women, who learned to converse and negotiate differently. One of the husbands describes it as follows:

"...She comes and talks to me differently... [she says] 'we should do it together, we'll talk, we'll discuss it.' Not like before, where I would just tell you to do it, carry it out..." (ESP-002)

This profound qualitative impact on family dynamics offers a crucial context for interpreting the quantitative results of the "Negotiation" factor, which, though modest, point in the same direction.



Source: IMEM 2025
Own elaboration

The quantitative analysis shows consistent progress in both groups. Young women leaders increased their score from 11 to 12, while the female councilors advanced from 10 to 11.

In conclusion, the triangulation of data demonstrates that, although the transformation of perceptions and negotiation capabilities is a slow process at the quantitative level, the project was effective in providing women with the tools to initiate this change in practice and in the most fundamental space: their own home.

3.5.3 Leadership: Consolidation of Transformational Leadership, Validated by Qualitative Evidence and Quantitative Analysis

One of the most significant and transversal impacts of the project is the consolidation of transformational leadership among the participants. Qualitative evidence shows a clear trajectory from strengthening personal agency and overcoming internal barriers to the ability to assume leadership roles, replicate knowledge, and influence multiple governance spaces.

The first step in this transformation was the development of confidence and overcoming the fear of participation, a change consistently reported by most women.

"Now I can speak, and I've lost all that fear of participating, organizing what we are taught here at CCAIJO..." (LID-001)

This internal strengthening quickly translated into external action. Participants not only began applying what they learned but also took on formal roles in their communities, becoming agents of change by replicating their knowledge.

"...And now I am a leader in Lucre, I am supportive, I am on the board of directors, I belong, I have two children with disabilities, I fight for them, I form groups, we go to the municipality, it has supported me a lot." (LID-001)

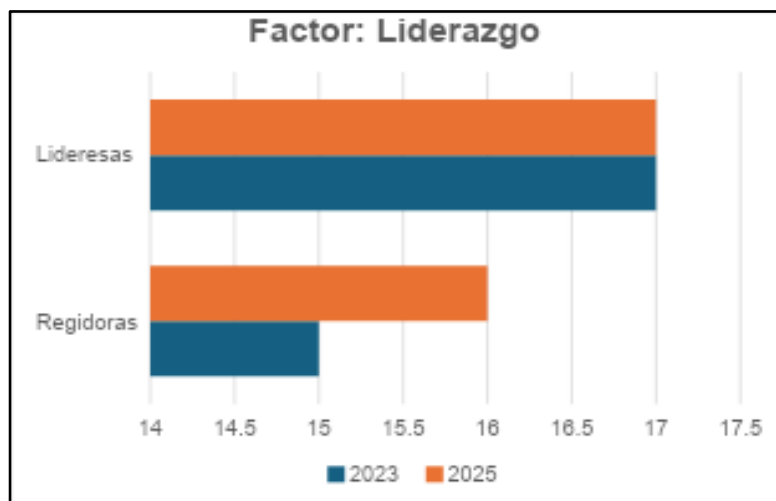
"I like to teach my community about self-esteem. I also talk to the women about self-esteem, which is very important to be able to move forward..." (REG-002)

Finally, the impact expanded from local action to full citizenship participation at multiple levels. The leaders developed the capacity not only to be present but also to bring proposals to higher-level spaces, such as provincial accountability meetings.

"...I always participate mostly in my community, in the general assembly, in the district or in the province, even in the province of Quispicanchi (...) I also participate with my proposals, comrade." (LID-002)

This qualitative transformation is complemented by the quantitative analysis of the "Leadership" factor from the IMEM, which allows measuring the change differentiated by each group. The results show a positive consolidation impact, with modest progress in the case of the councilwomen.

LEADERSHIP



Source: IMEM 2025
Own elaboration

For the female councilors, a modest but positive improvement is observed. They started with a score of 15 in the baseline and reached a final score of 16. This progress consolidates their position within the "Medium" level and aligns with testimonies that indicate training helped strengthen their capacities to perform their roles.

In the case of the young women leaders, the score remained steady at 17, consolidating their position at the "Medium" level. This result demonstrates the consistency of the project's training model in building and maintaining a continuous base of new leadership in the province with each annual cohort.

3.5.4 Opinion on Equality: From Personal Reflection to Transformation of Family Relationships

The impact analysis in this area is particularly relevant, as the baseline identified that the participants started the project with a low score in the "Opinion on Equality" factor, reflecting deeply rooted gender stereotypes. The evaluation shows that the project was effective in facilitating a critical reflection that transcended the personal sphere and became a tool for reconfiguring power relationships within the family environment.

