

Project: Political Empowerment of the
Women of Quispicanchi, Cusco, Peru
June 2019 – June 2022

Working from care

Final Evaluation Report



Nora Cárdenas: Principal Evaluator

Jorge Meneses: Assistant Evaluator

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INDEX

INDEX	2
Abbreviations	4
Index of tables	4
Index of illustrations	4
Executive Overview	5
Presentation	10
I. Starting Points	11
1.1. Objectives and scope of the evaluation	11
Relevance	11
Coherence	11
Effectiveness	11
Effectiveness	11
Impact	11
Sustainability	11
1. 2. Methodology	12
1.3. Brief description of the project	13
1.4. Project implementation stages	15
Stage 0. Of its formulation	16
Stage 1: Starting the project	16
Stage 2: Context of the COVID-19 Pandemic	17
Stage 3: Resuming face-to-face activities: the return	20
III. CONTEXT	23
IV. EVALUATION RESULTS, ACCORDING TO CRITERIA	26
4.1 Relevance	26
4.2. Coherence	29
What does it mean to work in such territorially diverse spaces?	30
4.3. Effectiveness	32
Training workshops	32
Women's Encounters/Internships	33
Internships	34
Radio show	34
4.4. Efficacy	35
4 .5. Impact	37
a. Recognition and bond	39
b. Political participation	40
c. Generational impact	44

d. Economic culture: autonomy and decision making _____	45
4.6. Sustainability _____	46
a. The normative framework to promote the political partition of women _____	46
b. Women's organization and women's routes _____	47
c. Digitization _____	47
d. Generational Impact _____	47
V. MAIN LESSONS LEARNED _____	48
a. Working from the recognition and the affective. _____	48
b. The COVID 19 pandemic and the response capacity of MMT, of CCAIJO and of the beneficiaries _____	49
c. Recognizing our diversities _____	49
D. Productive activities, a great complement to training and capacity building actions for an effective political participation of women. _____	49
VI. RECOMMENDATIONS _____	49
For CCAIJO _____	49
For MMT _____	50
New themes emerge: _____	51
For the Women's Organization: Micaela Bastidas _____	51
For the Municipality _____	51
ANNEXES _____	55
List of people interviewed _____	55
1. Individual Interviews _____	55
2. Group interviews _____	57
Photos _____	60
Meeting of Marcapata women _____	60
Visiting entrepreneurship experiences in Marcapata _____	61
Election of the District Women's Organization – Micaela Bastida. Marcapata _____	63
Cultural night – Marcapata _____	65
Workshop for councilors and civil servants: Urcos _____	65

Abbreviations

CCAIJO.	Jesus Worker Association
COVID-19	Coronavirus
INEI	National Institute of Statistics and Informatics
MMT:	Mary McKillop Today
NGO	Non-Governmental Organization
PNIG:	National Plan for Gender Equality

Index of tables

<i>Table 1: Table of Interviews</i>	12
<i>Table 2: Project's Logical framework</i>	14
<i>Table 3: Population of Quispicanchi according to life cycle (INEI, 2007)</i>	23
<i>Table 4: Percentage of population living in poverty by district (MIDIS, 2019)</i>	24
<i>Table 5: Women elected in the 2018 elections in the province of Quispicanchi (Infogob, 2022)</i>	25
<i>Table 6: Mayors elected in the 2018 regional and municipal elections by gender (MIMP, 2020)</i>	26
<i>Table 7: councilors elected in the 2018 regional and municipal elections by sex (MIMP, 2020)</i>	27
<i>Table 8: Authorities of the Cusco region - elections 2019-2020</i>	27
<i>Table 9: Achievement of outcomes in percentages</i>	36
<i>Table 10: Approved ordinances</i>	43

Index of illustrations

<i>Illustration 1: Province of Quispicanchi, Cusco (@Wikipedia)</i>	15
<i>Illustration 2: CCAIJO's Project Timeline. Elaborated in the workshop with CCAIJO's team (CCAIJO, 2022)</i>	22

Executive Overview

This report is the result of the final evaluation of the "Political Empowerment of the Women of Quispicanchi, Cusco, Peru" project" (2019-2022) executed by the organization *Asociación Jesús Obrero* (CCAIJO), in collaboration with Mary MacKillop Today (MMT), to address the low political representation of women in local political life. This is an external evaluation that aims to collect the impacts and lessons learned in its execution, for CCAIJO and MMT. The development of the project is marked by the context of the Covid 19 pandemic, which sets the phases of intervention. Below, we present the results of the evaluation according to the prioritized criteria:

The **relevance** of the project shows how, despite the progress made in legal matters, there are still economic and social barriers that make it difficult for women to exercise their rights, in particular the right to participation, due to an "unequal distribution of power between men and women that have as their origin discriminatory socio-cultural patterns - rooted and socially tolerated - made up from a set of customs, beliefs, prejudices and religious dogmas, in relation to what a woman and a man should be and do. In addition, it is important to mention the following aspect: language skills. The public sphere, especially in Peru, is still dominated by Spanish speakers. Women, due to less access to education, have greater difficulties with Spanish proficiency. Many women report that they "not know how to speak", which is linked to their lower knowledge of Spanish. In this sense, is important to consider Goal 5 of the 2030 Agenda for Sustainable Development (SDG 5): *"to ensure the full and effective participation of women and equal opportunities for leadership at all decision-making levels in political, economic and public"*. At the national level, it is important to note Law N°. 31030 on Parity and Alternation approved by the Congress of the Republic in July 2020 and Law N°. 31155 approved in March 2021, which prevents and punishes harassment against women in political life. Finally, it is important to mention Law 31168 on the Empowerment of Rural and Indigenous Women, which has the objective of *"strengthening, through affirmative actions, the empowerment, equal opportunities and comprehensive development of rural and indigenous women, enhancing their economic, cultural, and social autonomy, through training and productive financing"* (Article 1), to the extent that it comprehensively addresses the empowerment of women.

Regarding **coherence**, the project comes up in response to the low political representation of women in local political life in their territories. Also, the project is executed in a province that is characterized by its great geographical and cultural diversity. *What does it mean to work in such territorially diverse spaces?* Quispicanchi is a province in the Cusco region, which concentrates a significant percentage of the Quechua-speaking population. This situation has posed important challenges to the CCAIJO's team. One of them was the language. Most of the women with whom the project benefits have Quechua as their mother tongue. Although the speak and

understand Spanish, talking in Quechua allows a closer approach, trust building, learning and recognition. It also favors an intersectional view of their interventions or an idea of entanglement, to the extent that it further their approach to gender issues. Finally, in the context of the COVID-19 pandemic, digitalization has been a key issue for the project development. This was an immediate response from the team, that assumed the challenge of introduce women who previously haven't equipment or contact with these new technologies.

Regarding **effectiveness**, the project has strong training and support components, which together seek to generate favorable conditions for the political empowerment of women. The project combines different work strategies in its work, such as: training workshops, meetings, internships, as well as the radio, a fundamental strategy in the development of the project.

The analysis of **effectiveness** shows how budget execution were strongly affected by the pandemic. Many face-to-face activities must be changed to a virtual modality, which implied several budget readjustments: while new activities and needs were included other activities were reduced, like for example, internships or training workshops. Among the new activities or need included, we could mention emergency kits purchases, and equipment, training, and manuals for the digitalization process. The pandemic imposed a flexibility criterion, that was assumed by CCAIJO and the international cooperation, and resulted in a key factor to achieve the budget objectives and execution.

The impacts of the project are presented in 4 fundamental areas of women's development:

- a. **Recognition and bonding:** Unlike welfarist and paternalistic approaches, here there is a recognition of the individual as a person. It is a process that implies promoting trust, freedom, happiness, and self-confidence, all of which allows women to develop their own agency.
- b. **Political participation:** The interviewed women mentioned many situations in which they were discriminated and mistreated for being women. In many places, to be woman, peasant, Quechua-speaker, to dresses in a certain way, is still a reason for discrimination. An important outcome of the project is that women now can speak, know their rights, have a strength self-stem, and also, being able to transcend the local or family space to go out into the public sphere. Women's outgoingness and performance in the public space favor the development of positive images and a higher self-esteem. However, a correlate is needed in the private space, where we believe it is important, for a next phase of the project, to work on the theme of new masculinities or the *Musuq Qari* (new man).
- c. **Generational impact:** A key issue in the project is the majority participation of two clearly differentiated groups of women: young women, many of them

professionals, who participate in the project and have clear differences with older women. Being professionals, they are bilingual leaders, with greater projections in terms of political participation. However, a key factor in this process is the experience of motherhood, which often ends up being an obstacle to women's political participation. Finally, it is important to mention the impact that the project has had on the children of the women with whom CCAIJO works. In this sense, it would be necessary to evaluate this group, which we believe will be the future leaders of their district, province, and region.

- d. **Finally, the economic culture:** autonomy and decision making. Despite not being an objective of the project, a key factor in the success of the project was the articulation that has been fostered through the project with other CCAIJO projects, with the economic development programs of the municipalities of the 12 districts in which the Women's Political Empowerment project is located, and with other NGOs working in the province. This is an area of work that should be strengthened with greater emphasis, for example, in a next phase of the project.

Regarding **sustainability**, the results can be presented on 4 aspects:

- a. **The normative framework to promote the political participation of women.** We can refer to a Ccatca district leader, who told us that "Now they are requested". This seems to summarize well this women journey, which will allow a greater number of them to assume political positions like councilors.
- b. **The Women's Organization and Women's Routes.** As one of their activities, they have developed a Women's Agenda for the province; an effective participation in the different decision-making spaces - such as the participatory budgets and the Regional Women's Council - as well as advocacy actions against gender-based violence.
- c. **Digitalization**, this was a big learning outcome for the women in the project, that came with the pandemic. Women had to quickly move into the digital world. This is a point of no return. Women now, know its virtues and reach; and without any doubt, digitalization is a key tool to strengthen capacities, form partnerships, and bond with other women leaders.
- d. **Finally, the generational impact:** There is a great potential for young women and the children of the women leaders who closely accompanied their mothers – especially during the virtual phase of the project – to know their rights.

As learnings, we propose some key aspects for the construction of a model based on the experiences achieved in the project for the women of Quispicanchi, such as; the work from the recognition and the affections; the capacity of resilience women, and the response capacity of the institutions, which has allowed them to continue with the activities of the project during the pandemic (which speaks to us of a human group with

capacity and agency); the work from the recognition of our diversities; and finally, the promotion of productive activities, that were a great complement to training and capacity building actions,

From the analysis of the results, we formulate a set of **recommendations**, addressed to CCAIJO and MMT. We present important elements of a model of intervention in diverse cultural contexts, where accompaniment and affective bonds are essential for the political empowerment of women.

A key issue for Ccaijo is the systematization of the experience that allows the reconstruction of an intervention model for the political empowerment of women in diverse contexts. There is a methodology for working with women that privileges recognition, bonding, agency, affection, closeness, etc., which requires elaboration as a way of working with diverse populations in our country. In this way, the articulation, connection with productive projects promoted by the Municipalities and Civil Society Organizations are fundamental.

The *Well Being without fear and/or the allin kawsay without fear*, is a central theme within the project, to the extent that it allows to entangle and address the multiple discriminations that women experience and that hinder their participation in the public sphere. In this sense, is key to work with the men, and to generate awareness spaces where one can reflect on the new masculinities: the *Musuq Qari*, that allows reduce the high rates of violence against women and advance in the issue of care.

It is important to accompany the work of the *Provincial Organization of Women of Quispicanchi - Micaela Bastidas* and its district organizations. There is a development agenda that prioritizes different issues, which will allow women to propose agendas, advocate, and place themselves on the political scene. In this scenario, the response of the women of the Organization to the femicide that occurred in Marcapata (April 2022) has been key.

Finally, we believe it is important to give greater prominence to the work that has been done from the radio, not only as a strategic ally of the project, but also to influence the construction of new meanings through messages that the women themselves could elaborate; as well as strengthening the digitization process that women have begun. It is an asset that is important to update from its multiple uses: trade, training actions, exchanges, communication between them, among other topics.

