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today



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

PERIOD: July 1, 2022 – June 30, 2025

**Final Evaluation Report
Executive Summary**

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1. Project Background and Context

Context and Justification

The project was implemented in the province of Quispicanchi (Cusco), a region with a largely gender-balanced population (51% women, 49% men), but still characterized by a significant gender inequality gap. This disparity stems from socio-cultural factors that confine women to domestic roles and systematically limit their participation in decision-making and power spaces. The situation is further compounded by the fact that most of the population speaks Quechua as their native language, adding another layer of challenge.

Project Origin and Evolution

The intervention evaluated corresponds to Phase II (July 2022 – June 2025) of the project, designed to build on the progress achieved in a successful Phase I (2019-2022). During Phase I, key milestones included the creation of the "Micaela Bastidas" provincial women's organization and the participatory development of the "Agenda for Women's Development of Quispicanchi," a key document that reflects the demands and proposals of women from 12 districts. The evaluation of this phase recommended continuing the project to deepen the achievements.

Phase II Intervention Strategy

To address the issues at hand, Phase II's strategy was designed to operate comprehensively across three interconnected levels:

- **Individual Level:** Focused on developing the capacities of young female leaders and women in authority positions (councilors) through specialized training programs, internships, and technical advisory sessions aimed at strengthening their leadership, representation, and gender-sensitive public policy management skills.
- **Organizational Level:** Strengthened existing women's organizations by providing workshops and technical support, enabling them to develop strategic action plans and influence local and regional public agendas.
- **Political-Institutional Level:** Aimed at implementing the Women's Development Agenda, with the project playing a crucial advisory role to ensure that the initiatives prioritized by the women were approved and funded, either through public budgets or competitive funding mechanisms.

2. Evaluation Design and Limitations

The purpose of this final evaluation was to analyze the efficacy and impact of the project model and provide recommendations for its long-term sustainability. The methodology combined a mixed-methods approach, conducting 44 interviews and 3 focus groups (21 beneficiaries in total) in the field, and 28 interviews for the application of the Women's Empowerment Measurement Instrument (IMEM) to compare results with the baseline. The main limitations during data collection were the limited availability of public officials for interviews and connectivity challenges for the IMEM application via phone.

3. Key Conclusions (OECD/DAC Criteria)

3.1 Efficacy

The project effectively enhanced women's individual and organizational capacities, exceeding key targets and adapting well over time. Its high effectiveness in resource mobilization (PROCOMPITE funds) was tempered by barriers in state bureaucracy, limiting institutional change.

- Objective 1: Capacity Building for Leaders and Councilors: The project strengthened the skills of female leaders and councilors, exceeding participation and satisfaction goals and laying the foundation for long-term political action, with many replicating knowledge in their communities.
- Objective 2: Strengthening Women's Organizations: The project successfully activated and strengthened women's organizations, surpassing participation goals. Despite challenges in institutional influence, it promoted significant organizational growth and strategic influence at the local and regional levels.
- Objective 3: Implementation of the Women's Agenda: The project showed mixed effectiveness, excelling in securing competitive funds for women-led proposals but facing institutional barriers to secure municipal funding. However, initiatives like "LAS MICAELAS" (small venture to sell Panettones) were successfully implemented.

3.2. Impact

The most significant impact was transforming participants' agency, from shyness to visible political action. It also led to changes in family dynamics, with more shared responsibility for care. Empowerment caused resistance and political harassment, highlighting the process's challenges. Using the IMEM, these were the findings:

- Participation: The project strengthened political participation, moving from community presence to influencing public policy. Women gained confidence and tools to demand their right to participate in institutional spaces.
- Negotiation: The project changed family dynamics, promoting the redistribution of domestic and care tasks. Participants acquired new negotiation skills, strengthening their leadership within the family and community.
- Leadership: The project consolidated transformational leadership, with participants assuming formal roles, replicating knowledge, and actively participating in governance spaces. This shift was reflected in a significant increase in leadership scores.
- Equality: The project promoted critical reflection on gender equality, empowering participants to transform family and social dynamics and share knowledge about rights and equality in their communities.
- Independence: The project strengthened women's economic autonomy as a foundation for political participation. Through training and support, women gained economic resources that sustained their activism.
- Social Satisfaction: Participants, especially young female leaders, experienced increased social satisfaction. Greater participation, new roles, and validation of their knowledge were key factors in this progress.
- Security: The project significantly impacted participants' security and self-confidence. Leaders, particularly, overcame the fear of public speaking, a crucial step for exercising leadership and political participation.

- **Political Harassment:** Empowerment led to increased resistance and political harassment, highlighting the need for strategies to prevent and manage these challenges and create a more receptive environment for female leadership.

3.3. Sustainability

The project's sustainability relies not on external structures but on the capacities and networks it built. Women gained technical skills (e.g., formulating proposals for competitive funds) and established mutual support networks (intergenerational and peer-based), ensuring autonomy and sustainability.

- **Internalization of Knowledge Through Practice and Leadership**
The project consolidated practical knowledge through formal roles, ensuring learning sustainability via the constant application of skills.
- **Intergenerational Transfer as a Driver of Continuity**
Mutual learning between women of different generations strengthened empowerment through a continuous cycle of support and knowledge replication.
- **Peer Support Networks for Technical Sustainability**
Creating peer support networks strengthened councilors' technical autonomy, ensuring long-term collective support mechanisms.
- **Connection with an External Ecosystem for Long-Term Support**
Participants were connected with networks and alliances, providing continuous support through specialized political networks and local partnerships, ensuring empowerment sustainability.
- **Strengthening Financial Autonomy Through Resource Mobilization**
The project enhanced organizations' ability to mobilize resources autonomously, ensuring financial sustainability through the learning and experience gained in competitive funds.

4. Key Strategic Recommendations

Based on the findings and conclusions, we propose the following strategic recommendations:

Effectiveness

- **Recommendation #3: Systematize the Pedagogical Proposal for Replicability and Scalability**
Formalize the successful pedagogical methodology of the project to ensure its replicability and sustainability, transforming tacit knowledge into a documented strategic tool.
- **Recommendation #6: Deepen and Systematize the Development of Soft Skills as a Key Element of Transformational Leadership**
Formalize and deepen the work on soft skills such as self-esteem, assertive communication, and resilience to strengthen women's transformational leadership.

Impact

- **Recommendation #4: Formalize the Link Between Political Empowerment and Economic Autonomy**
Integrate productive activities with political training to enhance participation, formalizing this effective strategy used in the project.

- **Recommendation #10: Creation of a Political Harassment Support and Early Warning Network**
Create a support mechanism and protocol to protect and assist women facing political harassment, ensuring the sustainability of their leadership.
- **Recommendation #11: Creation of the "Community Observatory of Women of Quispicanchi"**
Create a platform led by women's organizations to monitor and generate their own data on women's rights, strengthening their capacity for political influence.

Sustainability

- **Recommendation #1: Systematize the Gender Analysis Applied by the Project to Strengthen the Strategy**
Formalize the gender analysis implemented by the project to ensure its sustainability and replicability, transforming it into a strategic tool.
- **Recommendation #2: Design a Specific Strategy to Address the Overload of Work and the Care Economy**
Develop a specific strategy to address the "time poverty" that limits women's participation due to the burden of unpaid domestic and care work.
- **Recommendation #5: Conduct a Feasibility and Strategic Prioritization Analysis of the Women's Agenda**
Prioritize actions of the Women's Agenda through a feasibility analysis that considers political, economic, and institutional aspects.
- **Recommendation #9: Systematize the Technical-Legal Support Model for Organizational Formalization**
Systematize the model of support in organizational formalization to ensure its sustainability and replicability in future interventions.