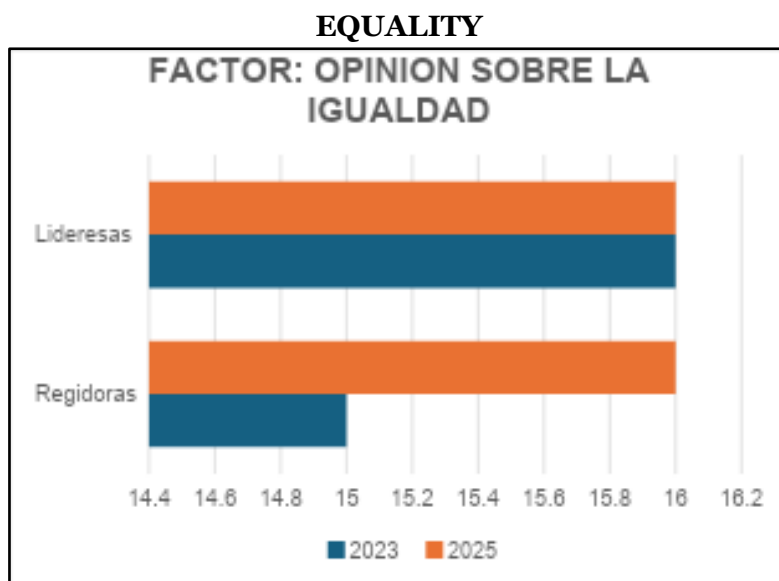
A recurring finding was that participants became active agents of socializing this new knowledge. They didn't just experience an internal change but also began sharing what they learned about rights and equality with their closest circles.

"Yes, comrade, with my sisters, with my daughters, I've shared this with my sisters-in-law as well, the important thing is that they can have and know their rights." (LID-001)

"I now teach my family that both genders have duties and rights, and I also talk to my neighbors in my village." (LID-000)

The importance of this socialization of rights goes beyond mere information transmission; evidence suggests it becomes a tangible tool to renegotiate dynamics within the home. This effect is powerfully reflected in the testimony of a leader describing the change in her relationship with her partner: *"My husband says that now I know my rights, and it's hard to deceive me."*

This qualitative impact, focused on action and behavioral change, correlates with a positive advance in the quantitative index that measures perceptions of equality.



Source: IMEM 2025
Own elaboration

For the female councilors, a slight advance is evident, increasing from a score of 15 to 16. For the young women leaders, the score remained at 16, consolidating their position at the threshold of the "Medium" level. Although the numerical change is not drastic, both groups are positioned at the upper end of the "Low" range by the end of the project, showing progress in a factor that is structurally difficult to modify.

In conclusion, the triangulated findings show that although the transformation of quantitative perceptions is a slow process, the real impact of the project in this area lies in the practical use of the acquired knowledge. The participants used their newfound knowledge of rights and equality as a tool to educate their families and strengthen their position in the private sphere, generating a deep and sustainable impact.

3.5.5 Economic Autonomy as a Driver of the "Independence" Factor

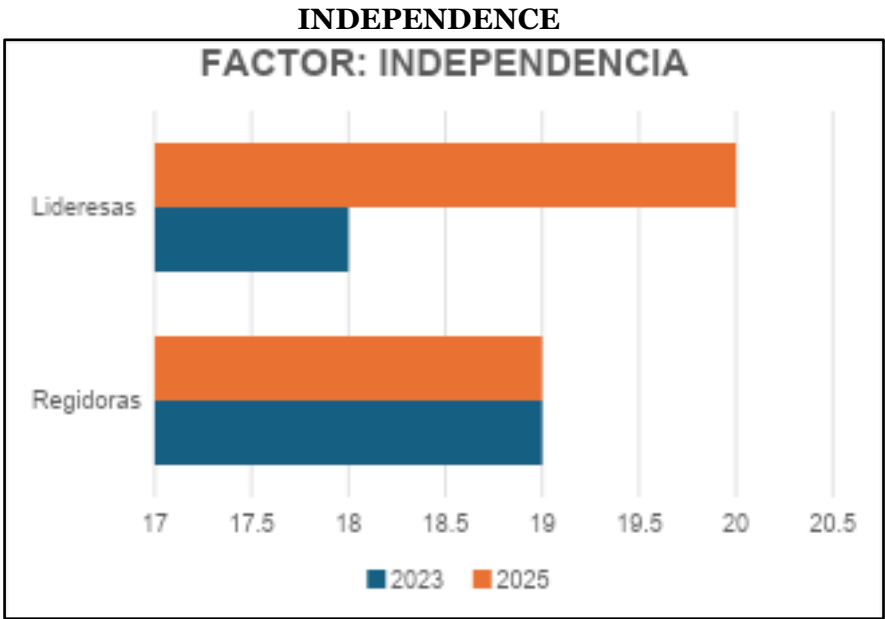
The project addressed strengthening economic autonomy as a foundation for the independence and political participation of women. The baseline identified economic dependence as a key barrier, and the evaluation confirms that the project addressed this challenge effectively.