For all considerations, we believe it is important for the MMT to accompany a second phase of the project, which could allow the consolidation of the work model, support the leaders in their new political positions, and to support new processes of young women who are beginning to approach the Women's Political Empowerment project, placing new issues on the agenda such as the issue of motherhood, or more precisely,

how to reconcile motherhood and partners with political participation. In this sense, it is key to incorporate work with men into the project, which allows us to reflect on the new masculinities/*Musuq Qari*, key to confronting the multiple discriminations that women face, such as the issue of violence and the issue of making gender compatible. care. Finally, we believe it is important to incorporate the issue of radio and the strengthening of the digitization process that women have begun as an important axis of work; as well as guarantee strategic alliances with municipalities and civil society organizations to strengthen economic enterprises, an issue demanded by women.

Lima, April, 2022

Presentation

This report is the result of the final evaluation of the Project "*Political Empowerment of the Women of Quispicanchi, Cusco, Peru* " (2019-2022) executed by the organization *Asociación Jesús Obrero (CCAIJO)*, in collaboration with Mary MacKillop Today (MMT), to address the low political representation of women in local political life.

This is an external evaluation that aims to collect the impacts and lessons learned in its execution, for CCAIJO and MMT.

The team of evaluators was composed of two external consultants, who complemented each other in their specialties: one with a specialty in gender and intercultural issues, and the other with a focus on project management, monitoring, and evaluation.

It should be noted that, due to the context of COVID-19, group and individual interviews have been carried out following the required security protocols: social distancing, use of masks and prioritizing open spaces.

The document is organized in 5 chapters. First, we present the objectives and methodology, as well as a global view of the project. Next, we present the context of the project. The evaluation results according to the criteria is the core of the third chapter. The fourth chapter gives an account of the lessons learned and. Finally, the recommendations are presented in the fifth chapter.

We want to thank Mary MacKillop Today, in a special way, Yessenia Romano (Peruvian Programs Coordinator), Mili Spence (former Peruvian Programs Coordinator), as well as CCAIJO team, especially its director Ebert Molina, Susy Sotalero (Quispicanchi Women's Political Empowerment project's coordinator), Yanette Aquino, Gabriela Huamani, and Pamela Carhuayupa, members of the team.

Finally, a special thanks to all the women who have been part of this evaluation, to the leaders, to the women councilors of the different municipalities, to the officials, who have shared their learning, their demands, as well as their expectations about the project. To all of them our acknowledgments.

Nora Cárdenas and Jorge Meneses, April 2022

I. Starting Points

1.1. Objectives and scope of the evaluation

To know the outcomes of the project, and to collect the lessons learned, the following areas were included in the evaluation:

Relevance

Assess the extent to which the current project model and its expected outcomes are appropriate to the socio-economic and political context, and the extent there are aligned with the needs of target groups, partners and Mary MacKillop Today.

Coherence

How well the intervention fits with broader objectives and existing initiatives in this sector in Peru, both at the national and local levels.

Effectiveness

Assess the extent to which the project's intended outcomes were achieved, citing concrete evidence and case studies, evaluating the effectiveness of strategies and the implementation of interventions, and the quality of partnerships with key stakeholders, identifying any possible gaps and providing recommendations to improve the project.

Effectiveness

Assess whether the projects inputs at the activity level, are meeting the outputs, outcomes, and impacts in a timely manner and within the budget as described in the project proposal. In addition to this, assess the profitability of the project interventions compared to the benefits of the project and the number of people reached.

Impact

This evaluation will seek for evidence of impact within the target groups; evidence of positive changes in knowledge, attitude, and practices among relevant stakeholders to respond to the need of the target population.

Sustainability

Assess the extent the projects outcomes could continue the built capacities of the target group, stakeholders, the governmental partners and MMT.

Las project results can continue based on the capacity built of target groups, stakeholders, government partners at various levels and Mary MacKillop Today. This should consider financial, individual, and organizational capabilities and provide specific, actionable and practical recommendations to focus on in making decisions about the

future of the project (whether to close, extend or re-phase the project), provided with the purpose of seeking long-term sustainability for the project and the results.

1. 2. Methodology

The methodological approach implies a participatory approach in all the evaluation phases. In this sense, according to the TOR, we have prioritized a qualitative approach in both in the collection and in the analysis of the information phases.

We have conducted individual interviews with the women who are a central part of the project: councilors, leaders, and public servants; with CCAIJO and MMT teams, and other relevant actors of the project, such as, local mayors and NGO partners of the project. We have also carried out group interviews with CCAIJO's team, women beneficiaries: leaders, public servants, and councilors. The information has been complemented with analyzes of secondary sources (documents made available by the MMT team). Finally, as part of the methodology, we include participant observation, since that the project was still executing some activities. We were able to observe two scheduled activities of the project:

- The meeting of women leaders in Marcapata.
- The training for councilors and public servants in Urcos.

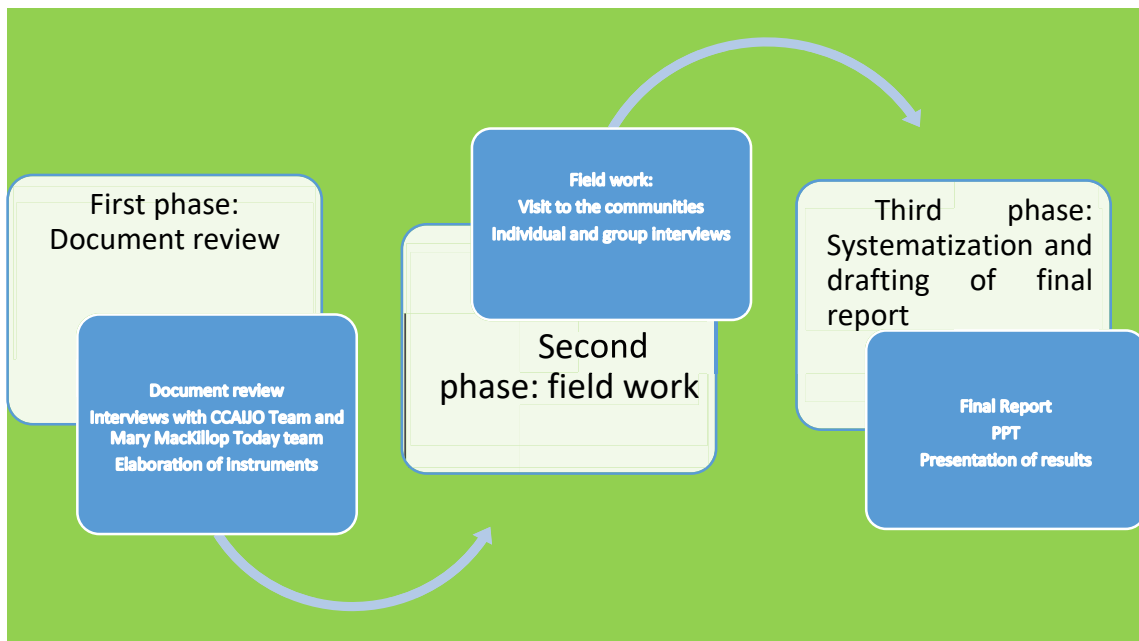
TABLE 1: TABLE OF INTERVIEWS

	<i>Leaders</i>	<i>Councilors/ public servants</i>	<i>Mayors</i>	<i>CCAIJO team</i>	<i>MMT team</i>	<i>Other stakeholders</i>	<i>Total</i>
<i>Individual Interviews</i>	07	05	02	04	02	03	23
<i>Group Interviews</i>	04	03		01			08
<i>Participant Observations:</i>	01	01					02
<i>Women leaders meeting</i>							
<i>Councilors and public servants training workshop</i>							

The detailed list of participants in each of the meetings and interviews can be found in Annex N^o. 1. It is important to mention that most of the interviews with women leaders have been conducted in Quechua, the mother tongue of the beneficiaries.

The evaluation implementation process has been organized into four sequential stages, the first is the preparation stage, the second and third stages encompass data collection, and the fourth stage is data systematization and analysis, as can be shown in the following graph:

Feedback meetings



Feedback meetings

Throughout the evaluation process, in addition to the evaluators, we had the support of the local team of CCAIJO, who have not only facilitated contacts, but have also been important interlocutors throughout the evaluation process.

1.3. Brief description of the project

The project *"Political Empowerment of the Women of Quispicanchi, Cusco, Peru"*, executed by the organization *Asociación Jesús Obrero (CCAIJO)*, in collaboration with Mary MacKillop Today, seeks to address the low political representation of women in local political life. In this sense, the project intends to increase the women capacity and possibilities to incorporate issues of interest to them into the political agenda, and to generate initiatives that aim to reduce gender gaps in favor of social equity, thus providing feedback to the possibilities of increasing the presence and vision of women in local politics.

Linked to the way of working of CCAIJO, the project is committed to a replication effect, that is, to promote a quality process with active women in local politics (like current councilors, leaders, and public servants) that produce a successful outcome that transform their local context, which can be repeated later in other spaces with more women. The aim is to generate multiplier effects in the communities of the women leaders.

In the following pages, we present the project's logical framework, which structures its main outcomes, outputs, means of verification and assumptions:

TABLE 2: PROJECT'S LOGICAL FRAMEWORK

OUTCOME / OUTPUT	INDICATOR	MEAN OF VERIFICATION	ASSUMPTIONS
OUTCOME 1: MUNICIPAL COUNCILWOMEN AND PUBLIC SERVANTS STRENGTHENED IN THEIR COMPETENCIES FOR THE PERFORMANCE OF THEIR DUTIES ACHIEVE THE PRIORITIZATION OF INITIATIVES THAT CONTRIBUTE TO GENDER EQUALITY AND EQUITY.	90% of councilwomen satisfied with the competencies developed through the training program. 80% of councilwomen participating in the training program achieve the approval of at least one initiative that promotes gender equality and equity in their respective municipalities.	Satisfaction level evaluation sheets for training modules. Approval documents for initiatives presented	The councilwomen and officials will integrate in a timely manner the knowledge and skills developed in the project, improving their public function and specifically their social contribution to gender equality as representatives of the women of Quispicanchi.
OUTPUT 1.1: 18 COUNCILWOMEN AND 17 FEMALE PUBLIC SERVANTS FROM QUISPICANCHI TRAINED FOR THE PROPER EXERCISE OF THEIR DUTIES.	90 % of councilwomen complete the training program satisfactorily.	Participation lists Evaluation and follow-up sheets	Councilwomen and female public servants have more tools and skills, and exercise their social function with more confidence, efficiency, awareness and with better results. They become a positive reference for women in the province.
OUTPUT 1.2: TRAINED COUNCILWOMEN FORMULATE AND PROPOSE INITIATIVES THAT PROMOTE GENDER EQUALITY	90% of women councilors formulate and present at least one initiative that promotes gender equity in their respective municipalities.	Document of proposals generated Municipal council meeting minutes	The targeted councilwomen are actively involved and committed to transforming gender power relations in order to improve the living conditions of women and men in Quispicanchi.
OUTCOME 2: WOMEN LEADERS AND YOUNG WOMEN, STRENGTHENED IN THEIR CAPACITY FOR POLITICAL PARTICIPATION, GENERATE PROPOSALS THAT CONTRIBUTE TO GENDER EQUALITY.	90% of women leaders and young women satisfied with the skills developed through the political training program. 01 portfolio of proposals generated and submitted to municipal governments at the end of the project.	Interviews with women leaders Evaluation sheets on the level of satisfaction with the training modules. Proposal systematization document Minutes of council sessions	The training program proposed is relevant to the needs of the beneficiaries and generates personal empowerment and satisfaction in them. During the project process, this group generates policy proposals based on the needs of women in the province.

<p>OUTPUT 2.1: 75 WOMEN LEADERS FROM QUISPICANCHI STRENGTHENED IN THEIR CAPACITIES FOR POLITICAL PARTICIPATION.</p>	<p>90% of women complete the training program satisfactorily</p>	<p>Participation lists Evaluation and follow-up sheets</p>	<p>Women leaders actively participate in all project activities, motivated by their learning and to improve their work and social role.</p>
<p>OUTPUT 2.2: THE GROUP OF WOMEN LEADERS GENERATES AN AGENDA OF SOCIOECONOMIC AND POLITICAL INITIATIVES REGARDING THE NEEDS OF WOMEN IN THE PROVINCES.</p>	<p>80% of the target women are empowered in the defense of women's rights in the province of Quispicanchi.</p>	<p>Proposal systematization document</p>	<p>Target women leaders improve their understanding of gender inequality and become committed to its social transformation.</p>

As an area of intervention, the project is carried out in the twelve districts of the province of Quispicanchi (Oropesa, Urcos, Andahuaylillas, Ccatcca, Ocongate, Quiquijana, Ccarhuayo, Camantí, Cusipata, Marcapata, Huaru, Lucre) Province: Quispicanchi, Region: Cusco Country: Peru, as can be seen on the map:



ILLUSTRATION 1: PROVINCE OF QUISPICANCHI, CUSCO (©WIKIPEDIA)

1.4. Project implementation stages

In the project execution we can identify four major stages, defined by the COVID-19 pandemic impact.

Stage 0. Of its formulation

In this phase, the participation of women was key, to validate the information, as well as identifying women leaders in the district. From the beginning, the project involved women in defining the issues, according to the reality and problems faced by women, as well as in the selection and identification of female leaders and officials, who were gradually added as project beneficiaries.

They are the ones who propose from their day to day the topics to work on, pointing out their importance in their lives.

Group interview with the team of the Political Empowerment Project for the women of Quispicanchi.

It is a bet that privileges participation, strengthens agencies, generating in this process the recognition of knowledge and a strong involvement with the project.

Stage 1: Starting the project

This stage corresponds to the first nine months of project execution, between July 2019 and March 2020. In March 15, Peru entered mandatory quarantine, which marked a break in the execution of the project.

The execution of the project begun with the development of a baseline by a team of external consultants called *Caracolas*. As part of this initial process, visits to local governments were also made to present the project, as well as to build alliances that facilitate and commit the participation of the councilors, as well as the public servants in the project activities. These agreements were translated into framework agreements and specific agreements between CCAIJO and the municipalities.

In this way, the leaders, the councilors, and with the help of the leaders, the officials of the municipalities were identified. But also, as a team, they mapped the organizations in the province and identified the women leaders. To do this, they started a mapping of the institutions that have been working in the province.

With this first group, they organized the first Meeting of Women Leaders in Andahuaylillas (October 2019), which also served as the project kick-off. Several women from the 12 districts come to this event, many of them because of the broadcast that was made on the radio.

It is important to mention that, of the 12 districts selected for the project, CCAIJO had been working for 50 years, with more focused projects in some districts, mainly in the highlands, which has facilitated the work of the project draft; in other districts, they already knew them, although they did not necessarily have projects or activities as an institution. In the rest districts, the project had to make alliances and build collaboration spaces with other institutions of civil society.

In general, the radio has been an important means of support in this period and throughout the project. This was an excellent mean to disseminate the project. As many of the women interviewed mentioned, they found out about the project through the radio:

Listening to the radio, I arrived in Andahuaylillas, where the first project launch workshop was being held. We listened together with my husband, and he encouraged me, he told me, I think they are looking like you, committed women, if you want to participate you have to go, that's how I came to the project.

Leader, Carhuayo.

Stage 2: Context of the COVID-19 Pandemic

On March 15, 2020, a national quarantine was declared in Peru, a sanitary measure that forced Peruvians into mandatory confinement, which compel the stop of all the scheduled activities of the project.

Communities were closed, there were fear, uncertainty among the population:

Many beneficiary communities closed their accesses to outsiders, as a mechanism to prevent the virus from entering their territories.

Group interview, Quispicanchi Women's Political Empowerment Project team

When it became clear that the prevention measures would not end soon, the executing team, together with the director of the institution, decided to look for alternatives to continue with the project.

We stayed 15 days, we didn't think this would last so long, but we had a commitment to women, there was a process that was under way, we couldn't just leave everything and wait. Shortly after the quarantine we began to meet as a team, first via calls, little by little we also learned how to use the social networks. It was key to invite CCAIJO's IT colleague. He began to work on platform proposals to use with the women leaders, which was the group that had the greatest digitization problems.

Group interview with the Quispicanchi Women's Political Empowerment Project team

In this process, several of the activities had to be rescheduled, such as the internships and meetings, but also, the project begins a digitization process, which faces several challenges, such as:

The women did not have equipment that can support a digitization process, they had little or no knowledge in the use of technological tools (such as smartphones) and access to telephone and internet services.

Communicator of the project, responsible for digitization

In this scenario, the team estimated that, depending on the type of beneficiaries, access to these services varied between 0.5% and 10%. In addition, women have lower levels of schooling.

To address this problem, the team proposed the use of the platform *Jitsi Meet*:

It was a friendly and easily accessible platform for the women, it did not require much space on their cell phones, but mainly, it did not require emails, and it does not consume much electricity.

Communicator of the project, responsible for digitization

To do this, they began with a training program, first through telephone calls, and then they develop a manual for the use of virtual platforms. In this process, they had strategic allies, the daughters, and sons of the women who many times were in charge of installing the applications.

Here we had strategic allies. Many of the sons and daughters were in charge of installing their mothers' cellphones, they understood it very quickly, and in the end, this training also served them well for the *Aprendo en Casa* program, the distance education system proposed by government.

Communicator of the project, responsible for digitization

This successful adaptation process allowed the continuity of the project, for which they receive an additional budget from MMT, to face the health problem. This extra budget allows them to deliver safety kits to women, in some cases, even supporting the purchase of equipment. But above all they were able to meet again with the women, strengthen telephone training, as well as deliver the training manuals of the virtual platforms.

In October (2021), after the second wave, the project begins again to resume some face-to-face activities, respecting the protocols, even in small groups. These activities showed the importance of face-to-face contact:

They have never abandoned us, they have always been there, both Miss Susi and Yanette, and it has been very nice to come back with face-to-face activities, to meet again, that has been very nice.

Leader, Andahuaylillas.

These meetings have several considerations:

Small groups, face-to-face workshops in the open field, training time is reduced. But we also managed to get these workshops broadcast on virtual platforms.

Group interview, Quispicanchi Women's Political
Empowerment Project team

This was an important achievement, the transmission on the virtual platforms of CCAIJO, and the platforms of the women's organization Micaela Bastidas, guaranteed that more women participate in the training sessions. In addition to this, new activities were included:

- Virtual forums, including participatory methodologies
- Psycho-emotional accompaniment to both the CCAIJO team and the women beneficiaries.
- Discussions and analysis of the socioeconomic situation of the region.

The psycho-emotional support has been a great success, mainly at this stage of the project, where the health crisis has affected women in various ways:

The pandemic has made work difficult, due to the impact on sanitary health. The confinement of women has overloaded their work, they had only 01 smartphone to attend the training and do the classes, the workshops had to be virtual. it has been a very difficult stage.

Interview ex Coordinadora de Programas, Peru

The health crisis affected the families with whom we work in different ways, but it also helped us to see ourselves as a team, to realize that the pandemic had also affected us.

*Group interview, del Quispicanchi Women's Political
Empowerment Project team*

Finally, virtuality opened new possibilities, such as, contacts with leaders from other regions or countries, which otherwise would have been impossible to have due to costs and agendas. They also achieved meetings with congresswoman. In addition, it opened the possibility of expanding the group of women, which broadens the impacts of the project.

We have had the opportunity to talk with sisters from other countries, like the sisters from Bolivia, which would have been impossible before. But with technology it has been possible, companion.

Interview, leader Oropesa.

It is important to highlight the implications of the digitalization of women. It is an asset for the empowerment of women. It is notable the management they have with technology and the use they have been giving to their smartphones. Not only as a communication instrument, but as an educational tool. In fact, many of them record and use it in their replication meetings.

Finally, there is an indirect impact on the families of the beneficiaries, mainly the minor sons and daughters of school age, who were able to use said knowledge to access basic education, which shortly after was partially adapted to virtuality in the context of the Pandemic.

When the virtual classes arrived, my children already knew, it was not new, with the project we had already learned, we already had the program installed. That was good, the boys didn't miss classes.

Leader. Oropesa.

Stage 3: Resuming face-to-face activities: the return

The third moment of the execution of the project could be called The Return, which runs from December 2020 to the present. This coincides with the advances of vaccination, as well as the opening of several face-to-face activities at the national level.

Although the pandemic did not imply a full stop of the project, due to the prompt adaptation to virtual systems. This allowed the project activities to continue and a boarder reach. In fact, they were able to exchange with women from other regions, as we have seen above.

However, the prolongation of the pandemic ended up to some extent tiring the beneficiaries, who missed the face-to-face meetings:

It is not the same to do training and meetings by phone. Sometimes the signal goes out. Zometimes, at home one gets distracted. It wasn't like being together, like now. These meetings, being together, that is what the pandemic has taken from us.

Leader, Huasao.

In this context, returning with some face-to-face activities was well received by the women, mainly by the leaders. With all the care that the pandemic demands, it was possible to hold a first set of meetings by floors by floor:

We have held a meeting of women from the upper floor, a meeting of women from the lower floor, but we also continue with virtual forums, where congressmen or leaders from other regions can be invited.

Group interview, Quispicanchi Women's Political Empowerment Project team

This situation accounts for the adaptability of both the team and the beneficiary women.

The return to face-to-face training also implied:

- Reduce the number of participants. As we have seen, virtuality had rather increased the number of women participating in the different activities of the project.
- Transportation costs (due to the pandemic, transportation costs have increased significantly, which means a higher expense for women)
- Additional commuting times for women.

As far as the public servants were concerned, the project faced an additional problem. As a result of the health and economic crisis, several municipalities reduced their number of public servants. Thus, many of the public servants who were project beneficiaries were fired. Some of them, later return to the project from other territories and as leaders.

Regarding the group of councilors, due to the pandemic, they had also assumed new responsibilities, which also diffculted their participation in face-to-face activities.

Due to various problems, with some groups, we have decided to continue maintaining virtuality. For example, the meeting with the Board of Directors of the Micaela Bastidas Women's Association has been held virtually, the same thing happens with the councilors. We are combining face-to-face work with virtual work.

*Group interview, del Quispicanchi Women's Political
Empowerment Project team*

Despite this, an issue that is important to highlight in this period is the formation of the Quispicanchi Provincial Women's Organization "Micaela Bastidas", whose objective is to contribute to the improvement of women's living conditions, promote the empowerment of women, generate greater and better opportunities to advance in the exercise of the integral rights of all Quipicanchina women.