The participants expressed it clearly:

"For women, for us, it is important to have money to be in all these empowerment, leadership, and rights spaces." (FOCUS-001)

The project made a tangible impact by providing women and their organizations with tools and resources to build their own economic foundation. The most significant success was the support for two organizations to win the PROCOMPITE competitive fund, securing financing for their ventures. This achievement, along with other economic initiatives, demonstrates a direct impact on the women's ability to generate income to support their political activism.

This focus on building an economic base is reflected in a differentiated and positive quantitative impact on the "Independence" factor.



Source: IMEM 2025
Own elaboration

For the young women leaders group, a notable advance is recorded, increasing their score from 18 in the baseline to 20 in the final measurement. This increase of 2 points places them at the upper limit of the "Low" level, just one point away from reaching the "Medium" level, demonstrating measurable strengthening in their perception of independence.

For the female councilors, the score remained constant at 19. This result is interpreted as a solid consolidation of their initial position, which was already at the threshold of the "Medium" level. The project was effective in maintaining this level as they faced the new demands and pressures of their public roles.

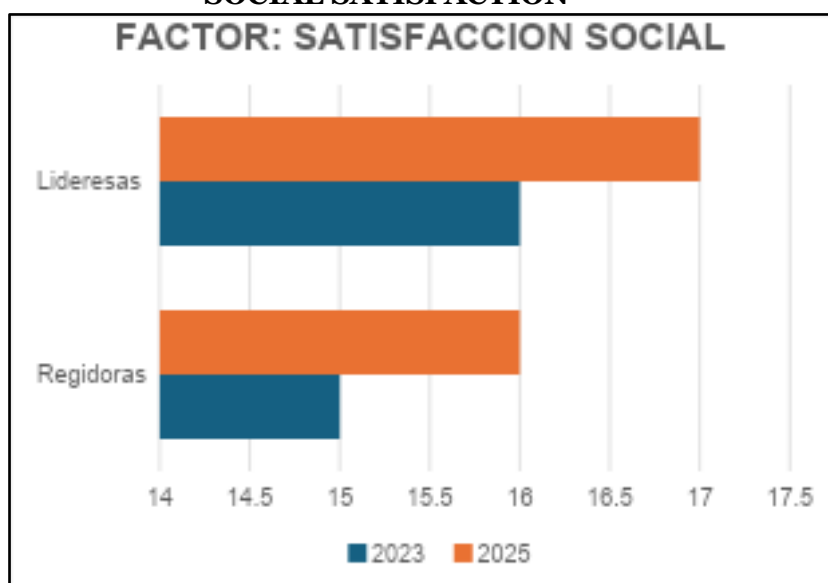
3.5.6 Social Satisfaction

The comparative analysis of social satisfaction — a factor measuring how participants perceive themselves in relation to their environment, feeling respected and valued — shows a remarkable and positive impact for both groups, especially for the young women leaders.

The young women leaders group experienced the most significant advance, increasing from a score of 16 in the baseline to 17 in the final measurement. This one-point increase is qualitatively relevant as it moves them from the "Medium" level to the "High" level of social satisfaction. This leap suggests that their increased participation, the exercise of new roles, and the replication of knowledge have been recognized and valued by their communities, creating a positive feedback loop that strengthens their confidence and sense of belonging.

The female councilors also show solid progress, increasing their score from 15 to 16. This progress consolidates their position at the upper limit of the "Medium" level, indicating that, despite the tensions their roles may generate, the project’s support and the exercise of their functions have contributed to greater recognition and satisfaction with their social and political role.