Here is the project timeline:

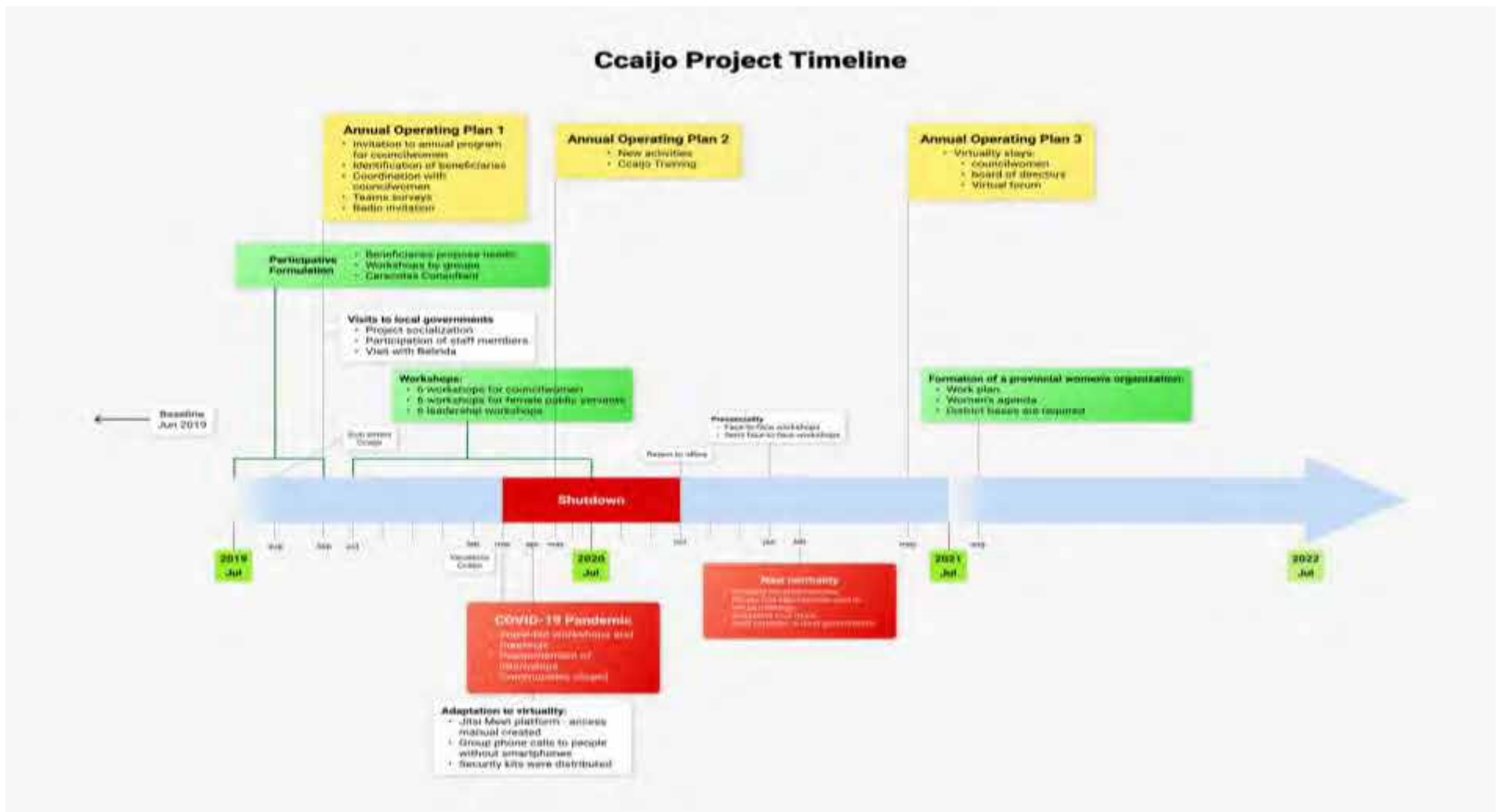


ILLUSTRATION 2: CCAIJO'S PROJECT TIMELINE. ELABORATED IN THE WORKSHOP WITH CCAIJO'S TEAM (CCAIIJO, 2022)

III. CONTEXT

Quispicanchi is one of the thirteen provinces of Cusco, located in the southern Andes of Peru. According to the 2017 census (INEI, 2017), the total population of the province reached a total of 97,407 people (7.3% of the regional total), of which 48,195 (49.48%) were men and 49,212 (50.52%) women. The population in the province is mainly rural, reaching 57.26%, while the urban population amounts to 42.74%.

The economically active population (EAP), that is, those between 18 and 60 years old, represents 50.82% of the total population, which means that the dependent population represents 49.18% of the total.

TABLE 3: POPULATION OF QUISPICANCHI ACCORDING TO LIFE CYCLE (INEI, 2007)

POPULATION BY LIFE CYCLE	CASES	PERCENTAGE
EARLY CHILDHOOD (0-5)	11 819	12.13%
CHILDREN (6-11)	13 636	14.00%
ADOLESCENCE (12-17)	12 758	13,10%
YOUTH (18-29)	18 290	18,78%
YOUNG ADULTS (30-44)	18 370	18,86%
ADULTS (45-59)	12 841	13,18%
SENIORS (60 AND OVER)	9 693	9,95%

The percentage of the population living in poverty accounts for the heterogeneity and territorialized poverty of the population with CCAIJO works.

Of the 12 districts: 04 districts (Carhuayo, Ccatca, Marcapata and Ocongate have more than 50% of the population living in poverty. Andahuyalillas, Cusipata, Huaru, Quiquijana and Urcos are below 50%, the same with averages that are below above 30% of the population living in poverty. Finally, we have 03 districts (Camanti, Lucre, Oropesa) where the percentage of the population living in poverty is below 20%.

If we look territorially, the districts that concentrate the highest percentages of poverty are located on the upper highlands and have a greater presence of indigenous population. The districts with the lowest percentages of the population living in poverty are found in the valley floor, characterized by its proximity to the region's capital, as can be seen in the following table.

TABLE 4: PERCENTAGE OF POPULATION LIVING IN POVERTY BY DISTRICT (MIDIS, 2019)

DISTRICTS	PERCENTAGE OF POPULATION LIVING IN POVERTY	RANGE
CARHUAYO	51.69 %	
CCATCA	61.35%	
MARCAPATA	57.50%	
OCONGATE	53.55%	
ANDAHUAYLILLAS	29.07%	
CUSIPATA	38.30%	
HUARO	33.18%	
QUIQUIJANA	47.83%	
URCOS	27.85%	
CAMANTI	15.07%	
LUCRE	19.08%	
OROPESA	19.08%	

The colors show the degree of poverty.

If we analyze the presence of women in higher education, it is important to note that Peru has experienced a process of feminization in higher education in the last forty years. Yépez del Castillo et al. (2020) indicates that, in the department of Cusco, women represented 51% of the applicants to the UNSAAC, 43% of the newcomers and 47.4% of those who enrolled. This reality is not transferred equally to the rural area, where for the entire department of Cusco in 2012, only 3.2% of the female rural population had completed higher education, compared to 28.6% in the urban area. This means that access to higher education continues to be a barrier to overcome for rural women.

In 2016, 17% more men than women had secondary education and 7% more participated in the PEA, this situation has been changing. There are now more women with secondary education. However, language is still a barrier for women. In the case of the population without income and with a native language, the gap increased to 29%.

If we analyze the presence of social programs, according to Yépez del Castillo et al. (2020) the Juntos program has been present in Cusco since 2007, where up to 96% of its beneficiaries are women. Between 2014 and 2017, the number of households affiliated with the program in the province of Quipicanchi went from 9,614 to 8,316, a reduction that could be explained by the decrease in poverty in the country in that period.

As is known, the program does not include any type of mechanism to empower the beneficiaries of the economic transfer. Rather, as various studies indicate, the program reinforces the domestic and motherly roles, by placing on them the responsibility of ensuring the assistance of children to school and their medical check-ups. On the other hand, there have been reported cases where the money delivered by the social program has been the cause of family conflicts, by the husbands of beneficiaries who forced their partners the submission of the money, because they were the "heads of the family".

Regarding the political participation of women, according to the Observatory for Governance (Infogob, 2022) in the regional and municipal elections of 2018, only 17 women were elected for a total of 76 available positions. In other words, 24.4%. None of them was elected as mayor in the district or provincial level. Today, in some districts we have some female mayors in the region, who have assumed the position after vacancy processes of the elected ones.

TABLE 5: WOMEN ELECTED IN THE 2018 ELECTIONS IN THE PROVINCE OF QUISPICANCHI (INFOGOB, 2022)

PROVINCE OR DISTRICT	TOTAL POSITIONS	ELECTED WOMEN	PERCENTAGE
QUISPICANCHI PROVINCE	10	2	20%
ANDAHUAYLILLAS	6	1	16.6%
CAMANTI	6	2	33.3%
CCARHUAYO	6	1	16.6%
CCATTCA	6	1	16.6%
CUSIPATA	6	1	16.6%
HUARO	6	3	50.0%
LUCRE	6	1	16.6%
MARCAPATA	6	1	16.6%
OCONGATE	6	1	16.6%
OROPESA	6	2	33.3%
QUIQUIJANA	6	1	16.6%
TOTAL	76	17	22.4%

Women who participate in public space are often victims of political harassment. As reported by Yépez et al. (2020), three out of 10 women elected in 2014 indicated that they had suffered some form of aggression or violence. The department of Cusco appeared in second place, with a percentage of harassment of women of 89%.

Yepez del Castillo et al. (2020) identifies two factors that hinder the autonomy and empowerment of women in Ocongate, Quispicanchi district.

- The first is the non-modification of gender roles within households, with unpaid domestic workloads of up to 117 hours per week. Among women who had businesses, the burden was greater, since they had to get up earlier to do their housework.
- The second factor is the persistence of high levels of gender violence, a situation present throughout the country. According to Yépez et al, Cusco is among the three departments in the country whose percentage of incidence of violence against women by their partners is higher than the national average (where 68.2% of women declared having suffered some type of violence in their life).

The ENDES survey, cited by Yépez, also reveals the beliefs that reinforce this violence, such as that women deserve to be reprimanded if they do not fulfill their domestic duties, or that they must give in to their partners in the face of disagreements within the family, or that they cannot make decisions without the permission of their male peers.

IV. EVALUATION RESULTS, ACCORDING TO CRITERIA

Below, we present the results of the evaluation according to the prioritized criteria:

4.1 Relevance

Despite the progress made in legal matters, there are still economic and social barriers that make it difficult for women to exercise their rights, particularly the right to participation, due to an *"unequal distribution of power between men and women who have as origin discriminatory sociocultural patterns, rooted and socially tolerated, composed of a set of customs, beliefs, prejudices and religious dogmas, in relation to what a woman and a man should be and do"* (Hernández y Garcés, 2015, cited by the PNIG, 2019, pp 10), perpetuating and reinforcing the situation of inferiority or subordination of women.

In this context, women, because they have assumed roles linked to the house and family care, as the PNIG, 2019 argues, many times cannot exercise their rights to citizen participation. The roles that are attributed based on gender exist as a pattern of identification and guide for action; while other roles are denied, made invisible, not recognized, or not valued.

To this is added, an aspect that is important to mention: the handling of the language. Public space, in the Peruvian case, is still a space mostly reserved for Spanish speakers, where women, due to less access to schooling, have greater difficulties in managing the language. In fact, many women report not knowing how to speak, which is referred to their not knowing how to speak Spanish.

As can be seen in the results of the 2018 Regional and Municipal elections, 2019-2022 management, where only 90 women mayors were elected out of a total of 1,862 mayors: 7 at the provincial level and 83 at the district level, which represents 4.83 %. This figure, for 2019, increases to 92 mayors, one was elected in the 2019 Municipal Complementary Elections and another assumed office because of the death of his predecessor.

TABLE 6: MAYORS ELECTED IN THE 2018 REGIONAL AND MUNICIPAL ELECTIONS BY GENDER (MIMP, 2020)

POSITION	WOMEN		MEN		TOTAL	%
	Nº	%	Nº	%		
DISTRICT MUNICIPALITIES	83	4.98%	1583	95.02%	1666	100%
PROVINCIAL MUNICIPALITIES	7	3.57%	189	96.43%	196	100%
TOTAL	90	4.83%	1772	95.17%	1862	100%

In these same elections, the council in each municipality was elected. At the provincial level, 453 councilwomen were elected, which represents 25.68% of the total number of councilors. At the district level, this figure rises to 30.74% (2,733), making a total of 3,186 councilwomen at the national level, which represents 29.90%, as can be seen in the following table.

TABLE 7: COUNCILORS ELECTED IN THE 2018 REGIONAL AND MUNICIPAL ELECTIONS BY SEX (MIMP, 2020)

POSITION	WOMEN		MEN		TOTAL	%
	Nro	%	Nro	%		
MUNICIPAL COUNCILORS	2733	30.74%	6157	69.26%	8890	100%
PROVINCIAL COUNCILORS	453	25.68%	1311	74.32%	1764	100%
TOTAL	3186	29.90%	7468	70.10%	10654	100%

Looking at the results in the Cusco region, the situation of women's political participation is even more worrying: no provincial mayor, only 02 district mayors, 32 provincial councilors of total of 132 seats; and finally, 158 councilors at the district level out of 736 seats, as we can see in the following table.

TABLE 8: AUTHORITIES OF THE CUSCO REGION - ELECTIONS 2019-2020

POSITION	WOMEN		MEN		TOTAL	%
	Nº	%	Nº	%		
GOVERNORS	0		01	100	01	100
VICE-GOVERNORS	01	100	0		01	100
REGIONAL COUNCILORS	05	23,8	16	76.2	21	100
PROVINCIAL MAYORS	0	0	13	100	13	100
DISTRICT MAYORS	02	1,8	110	98.2	112	100
PROVINCIAL COUNCILORS	32	24.2	100	75,8	132	100
DISTRICT COUNCILORS	158	21.5	578	78.5	736	100
TOTAL	198	19.5	818	80.5	1016	100

Source: based on project information

These quantitative figures confirm the existing gaps regarding the participation of women in decision-making spaces. Situation that women also face at the community level.

In our town we are not elected as Presidents, nor as treasurers. only as a spokeswoman, and the function of the spokeswomen is to cook.

Group interview, women leaders from Ocongate.

When it comes to fulfilling their duties as councilwomen, they also face a set of problems, such as:

We don't know how to speak; we don't know how to complain. Sometimes when we enter, we don't even know our functions. They humiliate us since

the political campaign. Sometimes our own countrymen say, “what position has that lady get, how is she going to be a councilor, how is she going to be mayor”, that is what they tell us.

Interview, Alderman, Marcapata.

Sometimes it is not easy, we are the only women and many times our proposals are not listened to by the other councilors or the mayor. One faces alone a space of men and many times we cannot even speak.

Interview, Alderman, Ocongate.

In short, the quantitative and qualitative data show the barriers that women face in exercising their right to participation, which can be summarized as:

- A complex thread of violence. In the case of women, we have, on the one hand, gender violence, which has gained significant visibility, and is part of the broader debate on inequality, discrimination and gender domination (Anderson 1995, Fuller 2012, Alcazar and Balarín 2018), it is notable that the issue of Violence against women has gained prominence and has made it possible to make different forms of abuse visible, including political harassment, typified by our legislation, as an issue that affects women who participate in decision-making spaces, at different levels of the government.
- And on the other, discrimination as an expression of institutionalized racism in our country. "The fear of speaking" is repeated very frequently in the various testimonies of women, this fear many have to do with language skills. The political space continues to be a masculine space for Spanish speakers.

To ensure and promote the full and effective participation of women, Goal 5 of the 2030 Agenda for Sustainable Development (SDG 5) has as a target: to ensure the full and effective participation of women and equal leadership opportunities for all decision-making levels in political, economic, and public life. This challenge posed by the 2030 Agenda implies generating conditions to face the persistent and most difficult obstacles to overcome, which is discrimination in decision-making against women in the political sphere.

In this context, at the national level, it is important to highlight the approval of Law N° 31030 on Parity and Alternation approved by the Congress of the Republic in July 2020, which establishes that for elections (Congress, Andean Parliament, Regional and Municipal) there must be 50% women and 50% men on the lists of candidates, and they must be located alternately, in order to guarantee an equitable selection. As a result of this rule, the outcome of the 2021 general elections shows a greater presence of women elected to the Congress of the Republic: 47 women were elected congressmen, which represents 35.15% of the total seats (130), higher to other results. As the former Minister of Justice Ana Neira points out:

The presence of women in Congress had never exceeded 30%. The period in which we had the largest number of women, in terms of percentage, was from 2006 to 2011, which reached 29.17% with 35 women compared to 120 seats. This is the first time that there is a considerable increase. In the last election we had 26.15% and now we are over 35% of women congressmen. This is already an increase of more than 10 points compared to the last Congress”

Ana Neira – Former Justice Minister (Lozano, 2021)

It is important, in this sense, to mention the approval of Law N° 31155 approved in March 2021, which prevents and punishes harassment against women in political life, the same that defines political harassment as a manifestation of violence based on gender and discrimination against women that limits their right to political participation:

It is any conduct that is exercised against one or more women due to their status as such, carried out by a natural or legal person, individually or in groups, directly, through third parties, or using any means of communication or social networks. and that has the purpose of undermining, discriminating, nullifying, preventing, limiting, hindering, or restricting the recognition, enjoyment, or exercise of their political rights.

Article 3 - Law No. 31155 "Law that prevents harassment against women in political life".

Finally, there is Law 31168 on the Empowerment of Rural and Indigenous Women, which has the objective of “strengthening, through affirmative actions, the empowerment, equal opportunities and comprehensive development of rural and indigenous women, enhancing their autonomy economic, cultural, social, through training and productive financing” (Article 1).

4.2. Coherence

The project: Political Empowerment of the Women of Quispicanchi, Cusco, Peru (July 2019 to June 2022), executed by CCAIJO in collaboration with MMT, arises as a response to the low political representation of women in local political life. Territorially, we can locate it as follows:



What does it mean to work in such territorially diverse spaces?

Quispicanchi is a province in the Cusco region, which concentrates a significant percentage of the Quechua-speaking population. This situation has posed important challenges to the CCAIJO's team. One of them has been the language. The beneficiary women of the project have Quechua as their mother tongue, and although they speak and understand Spanish, Quechua, being their mother tongue, enables a closer approach and the construction of trust, recognition, and learning. It is, in the words of Hopenhayn (1999), about looking at each other through the eyes of the other: *"To the old issue of respect for the other is added, not without conflict, the new adventure of looking at each other through the eyes of the other. And entering that gaze of the other makes the subject be other than himself"* (1999: 85). In this sense, it is not only a commitment to efficiency and effectiveness, but it is also a political and ethical option for the construction of social justice, and in particular, gender equity.

The language has been central to getting closer to women, it has facilitated the building of trust and the transmission of the issues that we wanted to work on from the project.

Group interview: CCAIJO's team.

I know my rights now. And I really value the simple way, articulated to reality, also in our language, Quechua, that the companions Susy and Janet have explained to us.

Interview, leader, Ocongate.

The project has privileged an intersectional view of its interventions or the idea of the entanglement, to the extent that it makes its approach to gender issues more complex. As we know, discrimination for being a woman, for example, is aggravated by interacting with other existing mechanisms of oppression (for reasons of class, race/ethnicity, age, poverty, sexual orientation, origin and immigration status, disability, among others) creating in altogether, a new dimension of exclusion and violence. It is not about, as Viveros (2016) argues, a sum of inequalities, but rather they form a nexus or knot that “intersects” that “entangles” each of these discriminations differently in each personal situation and of the social group.

It has been essential to have a differentiated view of women's problems. For example, we have young women, most of them single mothers, and on the other hand, older women leaders, with great experience. This implies a huge challenge for the project.

Interview, Project promoter, CCAIJO.

In the context of the pandemic of Covid 19, a key issue for the development of the project has been digitization. An immediate response of the project was to take the challenge to digitalize women that didn't have any equipment, or the knowledge to handle these new technologies. In this process they found strategic allies in the daughters and sons, which played a fundamental role in this digitization process, many of them turned to be indirect beneficiaries of the project. Today, the technology skills of women leaders, who have digitalization as one of their assets, is impressive.

We started from scratch, the ladies did not have equipment, they did not have emails, in those conditions we started. In this process we had strategic allies in the sons and daughters of the women leaders. They are the ones who explained to their mothers how it should be done. After the first conversations with the women, many times, who were on the other side of the line were the daughters and sons. This training was also used for *Aprendo en Casa*.

Responsible for
communication of the project. CCAIJO.

Finally, the formation and subsequent accompaniment of the Quispicanchis -Micaela Bastidas Provincial Women's Organization, which arose at a meeting of women leaders in Urcos, and which also has 6 women's organizations at the district level. This result, not foreseen by the program, is key in the women's empowerment process. Being together is part of the strength that women are building, for example, to confront violence against women.

Based on the above, the project is coherent in both its objectives and **results and** is aligned with broader objectives that are being promoted at the national level to promote greater participation of women in decision-making spaces. The work carried out with

women leaders, as well as the accompaniment to the management of councilwomen, was key in the process of women's empowerment. It gives them confidence and security, which allows them to achieve legitimacy and results in their management.

4.3. Effectiveness

The project has a strong training and support components, which together seek to generate favorable conditions for the political empowerment of women.

A key issue in this process of political empowerment was the construction of relationships of trust that allow the empowerment of women. This process began from the project elaboration phase, where the women leaders, as well as the councilors and civil servants have had an active participation not only in the definition of the project, but in all the phases of the project.

They are the direct beneficiaries, who in the formulation phase of the project had an important participation in proposing, from their day-to-day life, that it would be important to work for the achievement of the project's objectives, the political participation of women.

Group interview: CCAIJO's team.

The project combines different work strategies in its institutional work: such as training workshops, meetings, internships. We included the Radio Program, despite not being considered as part of the project's activities, due to its importance in the development of the Women's Political Empowerment project.

Training workshops

The training proposal that has been developed throughout the project combines different methodologies and strategies. An important aspect is that the formative theme, i.e., the work on various topics such as human rights, political participation, self-esteem, among others, has been reinforced in a practical way, with a key training proposal: exchange of experiences. It involves visits to other regions, exchange with women leaders from other provinces and authorities, which gives an important contribution to the creation of a "we", but also reinforces a form of learning: learning by seeing. A key form of learning for women.

In the case of public servants and councilors, these trainings also seek to strengthen the participation of women from two perspectives:

- From the management, through topics that are vital for the fulfillment of their functions, such as: municipal management, function of the councilors, preparation of ordinances, among others.
- Generate collaborative workspaces between officials and councilors. An essential topic. Collaborative work is promoted here.

Another issue that is important to highlight in this process is that the training is conducted both in Quechua and Spanish, based on the women's knowledge and skills. In this sense, the systematic work of the project to recover and recognize the women's previous knowledge as a basis for the incorporation of new knowledge is key. This valorization and recovery were an important part of the institutional commitment of CCAIJO and the project.

In this process, the bond established between the women leaders and the CCAIJO staff is fundamental. It is a bond that favors the development of affections, that is, it implies the possibility of building or reconstructing a new subjectivity based on the recognition of their own condition and existence as a subject -woman-, being listened to, loved, cared for, has for women a value much richer than "knowledge" in itself. A basis of relationship based on care.

Women's Encounters/Internships

A central aspect of the women's meetings is the meeting itself, where women have had the opportunity to be together, to share knowledge, joys, dreams, and fears. In short, it is a time for them, where they go from being caregivers to being cared for.

The two days of meeting combined various activities, all designed for the well-being of women. They go from training/educational spaces to sharing entrepreneurial experiences, a central aspect in the demand of women, which is possible due to the alliance that has been built with the local government, to recreational experiences, such as trips to the tourist offer offered by the place, as well as the cultural nights.

Here it is important to highlight all that is experienced in the cultural nights. A night where the different delegations present different cultural manifestations of their districts, where there is a lot of joy and camaraderie.

The women have fun sharing their culture, their songs, their stories, their dances. All the delegations prepare their presentations, they organize themselves, from the costumes. It is like a competition, but it is not, there is joy, there are complicities that are woven between women, which reinforces the construction of a "we". A feminine *noqayku* / a feminine us.

*Participant observation: field note, Marcapata
Encounter. March 2022.*

In this sense, the assistance of the leaders is already a gesture of empowerment, leaving the house, the community, for a few days, leaving the sons and daughters in charge of the couple or another family member supposes in itself a high-level negotiation job. Each trip favors the feeling of us and the collective, reinforces the bonds of trust, and creates important foundations for the consolidation of the Women's Organization.

At this point, the role played by the institution's staff is central. They (the project team) are not only in charge of transmitting information, knowledge, but it is in coexistence and on a day-to-day basis that the greatest exchange of information and knowledge is established, to which is added the existing affective bond, which is observed in the care -recognition- by the staff of the institution to each of the participants and their children. Care in accommodation, food, recreational activities. Care that supposes more than concern as it includes the affective component of *fostering*. This is one of the team's greatest strengths.

In this line, the accompaniment and follow-up work are also an important part of the project Political Empowerment of women with women leaders:

- Strengthens the leadership role of women in their communities.
- He accompanies the councilwomen in their functions.
- It accompanies the women leaders on a day-to-day basis, being an important factor in reducing violence within families, as the women we have interviewed during the field work have recognized.
- On the other hand, it serves to monitor the transfer workshops carried out by women with other women in their community.
- Finally, it also serves to reinforce the knowledge acquired by women in the training workshops.