SOCIAL SATISFACTION



Source: IMEM 2025

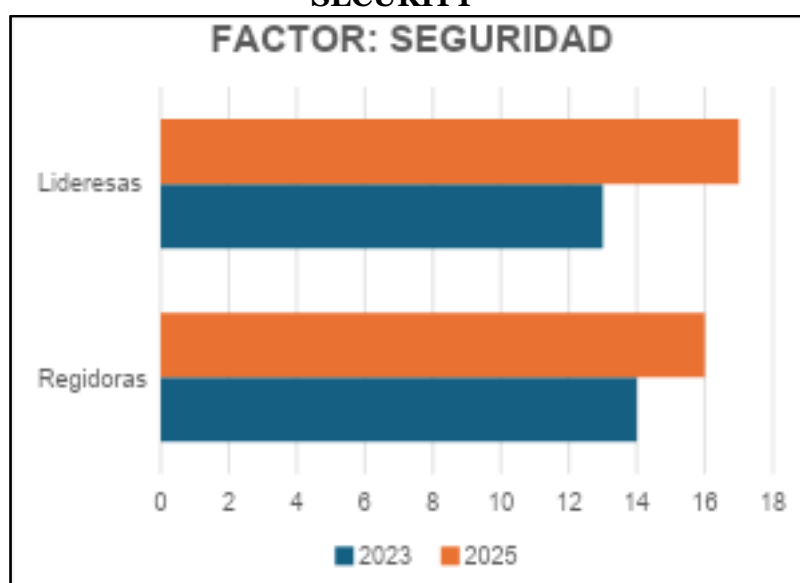
Own elaboration

In conclusion, the project was highly effective in improving the social satisfaction of the participants. The fact that the young women leaders reached the "High" level is a key indicator that their new leadership is not only an individual action but is also achieving social validation and recognition in their environment, a crucial impact for the sustainability of their empowerment.

3.5.7 Security

The comparative analysis of the "Security" factor, which measures participants' confidence to take action and navigate the public sphere, reveals a substantial and widespread impact, with a particularly notable advance in the group of young women leaders.

SECURITY



Source: IMEM 2025

Own elaboration

For the young women leaders group, the most significant quantitative leap of the entire evaluation is observed. Their score increased by 4 points, from 13 in the baseline to 17 in the final measurement. This advance is highly relevant, as it moves them from the "Medium" level to the "High" level of security. This result strongly validates the qualitative evidence about how participants overcame their fear of public speaking, a fundamental pillar for exercising leadership.

In the case of the female councilors, notable strengthening is also evident, with a 2-point increase in their score, moving from 14 to 16. This advance firmly consolidates them at the upper limit of the "Medium" range, just one point away from reaching the "High" level.

This result is consistent with the testimonies describing how technical support and peer assistance provided the necessary "reinforcement" for facing the challenges of their roles. In conclusion, the project had a major impact in building the participants' confidence and self-assurance. This quantitative impact is one of the most important foundations of empowerment, as personal security is the necessary condition for participation, negotiation, and political advocacy.

3.5.8 Resilience and Political Harassment as an unintended impact of empowerment.

The evaluation identifies an unintended and adverse impact of the project: the empowerment process of the councilwomen generated, in some cases, increased resistance and tensions in the municipal environment. This finding is crucial to understanding the complexity of social change.

The strengthening of the councilwomen was perceived by some of their male colleagues and authorities as a threat to the status quo, leading to forms of political harassment. The testimony of one of the participants illustrates this direct reaction:

"Too much feminism. Let's see, what do you learn?... It's like they challenge you, challenge you. I have really suffered political harassment." (REG-005)

Additionally, this resistance not only manifested because of gender but sometimes intersected with age discrimination, revealing an intersectional dynamic. Another young councilwoman notes:

"She [another councilwoman] discriminates against me just because I'm young. She says, 'Oh, what will the young people know?'" (REG-001)

This finding is of great importance, as it shows that empowerment can generate a "backlash." This highlights the need for future interventions to include specific components to prevent and manage political harassment, as well as to raise awareness among the stakeholders in the area (mayors, male councilors) and create a more receptive atmosphere for female leadership.

3.6. Sustainability

The analysis of the sustainability criterion concludes that the project did not only generate short-term results, but also implemented a multidimensional strategy to ensure the continuity of its achievements. Sustainability is based on several interconnected findings: the internalization of knowledge through practice and leadership, intergenerational transfer

as a driver of continuity, peer support networks for technical sustainability, connection to an external ecosystem for long-term support, and the strengthening of financial autonomy through resource mobilization.

Below, we detail the findings:

3.6.1 Internalization of Knowledge through Practice and Leadership

A fundamental pillar of the project's sustainability is the consolidation of knowledge through its practical application. The most lasting learning occurred when participants put it into action, primarily by assuming formal leadership roles. Taking on these positions encouraged them to consistently apply their capacities, ensuring the relevance of the learning.