Internships

The internships are prepared with the same care as the meetings. The difference between both activities is that the meetings are held within the same district, while the internships are developed to promote exchanges with women from other provinces within the region and outside of it. In fact, there is one scheduled to take place in the sister country of Bolivia.

Radio show

The radio show has played a fundamental role within the project, to the extent that it has allowed an important rapprochement with the women beneficiaries of the project, a key strategy that allows not only to bring the issues of the project closer to women, but also favors the creation of shared spaces between the women and the project, producing an appropriation of the radio space and of the program as such by the listeners.

In this sense, we believe that the radio show has not only fulfilled its main objectives but has also managed to respond to the demands and needs of the population, currently fulfilling the role of information, transmission of knowledge, and a listening channel, where women can make themselves heard.

However, it is important to highlight the role of the radio in the dissemination of the project, many women say that they learned about the project through the radio, but undoubtedly, the role of the radio in the context of the pandemic has been fundamental, to connect women and to transmit content, in that sense the radio has an important role in the educational proposal of the Political Empowerment of Women project. Finally, at election time, the radio also plays a fundamental role, it becomes a platform to disseminate their proposals, as well as a platform for them to be known.

4.4. Efficacy

Efficacy refers to the direct effects that have been achieved through an intervention. As can be seen, an important part is related to the achievement of the project's outcomes and indicators. However, we consider it opportune for this evaluation not to limit ourselves strictly to quantitative data, but to see the direct effects in a broader sense:

Beyond the objectives and indicators, a key aspect that summarizes the team's work is recognition. The Women's Empowerment project prioritizes this approach in its institutional work and within its bond with the women who participate in its different programs. This translates into:

- In the first place, a relationship between equals, between peers, is built; unlike welfarist and paternalistic approaches that reduce the other and deny their condition as a subject. Here, we have a recognition of the person as an individual. Secondly, it involves developing forms of interaction based on bonding and the expression of affection. Thirdly, it involves generating new communication channels that validate the other from their own categories.
- Recognition also implies promoting *self-confidence*, freedom, joy, self-assurance, all of which allows women to develop their own agencies. This means talking about care and concern, which is a primary expression of affection. In this sense, these are the characteristics of the institution's professionals and the project that enable trust and, therefore, the empowerment of women.
- There is a proximity and a permanent accompaniment to women, leaders, councilors, and civil servants, which favors the construction of citizenship. In this case, it is also about moving towards the construction of fellow citizens, where no one feels more or less than the other and acts as such. This process requires the construction of self-citizenship, where women feel like citizens who can demand their rights.

At one point in the workshop - Meeting of Women of Marcapata, a colleague from CCAIJO arrived, and it was time to work on the theme of human rights. She began in Spanish, she even started an activity, at that, one of the ladies, raised her hand and asked that the workshop be done in Quechua and that

the activity be explained better, in simple words, to which all the women in the workshop agreed. A great murmur filled the room of the event.

The professional followed the activity in Quechua.

Field notes: Women's meeting of Marcapata, March, 2022.

Despite the above considerations, we believe it is necessary to also show the total quantifications of the project to visualize the progress achieved in the programmed actions. For this we have prepared a table where the project goals, the quantitative figures and the progress of each of the Actions. In the final box, we attempt a quantitative assessment. Then, we add our reflections and comments.

TABLE 9: ACHIEVEMENT OF OUTCOMES IN PERCENTAGES

OUTCOMES	YEAR 1	YEAR 2	YEAR 3 (**)
COUNCILORS AND MUNICIPAL OFFICIALS STRENGTHENED IN THEIR SKILLS FOR THE PERFORMANCE OF THEIR FUNCTIONS ACHIEVE THE PRIORITIZATION OF INITIATIVES THAT CONTRIBUTE TO GENDER EQUALITY AND EQUITY.	27%	60.3%	57%
LEADERS AND YOUNG WOMEN STRENGTHENED IN THEIR CAPACITIES FOR POLITICAL PARTICIPATION GENERATE PROPOSALS THAT CONTRIBUTE TO GENDER EQUALITY AND EQUITY IN THEIR DISTRICTS	69%	68.24%	27%
OTHER ACTIVITIES LINKED TO THE COVID 19 HEALTH CRISIS.		57%	

(**). Since the project is still under execution at the time of the evaluation, there are programmed activities, which commit the budget according to plan.

A first conclusion from the table is that budget execution is strongly affected by the context of the Pandemic. Many face-to-face activities have gone virtual, which has implied budget readjustments: not only are new activities and new needs incorporated, but some costs are reduced, such as, for example, everything that involves face-to-face activities, like internships, training workshops. But new needs and new demands of the context also arise, such as:

- Buying emergency kits
- digitization.

A fundamental characteristic of this management has been the flexibility criteria that the pandemic has imposed on both cooperation and the CCAIJO, an important factor for achieving objectives and budget execution.

In addition to this, we can mention several aspects that seem relevant to us:

- Knowledge of the area, CCAIJO as an organization has 50 years working in the zone, which guarantees the fulfillment of the objectives. In fact, CCAIJO as an institution is one of the first to decentralize its actions and create an office in Ocongate, where its work is recognized. In this sense, the project has been able

to advance faster in the districts of the high zone and some districts of the low zone. In the others the journey has been longer because they did not previously know them. The strategic alliances with other civil society projects have been fundamental in this path.

- The language skills, as well as the closeness that the CCAIJO team maintains with the women was key to their empowerment, which favored the construction of close ties between the women and the project team. This can be observed in the different interactions that the team has with the beneficiaries. The team members are fluent in their language, which allows them to switch from Quechua to Spanish and from Spanish to Quechua with an ease that only people who also have Quechua as their mother tongue can do.
- Finally, if we analyze the achievement of effects and changes in a broader sense, we can see that the women's empowerment project in its implementation has achieved fundamental articulation processes, both with Non-Governmental Organizations and with Municipalities, as they have achieved important synergies between economic activities and political empowerment, whose scope directly and indirectly influences the achievement of the objectives. In this way, for example, the articulation with the economic development managers and the economic projects they implement, as well as the articulation with the projects of the feminist NGO Flora Tristan, add centrally to the work of the project.

4.5. Impact

The women participating in the Women's Political Empowerment project, implemented by CCAIJO in collaboration with MMT, when they talk about their first links to the project, state that one of the greatest difficulties they had was associated with their self-image, which translates into "I could not speak", "I did not know about my rights".

I came to CCAIJO listening to the radio.

I didn't know how to speak. I was afraid to speak in my community assemblies. We didn't know our rights.

Now I speak.

I sat humiliated, and when they told me to speak, I turned red, and I couldn't even utter a word. The men laughed and I wanted to run away.

Since I have been in this project, with the help of my colleagues Susi and Janette, I now know how to speak.

I give my opinion and I make myself respected.

Now I make myself heard, partner.

Group interview, women from Ocongate, Ccattca and Cathuallo.

They used to feel little recognition, little valued. However, despite this first impression, many of the women decide for themselves to represent their communities as leaders, others are elected by the same community. In this sense, it is important to bear in mind that we are talking about women with high levels of agency, which have been participating in other projects CCAIJO, as well as in other projects of other NGOs.

I came to the project looking to update my knowledge. I had participated in other CCAIJO programs, but I wanted to know what new topics they were bringing, what new strategies, that is why I came back to CCAIJO.

The CCAIJO project helps us a lot, in internships, in meetings, we have seen other realities, we have also talked about what we are doing, we exchange experiences. We do internships.

This is self-education, partner.

Group interview, women from Ocongate, Ccattca and Cathuallo.

The perseverance, the commitment of the team, the recognition and bond that the team CCAIJO has achieved with the women leaders, councilors, and public servants, makes the Political Empowerment project not only sustainable, but a product that can be replicated in other regions.

One of the main benefits of their encounter with the Women's Political Empowerment project, according to the leaders, councilors, public servants, has been the recovery of their self-esteem and greater personal growth, which translates into phrases like: "I didn't know how to speak , but now, miss, I already know how to defend my rights", or "before I came here, I did not know about my rights", "not anymore, I am not afraid to speak, I also speak in meetings", "now I can speak with the microphone" .

This impact is particularly important, because they are women who in some cases, they face the resistance of their husband within the family sphere. In other cases, they must organize the care of their family, because a large percentage of the leader women are young and separated women. This is a fact that we must consider, and which will return to it later in this analysis.

An important part of CCAIJO's institutional work is the accompaniment of women, which has increased in the context of the pandemic due to the more frequent use of telephones. In addition to this, the language skills and the links that have been established between CCAIJO workers and women leaders, councilwomen and officials. These two activities together not only strengthen the bond between CCAIJO workers and women, but also reinforce the process of empowerment of women.

Based on interviews with the women, participant observation, as well as interviews with the institution's staff and the reading of documents, we analyzed the impact of the

project in terms of four axes: recognition and bonding, political participation, the generational impact of the project and finally, economic empowerment.

a. Recognition and bond

The concept of *recognition* offers us an interesting entry to understand the process of reconstruction and appropriation of self-esteem in the women who participate in CCAIJO's Political Empowerment project in collaboration with the MMT. To recognize supposes a look that favors the construction of the subject, produces a recognition of her own being -woman-, and not from partialities of her identity -mother, wife, daughter-. In this line, CCAIJO and the Women's Political Empowerment project team have done important work. From the invitations to the trainings, where the letters are addressed to the women, the personalized calls from the team, the radio program, where the women are personalized, as they themselves mention, they are the protagonists, they give their opinion on different topics, and they receive feedback from other women.

They invite us to the radio, we give our ideas, and the "*compañeras*" call the radio, and they tell us, "*compañera*", I agree with your proposals.

Interview, Ccatcca Leader

Validating eachone, through recognition, implies rather a view based on a bond that defines and constitutes the possibility of building and sustaining another with a cohesive, integrated and valued self: a female *nokayku*. Creating a "we", a collective, means becoming visible as an organized group, constituting a Federation of Women Micaela Bastidas both at provincial and district level, becomes for women a reference that allows, for example, to respond to situations of violence against women, to monitor and enforce rights.

Miss Susi and Yanette value our opinions, they speak Quechua with us, they laugh with us, they dance with us and when we need to cry, they also cry with us. They have accompanied us throughout the pandemic, giving space to our doubts, to our fears.

Leader interview, Huaro.

In this sense, CCAIJO prioritizes this approach in its institutional work and its relationship with the women who participate in its different programs, including the Political Empowerment project. The relationship between the team and the women is a relationship between peers, unlike welfare and paternalistic approaches, here there is a recognition of the person; secondly, it involves developing forms of interaction based on the bond and the expression of affection; thirdly, it involves generating new channels of communication that validate the other from their own categories.

Recognition also implies promoting confidence, freedom, joy and self-assurance, all of which allow women to develop their own agencies.

We have lovingly prepared this dance, which we are going to share with you today.

*Culture night. Meeting of women leaders,
Marcapata, 2022.*

This implies speaking of care and concern, which is a primary expression of affection. In this sense, it is the characteristics of the institution's professionals and the characteristics of the project that enable trust and, therefore, women's empowerment.

These forms of expression are operationalized through the *word* as a strategy that is not only communicative but also central to the achievement of recognition, which is linked to the use of language, digitalization, and the use of radio as an instrument that connects women. Here we could say that the Political Empowerment project contributes a lot to women's mental health.

Associated with this is the validation of previous knowledge, listening to ideas and opinions, losing the fear of expressing one's own ideas and affections, favoring self-confidence with a direct impact on decision making and conflict resolution.

In this line is central the different meetings between women leaders that are promoted as an activity of the project. These are not only meetings between women leaders from different districts, but also meetings with women leaders from other regions and provinces of Cusco, as well as with women from other regions, which have been promoted through internships. This not only reinforces belonging to a group, but also constitutes a personal recognition that has an impact on the self-esteem of women.

The meeting of women from different generations, districts, provinces, or regions is essential for the process of women's empowerment. We are committed to the transfer of knowledge among women themselves. This has been important in the project.

Interview, promoter CCAIJO

b. Political participation

The women interviewed refer retrospectively to various situations in which they have been discriminated against and mistreated for being women. Being a woman, being indigenous, speaking Quechua, and dressing in a certain way, is a reason for permanent discrimination against women. They recalled that in this way:

If we go to an institution dressed in our clothes and speaking Quechua, they don't even look at us, it's as if we don't exist. They ignore us. We can spend hours waiting to be attended to; this is repeated in the health centers, in the municipalities.

Women's meeting, Marcapata, 2022.

You are worthless, you are only good for sleeping with me, that's what our husbands used to tell us. When you don't know your rights, you just listen when you don't know your rights.

But when you know your rights, you defend yourself, *compañera*.

I tell her that we are all equal, you don't have to humiliate me like that.

It's not only strength that counts, but also intelligence.

That's where women win over men.

*Group interview, women from Ccatcca, Ocongante
and Carhuallo.*

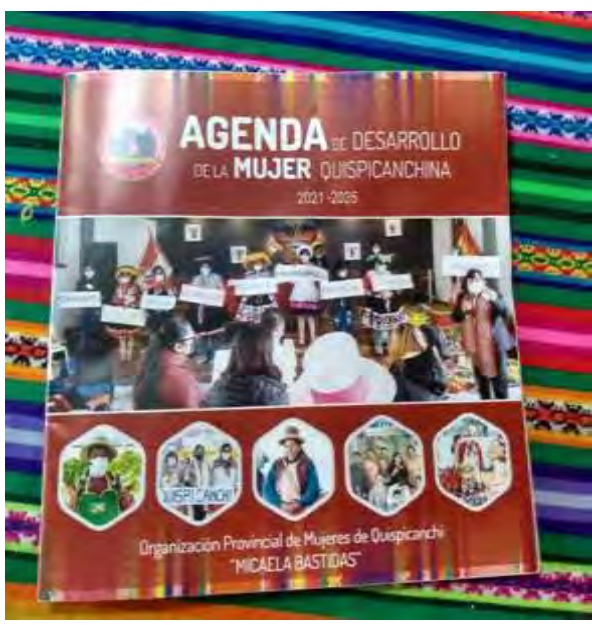
An important result of the project has undoubtedly been to be able to speak out, to know their rights and, in this sense, to strengthen their self-esteem, but it has also meant for many of them to transcend the local, family space and go out into the more public sphere. For women, transcending the family space to the public space means the possibility of relating to society through public discourse, without using men as mediators. But it also implies being in decision-making spaces.

In this objective, an important result has been the formation of the Quispicanchis-Micaela Bastidas Provincial Women's Organization, which has also advanced to the district level, currently formed in 6 districts of the project area, which has allowed women to position themselves in important leadership positions in the field of women's organizations, with many possibilities of occupying positions not only in community organizations, but also to be part of the lists in the regional and municipal elections of 2022.

"We are requested". I am running as a candidate for councilor of the province. And I have clearly told the mayoral candidate that I am only going with No. 2 or No. 4, I am not going to be there as a filler. After that, I want to be a candidate for mayor of my district. Maybe I can be the first female mayor.

Leader, Ccatcca.

An important achievement in this regard is the elaboration of the Quispicanchina Women's Development Agenda 2021-2025, which has prioritized 6 work lines:

	<p>Prioritized axis:</p> <p>Axis 1: Gender violence</p> <p>Axis 2: Income Generation and Economic Autonomy</p> <p>Axis 3: Health: sexual and reproductive rights</p> <p>Axis 4: Citizen and political participation</p> <p>Axis 5: Environment</p> <p>Axis 6: Equal Education</p>
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As we write this report, we learned of the case of the femicide of Gledy Quispe Quispe and her young daughter, one of the members of the district organization of Marcapata. The response of the women of the women's organization of the district organization Micaela Bastidas de Marcapata has been forceful. They went out in vigil and immediately issued a statement, denouncing violence against women, demanding justice for Gledy and her daughter and punishment for the murderer.

We demand justice for our colleague Gleny Quispe and her baby daughter, as well as severe punishment for the perpetrator and demand effective public policies against all forms of violence against women.

Quispicanchi Women's Organization (2022)




PROMUNCIAMIENTO

Exigimos justicia para Gleny Quispe Quispe víctima de feminicidio

Un nuevo feminicidio enluta a las mujeres de la provincia de Quispicanchi, Gleny Quispe Quispe quien fue asesinada junto a su hija lactante, presuntamente por su pareja sentimental en el distrito de Marcapata. Se arranca de raíz esta vida floreciente de una mujer luchadora.

Como mujeres exigimos justicia, a su vez una sanción severa para el responsable y demandamos políticas públicas efectivas contra las formas de violencia hacia las mujeres y para evitar posibles feminicidios, esto implica el empoderamiento en sus derechos de las mujeres.

Exigimos que las autoridades pertinentes realicen una investigación exhaustiva y acelerada para la aclaración de los hechos, y se dé con el culpable que enluta a la familia y a todas las mujeres Quispicanchinas

¡Basta de la violencia en contra la mujer!

¡Justicia para Gleny!

¡Ni una menos!

¡Todas vivas nos queremos!

Esta vez fue ella, mañana podemos ser nosotras

ORGANIZACIÓN PROVINCIAL DE MUJERES DE QUISPICANCHI
"MICAELA BASTIDAS"

This immediate response has moved from Marcapata to Cusco where the women have held a vigil in Cusco's Tupac Amaru Square. This is an important result for the project and the women.

As far as the work of women councilors is concerned, we have ordinances in favor of gender equity, the fight against violence against women. Of the 10 proposals presented, 05 municipal ordinances have been approved:

TABLE 10: APPROVED ORDINANCES

MUNICIPALITY	ORDINANCE
OROPESA	Municipal Ordinance No 012-2022-MDO/O. Creation of the District Coordination and Agreement Instance for the Prevention and Eradication of All Violence Against Women and Family Members in the district of Oropesa.
LUCRE	Municipal Ordinance No 017-2022-MSL/Q. Approves plan of activities for the fight against violence against women in the district of Lucre.
QUIQUIJANA	Municipal Ordinance No 001-2019-CM-MDQ/Q. Creation of the District Coordination and Agreement Instance for the Prevention

	and Eradication of All Violence Against Women and Family Members in the District of Quiquijana.
OCONGATE	Creation of the District Coordination and Agreement Instance for the Prevention and Eradication of All Violence Against Women and Family Members in the district of Ocongate.
HUARO	Municipal Ordinance that prioritizes public policies, actions to support and care for vulnerable groups to promote equal opportunities for women in the district of Huaro.

In this sense, it has been key to create joint training spaces for female officials and councilwomen, a fundamental success of the project. In these spaces, women find information, training, recognition, as well as a space to share with other women who are also serving as alderwomen, but also with women officials. This generates meeting spaces, strengthening the alliance between this group of women.

Consequently, participation in the public sphere favors the levels of agency and thus women's self-esteem (Barnechea 1985). These skills and capacities are what allow them to construct a positive self-image.

However, a correlate is needed in the private sphere, where we believe it is important, in a second phase of work, to start working with the husbands of the women: leaders, councilwomen and civil servants. An entry on this path is to work on the theme of New Masculinities or the *Musuq Qari* (new man).

c. Generational impact

A key issue in the project is the majority participation of two clearly differentiated groups of women: young women, many of them professionals, who participate in the project and which have clear differences with older women. Being professionals, they are bilingual leaders, with greater projections in the spheres of political participation. However, a key factor in this process is the experience of motherhood, which often ends up being an obstacle to women's political participation.

I have been invited since the previous elections, but I can't make up my mind, because of my little son. Since I live alone, sometimes it limits me to think about who I am going to leave my little son with.

Leader, Ocongate

In this path we can mention some characteristics, which are important to keep in mind for future projects:

- They perceive themselves with a different valuation of variables such as education, work, partner, motherhood, etc. compared to the valuation of adult women participating in the project, there is a desire to continue studying and

have a professional development that puts them in a different condition in the social dynamics, to be in better conditions of negotiation and participation.

I want to become mayor of my district, why not? I am already president of the women's organization in my district, I have proposed myself, and of course I have been elected. But I can do it alone because I don't have a partner or children. I am still studying in Cusco, so I can continue to walk in the organization and continue with my professional plans.

Leader, Ocongate.

- This implies therefore a postponement of motherhood and in many cases a postponement in the establishment of relationships. These variables associated with the private sphere are considered excluding and in many cases truncating the expectations placed in education and work, as can be seen in the following quote.

I don't have a partner because I'm studying, that idea doesn't fit me, I want a profession, maybe later when I fulfill my plans.

Leader, Ccatcca.

This situation also makes it difficult to harmonize these different areas of personal development. This is an issue that should be worked on by CCAIJO in future projects, insofar as the project should also respond to age-differentiated expectations. It would be important, for example, to work on topics that reinforce the establishment of couple bonds and an exercise of sexuality that constitute part of personal development and not a threat to their professional development as topics to be worked on with the group of young women, here it is possible to appeal to the use of virtual courses and/or topics to be addressed in the radio program.

Finally, it is important to mention the impact that the project has had on the children of the women with whom CCAIJO works. As we said before, there is a group of children who have accompanied their mothers, mainly during the pandemic period, not only in the digitalization process but also in the women's training process. In this sense, it would be necessary to make an evaluation of this group, which we believe will be the future leaders of their district, their province, and the region.

d. Economic culture: autonomy and decision making

All the women interviewed have experience in agriculture, small animal husbandry, small and large-scale commerce and family resource management. Some of them have experience in small-scale income-generating activities. Thus, the field of work presents itself as agency for these women. There is also a taste for working and earning money:

Here there are still many handicapped women in their homes, that is why in our district we have organized ourselves to confront this violence. If we have money, they do not abuse us anymore, that is why in our district we have a

gastronomy organization, there are also women raising guinea pigs, chickens, we also have the organization of agro-ecological producers of the valley, we are also producing fruits, flowers, and now with what we have seen in Marcapata, we also want to produce fruit.

Leader, Huasao.

In this sense, despite not being an objective of the project, the articulation that has been fostered through the project with other CCAIJO projects, with the economic development programs of the municipalities of the 12 districts in which the Women's Political Empowerment project is located, as well as with other NGOs working in the province, has been key. As the head of the NGO Flora Tristan says:

Since the pandemic, we have strengthened the articulation between the work of CCAIJO and Flora. One of our lines of work is economic empowerment, but, more than as an end in itself, as a mean. In this sense, CCAIJO had political empowerment as a central bet of its project. This encounter between productivity and political empowerment has been key for the women, and both institutions have contributed a grain of salt in their journey.

This is an axis of work that must be strengthened with greater emphasis, for example, in a second phase of the project.

4.6. Sustainability

The sustainability of the project has been organized into 4 axes of analysis:

a. The normative framework to promote the political partition of women

The acquisition of skills and knowledge is key for women to exercise their rights, particularly their political rights. Losing fear, moving from the family/communal space to the public space is a route that women have been traveling for a long time, which the project has strengthened.

An important factor that gives sustainability to this process is the recent approval of the law of alternation and parity: the phrase of the leader of Ccatca, "Now we are requested", seems to summarize well the progress of women, which will allow a greater number of women to assume the position of councilwomen, as well as the Law against Political Harassment and the Law of Peasant Communities, as well as the Law for the Empowerment of Rural and Indigenous Women. These norms together give sustainability to the participation of women in decision-making spaces and mark a new path for young women. There is a route of prestige that is being built that goes from local power to municipal power, and from there to the Congress of the Republic.

b. Women's organization and women's routes

As a result of the work carried out by the project, the Quispicanchis Micaela Bastidas Provincial Women's Organization has been formed, an organization that is growing steadily in the different districts of the province. The organization is growing steadily in the different districts of the province. 6 of the 12 districts are now members, and the virtue of having a plurality of women from the 12 districts covered by the project on the Board of Directors of the organization.