"One, being a leader in a group, being president, being a committee member, whether as a vocal or secretary. Those positions make you more responsible and force you to make time for them. Often, when you are just a regular member of that group, you don't care or make an effort to move forward." (LID-001)

Evidence confirms this transition, with participants taking on presidencies in Vaso de Leche committees, APAFA, or roles in neighborhood councils, thus turning the knowledge they gained into a daily management tool.

3.6.2 Intergenerational Transfer as a Driver of Continuity

The project effectively capitalized on intergenerational links as a deliberate strategy for sustainability. Mutual learning spaces were created between more experienced women and newcomers, fostering knowledge transfer that reduces dependency on external agents.

"The older ones keep teaching and sharing their experiences, and the new ones keep learning from the older ones, but they continue the legacy... of those who have been there before." (EQU-003)

This knowledge flow was bidirectional: while the younger women learned negotiation strategies from their more experienced colleagues ("I've been absorbing, and yes, it has helped me," REG-Delfina), they also became role models for their peers, inspiring them to participate and generating a cycle of empowerment.

"I always, thanks to those spaces I've walked through, several of my companions or cousins tell me, they listen to me on the radio... and they say, cousin, how did you get there so fast? (...) She tells me, cousin, I've changed my life, my daily life." (Leader from Lucre, LID-003)

3.6.3 Peer Support Networks for Technical Sustainability

The sustainability of the councilwomen's technical capacities is based on a twofold strategy. First, providing practical tools (ordinance models, letters, etc.) that generated individual autonomy. And second, crucially, the creation of a mutual support network that functions as an autonomous support mechanism.

"Here, you meet with other councilwomen, and they show you their problems or how they've solved them. So now you have a bit more support too, right?" (REG-007)

This network fosters an active commitment to peer support, which can persist beyond the project, ensuring a space for consultation, problem-solving, and collective support.

"...we also support each other, I know I understood more than she did, so I have to support her too" (REG-005)

3.6.4 Connection to an External Ecosystem for Long-term Support

One of the most effective strategies was connecting participants to a broader ecosystem of networks and alliances, ensuring that they wouldn't be left isolated after the project's completion. This was achieved through two main pathways:

- **Linking to Specialized Political Networks:** The connection of the councilwomen to spaces such as the Association of Councilwomen of the Cusco Region (AREC) provided them with a larger-scale advocacy platform and support beyond the intervention.
- **Strategic Alliances with local stakeholders:** Building alliances with other NGOs (Flora Tristán, Wayra) diversified the sources of thematic support for grassroots organizations, creating a "safety net" in the territory.

This dual linkage — a political network for advocacy and a local network for ongoing support — constitutes a robust pillar for the sustainability of empowerment.

3.6.5 Strengthening Financial Autonomy through Resource Mobilization

The project laid the groundwork for the financial sustainability of organizations by strengthening their capacity to mobilize resources independently. While the funds obtained from PROCOMPITE are seed capital, the sustainable impact lies in the installed capacity that organizations gained during the application process, thanks to the project's technical support.

"CCAIJO helped us with an economist professional to develop the business plan."

Sustainability lies not in the specific fund obtained but in the learning of the process. The organizations now have the experience and technical knowledge to navigate competitive funding systems, an asset they can replicate in the future to ensure their own autonomy.

In conclusion, the project's sustainability strategy goes beyond individual strengthening to build an empowerment ecosystem. By combining the practical application of knowledge with the creation of multi-level support networks (peer, intergenerational, and with external stakeholders) and equipping organizations with the capacity for financial autonomy, the project has laid the foundation for the changes initiated to continue expanding independently after the intervention's completion.

4. Recommendations

Key area 1: Strengthening the Strategic Approach of the Project

This area groups the recommendations aimed at deepening the analytical framework and the overall strategy of the intervention for future phases.

Recommendation #1:

Systematize the Gender Analysis Applied by the Project to Strengthen the Strategy

The evaluation found that the project effectively adapted its strategies to address the gender barriers faced by participants. However, it was noted that this knowledge is primarily practical and intuitive on the part of the executing team, rather than being formalized into a clear conceptual framework. To ensure the model's sustainability and potential for replication, it is crucial to systematize this knowledge and transform it into a strategic tool

Suggested Activities:

- **Systematization Workshops with CCAIJO Team:** Hold internal working sessions to document and analyze adaptive strategies, the gender barriers identified, and the practical solutions the team has intuitively implemented throughout the project.
- **Consolidation of a Local Analysis Framework:** Synthesize the results of the workshops into an internal document describing the specific "gender-sex system" in Quispicanchi from the project's experience, identifying norms, roles, and entry points for change.
- **Strengthening the New Masculinities Strategy:** Use the now formalized analysis framework as a basis to review and deepen the strategy of working with leaders and husbands, ensuring that it responds to the local dynamics documented.
- **Internal Training and Transfer:** Use the systematized document as a training tool for new team members and to share the intervention model with allied organizations.

Recommendation #2:

Design a Specific Strategy to Address Work Overload and the Care Economy

The evaluation has consistently identified 'time poverty,' stemming from the burden of unpaid domestic and care work, as a significant and tangible barrier to women's sustained participation. While it is part of the broader gender system, its direct impact on the project—evidenced by the need to adapt schedules, create care spaces, and through participants' own testimonies—warrants addressing it with a specific strategy, rather than just as a component of a general analysis. The CCAIJO team finds this recommendation highly feasible and in alignment with national policies on the care economy

Suggested Activities:

- **Participatory Time Use Diagnosis:** Conduct a qualitative analysis (using focus groups and interviews) to document and highlight the total work load (domestic, community, leadership, economic) of different women profiles.
- **Design of Awareness Workshops on Co-responsibility:** Implement workshops aimed at families and the community, including men, to promote reflection on the importance of a more equitable distribution of care work.
- **Strengthening Self-Care and Time Management Strategies:** Offer workshops and practical tools to leaders to improve their time management, learn to negotiate task distribution, and prioritize their own physical and mental well-being.
- **Documentation and Dissemination of Best Practices:** Identify, document, and disseminate experiences from families that have already made progress in co-responsibility (such as those evidenced in the impact section), using them as inspiring examples in radio programs and other materials.

Recommendation #3:

Systematize the Pedagogical Proposal for Replicability and Scalability

Building on a key recommendation from the Phase I evaluation and the observed effectiveness of the training model in this phase, it is clear that systematizing the project's pedagogical approach is a priority. Currently, the methodology—which effectively blends personal development with technical training and experiential learning—largely relies on the tacit knowledge and expertise of the CCAIJO team. To ensure the model's sustainability, its potential for replication by other institutions, and its ability to influence public policy, it is essential to formalize this 'know-how' into a clear, documented, and transferable methodology. The CCAIJO team deems this action feasible with the resources available at the project's conclusion.

Suggested Activities:

- **Mapping and Participatory Documentation:** Conduct a series of working sessions with the CCAIJO team to map and document in detail the components of the model: its pedagogical principles (based on popular education), key thematic contents (self-esteem, rights, public management, etc.), and participatory methodologies (workshops, internships, personalized advisory, radio use).
- **Development of a "Toolbox":** Consolidate this information into a methodological guide or practical "toolbox" that describes the model step by step and offers the materials used (flip charts, scripts, etc.) so that another organization or new team can understand and adapt it.
- **Design of a Scalability Plan:** Develop an annexed document that defines a strategy and the necessary resources to scale the methodology, either to other districts, other participant profiles, or to be adopted by a government body.
- **Creation of Strategic Dissemination Materials:** Design an executive summary and a concise presentation of the systematized methodology, aimed at key actors (such as the Ministry of Women and Vulnerable Populations or local governments), in order to position the model and advocate for its validation and incorporation into public policies.

Recommendation #4:

Formalize the Link Between Political Empowerment and Economic Autonomy

The evaluation highlights that the synergy between political training and productive activities is not merely a future recommendation, but an already established and highly effective practice that has significantly encouraged participation. The project team observed that combining leadership workshops with activities such as handicrafts has led to higher participation, with women explicitly expressing the need for this, as they feel they cannot discuss rights 'with empty hands'. From the participants' perspective, the productive activities offer a legitimate reason to gather, helping overcome family resistance to what might be seen as 'wasting time'. Therefore, it is recommended to formalize and further develop this strategy, which has proven its relevance and effectiveness, and which the CCAIJO team deems 'highly feasible'.

Suggested Activities:

- **Design Integrated Training Modules:** Instead of treating topics separately, design modules that explicitly link the concepts. For example, a workshop on "rights" could include economic and labor rights for women; a workshop on "leadership" could focus on how to lead a productive association.
- **Strengthen Collective Enterprise Management:** Considering that the project does not have direct funds for productive inputs, it is recommended that the support

focus on strengthening management capabilities: creating simplified business plans, cost calculation, marketing strategies, and market access.