As one of their activities, they have built the Quispicanchi's Women Agenda 2021-2025, which gives visibility to the women's agenda, mainly in this electoral context, but also allows effective participation in different decision-making spaces, such as:

- Participatory Budgets
- Regional Coordination Instances

And a very active role against violence against women. In this sense, citizen surveillance on various issues that affect women, such as the issue of violence against women. access to health, education, complaints about discrimination, among others, is key in the process of moving from the family, domestic space to the political scene.

c. Digitization

This has been one of the greatest lessons learned by women, a result that came along with the Pandemic, where women have quickly transitioned to the world of technology. This is a point of no return, women know of its virtues, they know of its reach, and it is undoubtedly a key tool to strengthen capacities, build alliances, link with other women leaders.

But it also serves to broaden the scope of training processes and is a key tool for replication.

Those of us who know must give that back to the community...that strength that they have given us, we still need to work harder.

Now it is not like before, my colleague. We are traveling, getting to know each other, receiving training. We have organized ourselves and we are going out more

Group interview, Leaders, Quincemil.

d. Generational Impact

There is an important participation of young women in the project, who have been strengthening their capacities and skills to assume greater political leadership. Many of them are young professional women, bilingual, who are beginning to move towards municipal power, who also have two legislative advantages: gender quota, such as the youth quota, to which in some communities can also be added the indigenous quota, in

short, in the current context there are important opportunities to promote the participation of young women, which needs to be accompanied, to promote successful management of women.

Finally, there are the children, daughters of the leaders, who have closely accompanied their mothers, mainly during the virtual phase. Here there is a great potential of children to know their rights.

V. MAIN LESSONS LEARNED

Through the project that is the subject of this evaluation, CCAIJO in collaboration with MMT, has been able to build strategies and work methodologies with diverse populations on a central issue for women, as is their Political Empowerment. This have left us with many lessons, which are building a working model. As an MMT official says: "A base model is being created for future projects in other regions as well":

As essential components of the model, as lessons we propose:

a. Working from the recognition and the affection.

Generating new forms of relationship with the populations with whom we collaborate, in a country as diverse as ours, characterized by large gaps and social exclusion, requires promoting the participation of women in all phases of the project. It is a matter of approaching women from the perspective of their agency, leaving aside welfarist and vertical approaches. Recognition also implies promoting confidence, freedom, joy, and self-confidence, all of which allow women to develop their own agencies. In this sense, it is the characteristics of the institution's professionals and the characteristics of the project that enable trust and, therefore, the recognition and empowerment of women.

An important fact to consider is the subtext in communication, in this case recognizing that access to information by itself does not empower women, but rather, the link that is established with the staff of the CCAIJO Women's Political Empowerment Project team.

The development of affections implies the possibility of building or rebuilding a new subjectivity based on the recognition of their own condition and existence as a subject - woman-, being listened to, loved, cared for, has for women a much richer value than "knowledge" in itself. Sharing spaces, active listening, respecting time, knowing the local culture, the use of the local language, are fundamental for this process.

b. The COVID 19 pandemic and the response capacity of MMT, of CCAIJO and of the beneficiaries

The health crisis experienced in recent years has demonstrated the resilience of the local populations and the responsiveness of the institutions.

The almost immediate task undertaken for the digitalization of the activities and the training process for women, accompanied by MMT, we believe is one of the great lessons of the project, which has allowed the continuity of the planned activities, has generated new spaces for support and has strengthened the capacities of women in this new world of digitalization.

c. Recognizing our diversities

The work in communities requires the interweaving of the different axes of discrimination and women's agencies. In this perspective, we believe that it has been important how the project has included cultural particularities in all phases of the project, building dialogues and meetings between women from the highlands, the middle zone and the valley zone. From the project and the meetings, the recognition of our diversities has been put on the agenda.

D. Productive activities, a great complement to training and capacity building actions for an effective political participation of women.

The work and hard work of Andean women are important axes of identity and recognition. From this recognition, with a good criterion, the team has achieved important articulations with the Municipalities, with civil society institutions, but also with projects of the organization itself.

VI. RECOMMENDATIONS

The recommendations are intended for a second phase, both for CCAIJO and MMT.

For CCAIJO

- The project implementation process generates different ways of working, in terms of strategies and methodologies, which it is important to systematize to reconstruct the process as a working model. There is a methodology for working with women that is being built in the project, a way of working that privileges recognition, bonding, agency, affection, closeness, which requires elaboration, as a way of working with diverse populations in our country. In this sense, the

systematization, more than a recount of activities, is aimed at building the intervention model for the Political Empowerment of women in diverse contexts.

- Strengthen the *Political Empowerment of Women project* with diverse productive projects (guinea pigs, pastures, family gardens, demonstration plots, among others). Strategic alliances with both the Municipality and civil society organizations have been fundamental in this process.
- Continue and deepen training and awareness-raising on equal opportunities and human rights from a community approach. In this sense, it is key to work on gender from the perspective of community feminism, which allows advancing in gender analysis from local cosmovision, to move towards good living without fear and/or *allin kawsay without fear*.
- Advocacy work. There are lessons learned in the construction of agendas, of alliances, that we should use as lessons to begin advocacy actions at the local level, with projections at the regional level, in the fight against violence, for example, a priority issue for the development agenda of the Qusipanchina Women.
- Build local advocacy agendas with women in the project area, seeking a more active role for women in participatory budgets, to channel local resources for productive activities in the communities, such as: family gardens to address food insecurity, handicrafts (local fairs), management of planting and harvesting water. Fundamental issues, where the communities already have experience
- The radio has played a fundamental role in the project, since it has allowed the continuation of the project during the hardest moments of the pandemic; but it has also allowed the generation of a space where women themselves are heard and can spread their voice. It is a strategic ally that should be strengthened in a second phase.
- Digitalization, which is already an asset for women, allows us to combine face-to-face activities with virtual activities. We believe it is important to continue with the work of training and use of digital media, which also has an impact not only on the direct beneficiaries, but also on their families.

For MMT

- Accompanying a second phase of the project: that is, ensuring that women leaders who currently hold positions as alderwomen receive support/advice in the fulfillment of their functions. This work also requires strong support from the grassroots, which implies continuing to work with the women leaders.

- There is a methodology for working with women that is being built in the project. It is a way of working that privileges *recognition, bonding, agency*. One that privileges affection, closeness, which requires elaboration, as a way of working with diverse populations, which needs to be systematized as a replicable model in other regions where MMT collaborates.

New themes emerge:

- Working with young women: how to reconcile motherhood and partnership with political participation.
- Working with couples is key: new masculinities/gender are issues that we must include as part of the project. Violence and motherhood as issues that still restrict women's participation in representative spaces, we must also reflect with men.
- Social-emotional accompaniment for the team. A topic that should be prioritized in the second phase. It is necessary to care for those who care, to build spaces of care that allow the team to elaborate/channel their experiences.

For the Women's Organization: Micaela Bastidas

- Strengthening the organization. In this sense, it is important to advance in the creation of district networks.
- Promote spaces for exchange between district organizations in the province and the region; these are spaces that strengthen the meeting and the construction of shared agendas for women.
- It is fundamental, the work of citizen vigilance and control, which can be done from the organization. The immediate response of the women of the District Organization of the women of Marcapata, in the Plaza de Armas of Marcapata and then in the Plaza Túpac Amaru in Cusco, after the femicide of one of their colleagues, is key as a citizen response, it gives visibility to the problem of violence against women, a priority of the Women's Agenda.

For the Municipality

- Municipalities must strengthen the empowerment of women. This requires building spaces for listening to the main problems affecting women. Hearings with women's organizations, to gather their problems and for accountability. In this work, the work of women councilors, who could liaise with women's organizations, could be key.

- Promote women's economic autonomy. In this sense, it is key to present projects that promote women's economic activities, a key aspect to confront gender violence.
- Municipalities should lead actions to prevent and eradicate violence against women, from communication actions, such as awareness campaigns, which show the commitment of the local government in the fight against gender violence.

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ANNEXES

List of people interviewed

1. Individual Interviews

MMT team		
No.	Names and surnames	Function
1	Yesenia Romano	Programs Coordinator, Peru
2	millie spence	Former Programs Coordinator, Peru

TeamCCAIJO		
No.	Names and surnames	Function
1	Ebert Molina	CCAIJO's Director
2	Baby Richard Mendoza	Project Communications Manager
3	Ivette Huamanticca	Project Manager
4	Jeanette Aquino	Project promoter

Mayors, councilors, and municipal officials			
No.	Names	Function	District
1	Tomasa Jesusa Vengoa	Councilor	Marcapata
2	Mercedes Rodriguez	Civil servant	Marcapata
3	Hernán Monterroso	City Manager	Andahuaylillas
4	ivet	Civil servant	

5	Luz Marina Sancho, Miriam Medrano	Councilor	Andahuaylillas
6	Lizbeth Huaman	Civil servants	
7	Jesus Yauri	Mayor	ccattca
8	Yanet Yapura	Councilor	Ocongate

Leaders

No.	Names	Function	District
1	Dominga Yuca Ttupa	Former President of the community of Añay	huaro
2	Rufina		
3	Urpina Meri Flores Vargas	Leader	Andahuaylillas
4	Isidora Ventura-Sanchez	Leader	Andahuaylillas
5	Janet Aquino	Leader	huaro
6	Mary Florez	Leader. President of the Andahuaylillas women's organization	Amdahuaylillas
7	Nashai Achawi	Leader Current President of the women's organization	Ocongate

Allies

No.	Names and surnames	Function
1	Katia Well	Project coordinator. Flora Tristan

2	Karen Farfan	Responsible Wayra
3	Gloria Velasco	Cedep Ayllu

2. Group interviews

CCAIJO		
No.	Names	Function
1	Susy Sotalero	Project coordinator
	Gabriela Huamani	Political science specialist
	Pamela Carhuapuya	Communicator

Leaders			
No.	Names	Function	District
1	Valeria Quispe	Former President of the Chain sector	Quincemil
	Alicia Quispe	Treasurer of the peasant community	Quincemil
2	Mary Condori	Former member of the community	Ocongate
	Roxana Quispe	Leader	
	Nelly Huisa	Leader	
	Ayde Shrink	Leader	
	Angelica Huisa	Leader	

	Yen Quispe	Leader	
	Eufrosinba Flores	Leader	
	Congratulations Mina Mamani	Leader	
3	Paulina Crispin	Secretary of the women's organization	Ccatcca
	Alia Gutierrez	Leader	Ccanahuirí-Ccatcca
	Maida Tunquipa	Secretary of the women's organization of Ccatcca	Ccatcca
4	Rosario Turpo	President of Peasant Rounds	Ocongate
	Leonarda Huaman	Vice President of the Quispicanchis Women's Organization	Ccatcca
	Luzmila Jusqa Quispe	Health Promoter	Urcos
	Yolanda Quispe Huaraya	Member of the Quispicanchis Women's Organization	Carhuayo

Civil servants		
No.	Names	Function
1	Vilma Castro Huanca	District Municipality of Marcapata
	Juana Haquehuas Man	Provincial Municipality of Urcos
	Lisbeth Humana Quispe	Provincial Municipality of Quispicanchis

Councilors		
No.	Names	Function
1	Vilma Castro Huanca	District Municipality of Marcapata
	Juana Haquehuas Man	Provincial Municipality of Urcos
	Lisbeth Humana Quispe	Provincial Municipality of Quspicanchis
2	Jeanette Yapura Quispe	Municipality of Ocongate
	Francisca Palomino Quispe	District Municipality of Lucre
	Marine Light	District Municipality of Quiquijana

Photos

Meeting of Marcapata women



Visiting entrepreneurship experiences in Marcapata







Election of the District Women's Organization – Micaela Bastida, Marcapata



JUNTA DIRECTIVA
ORGANIZACION DISTRICTAL DE
MUJERES - MARCAPATA

1) Presidenta: Eufemia Espirilla

2) Vice-Presidenta: Simeona Mamani Soncco

3) Secretaria: Esther Luna Apaza

4) Tesorera : Mercedes Huamán Quispe

5) Vocal 1: ~~Edilberto~~ Enriqueta

6) Vocal 2:

7) Fiscal : Edilberto

Cultural night – Marcapata



Workshop for councilors and civil servants: Urcos