- **Creation of "Productive Dialogue Spaces":** Formalize workshops for weaving or pastry-making as safe spaces for political dialogue. This strategy legitimizes women's gatherings and allows them to discuss community issues and strengthen their ties and collective agenda while working on their ventures.
- **Linking with Specialized Economic Projects:** It is recommended that the project continue acting as a "bridge," actively connecting women's organizations with other CCAIJO or allied NGO projects that have a technical-productive focus, ensuring specialized support without duplicating efforts.

Recommendation #5:

Conduct a Feasibility and Strategic Prioritization Analysis of the Women's Agenda

The evaluation acknowledges the 'Quispicanchi Women's Development Agenda' as a legitimate and relevant tool, due to its participatory creation. However, the findings highlight that its implementation is constrained by its broad scope and external institutional challenges, such as high turnover within local government staff. To transform the Agenda into an effective tool for change, it is essential that future efforts be grounded in a feasibility analysis that prioritizes key actions and strategically allocates resources.

Suggested Activities:

- **Participatory Review and Prioritization of the Agenda:** Conduct workshops with women's organizations to assess the Agenda's focus areas in the current context and jointly prioritize a limited number of initiatives with the highest potential impact.
- **Multidimensional Feasibility Analysis:** For the prioritized initiatives, conduct a study that assesses their feasibility from different angles:
 - **Political:** Map the level of support and potential resistance from local and provincial authorities.
 - **Economic:** Estimate costs and analyze possible funding sources (public budget, competitive funds, alliances).
 - **Institutional:** Analyze the technical and management capacities of women's organizations and public entities to execute the initiatives.
- **Development of a Detailed Implementation Plan:** Based on the feasibility analysis, develop a gradual and realistic implementation plan for the selected initiatives, clearly defining responsibilities, timelines, and monitoring indicators.

Key area 2: Deepening the Capacity Development Model

This area focuses on recommendations to improve and enhance the training and direct support activities for participants.

Recommendation

#6:

Deepen and Systematize the Development of Soft Skills as the Core of Transformational Leadership

The evaluation concludes that one of the most significant impacts of the project is "Transformational Leadership", a change that is directly supported by strengthening soft skills such as self-esteem, assertive communication, and resilience. The baseline already identified low levels in factors like "Security" and "Negotiation", identifying a clear need. Participant testimonies confirm that overcoming fear and gaining confidence was an indispensable first step for political action. Although the project has worked effectively and

across all phases on these aspects, it is recommended to formalize and deepen this line of work to intentionally enhance its impact.

Suggested Activities:

- **Diagnosis and Prioritization of Soft Skills:** Conduct participatory workshops with different groups (leaders, councilwomen) to identify and prioritize the soft skills most critical for their current roles, based on the challenges already identified in the evaluation (e.g., conflict resolution, negotiation with authorities, assertive communication in the face of political harassment).
- **Design of Specialized and Experiential Workshops:** Develop short, specialized modules focused on specific skills. As one councilwoman recommended during her interview, these workshops should be practical, using role-playing methodologies to simulate negotiations or council sessions and prepare women for real-life scenarios.
- **Creation of a Peer Mentoring Program:** Establish a mentoring program where more experienced councilwomen and leaders can support younger women, offering a safe space to share strategies and provide personalized support for managing interpersonal and political challenges.
- **Visibility of Leadership as a Pedagogical Tool:** Identify and publicly highlight cases of leaders who demonstrate effective use of these skills, using them as inspiring case studies in workshops and the radio program.

Recommendation

#7:

Incorporate a Strategic Component for Preventing and Managing Political Harassment

It is recommended that future phases of the project or similar interventions explicitly and integrally incorporate a component for preventing and managing political harassment and resistance to change.

Suggested Activities:

- **Strengthening Resilience Capacities of Women Authorities and Leaders:** Conduct workshops on political harassment; Create networks of sisterhood and early warning systems; Provide legal advice and psychosocial support.
- **Awareness and Work with the Municipal Political Environment:** Workshops on new masculinities and inclusive governance; Communication campaigns for legitimization.

Key area 3: Consolidation of Organizational Sustainability

This area focuses on recommendations to ensure the long-term autonomy and sustainability of women's organizations.

Recommendation

#8:

Consolidate the Advocacy and Management Capacities of Women's Organizations

The evaluation concludes that strengthening women's organizations is one of the most effective strategies of the project. To ensure the sustainability of these achievements and take organizations to a higher level of autonomy, it is recommended to continue and deepen the development of their internal capacities, with special emphasis on management and political negotiation. The CCAIJO team considers this line of work feasible and crucial for the future of women's empowerment in the province.

Suggested Activities:

To achieve this, comprehensive support is proposed, covering the following areas:

- **Governance and Internal Sustainability:**
Provide ongoing support in the legal formalization of organizations still requiring it. Implement workshops to improve internal decision-making mechanisms, transparency, and accountability, ensuring the active participation of all members. Develop strategies for financial sustainability, including diversification of funding sources and mobilization of local resources.
- **Administrative and Financial Management:**
Offer training and advisory in budget creation, fund management, and basic accounting, tailored to the needs of grassroots organizations.
- **Advanced Advocacy and Negotiation Capacities:**
Design and implement advanced workshops on political analysis and effective negotiation strategies with authorities and other key stakeholders.
Provide technical support to enable organizations to develop strong, well-founded proposals to present to public and private entities.

Recommendation

#9:

Systematize the Technical-Legal Support Model for the Formalization of Organizations

The evaluation concludes that the support provided during the formation and formalization processes (registration in Public Records and RUOS) is one of the most effective and valued strategies of the project. Since this practice is already a strength, the recommendation is to systematize this successful model of support to turn it into an institutional asset that can be replicated by other teams or projects, ensuring its sustainability.

Suggested Activities:

- Create a "Formalization Guide": Systematize the lessons learned into a practical and simple guide that describes the legal requirements, administrative procedures, and steps to follow for the formation and registration of new organizations. This material would be an invaluable resource for future leaders.
- Create a "Support Kit" for the Team: Standardize practical support tools by creating a kit that includes models of incorporation minutes, statutes, and requests to streamline the process of supporting new organizations and ensuring quality.
- Strengthen Network Coordination: Continue developing communication tools (such as updated directories or messaging groups) to facilitate the articulation of newly formalized organizations with existing networks, such as the Provincial Women's Organization "Micaela Bastidas" and concertation bodies.

Recommendation

#10:

Create a Network of Support and Early Warning for Political Harassment

The evaluation revealed an unforeseen but crucial impact: as women empower themselves and occupy positions of power, they face new and more intense forms of resistance, including political harassment and discrimination. Testimonies from several councilwomen provide compelling evidence of this challenge. While the strengthening of soft skills helps, the systemic nature of political harassment requires a collective and specialized response to ensure the sustainability of women's leadership.

Suggested Activities:

- **Specialized Training Modules:** Design and implement specific workshops on what political harassment is, how to identify it (in its subtle and explicit forms), and the legal and social pathways for reporting and confronting it.
- **Create a Network of Alert and Mutual Support:** Establish a secure and quick communication mechanism (e.g., a messaging group) between councilwomen and leaders, moderated by CCAIJO, where they can share experiences, alert about harassment situations, and receive immediate emotional and strategic support from their peers.
- **Protocol for Support and Public Denunciation:** Design an action protocol in collaboration with allied organizations (such as Wayra or Flora Tristán) and networks like AREC to offer legal support and make collective public statements when a case of harassment warrants it, thus protecting the affected authority and raising awareness about the problem.

Recommendation#11:

Create the "Quispicanchi Community Women's Observatory"

The evaluation has shown that women and their organizations have developed a political voice and a remarkable ability to participate and negotiate in public spaces. However, their advocacy mainly relies on testimony, lived experience, and technical support from CCAIJO. To take their advocacy capacity to the next level and ensure long-term autonomy, they need to strengthen their arguments with their own evidence and data, generated from their own perspective and territory.

Therefore, it is recommended to create a "Community Observatory." This would not be an academic research entity but a platform led by the Provincial Organization "Micaela Bastidas" to monitor, systematize, and generate their own information on the situation of women's rights in Quispicanchi. This would allow them to move from being demanders to producers of knowledge, giving their political proposals legitimacy and undeniable technical rigor.

Suggested Activities:

- **Training on Monitoring and Participatory Data Collection:** Train a core team of leaders from different districts in participatory research methodologies and simple tools: how to design a small survey, facilitate a focus group, systematize testimonies, and visualize basic data.
- **Definition of Community Gender Indicators:** Hold participatory workshops for organizations to define which indicators are most important for them to monitor in their communities. For example: number of women in community leadership positions, response time of the CEM to a violence case, percentage of the municipal budget spent on gender issues, etc.
- **Elaboration of an "Annual Report from Women":** Support the organization in producing and publicly presenting their own annual report, with their data and analysis, on the situation of women's rights in the province. This document would become their primary tool for political advocacy, based on evidence generated by themselves.
- **Partnerships with the Academic Sector:** Establish partnerships with local universities (like UNSAAC in Cusco) so that students of social sciences can intern or volunteer, providing technical assistance to the Observatory, thus creating a link between academic and community knowledge.