



USAID/Peru

USAID/PERU BEST PRACTICES, LESSONS LEARNED, AND SUCCESS STORIES IN REDUCING GENDER-BASED INEQUALITIES

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ABBREVIATIONS AND ACRONYMS

| | |
|------------|---|
| ADS | USAID Automated Directive System |
| AFD | French Development Agency |
| AIRR | Indigenous Amazon, Rights and Resources |
| BID | Inter-American Development Bank |
| BIT | Behavioral Insights Team |
| CAD | Ciudadanos al Día |
| CCL | Chamber of Commerce of Lima |
| CDCS | Country Development Cooperation Strategy |
| DEVIDA | National Commission for Development and Life without Drugs |
| FAO | Food and Agriculture Organization of the United Nations |
| GIZ | German Corporation for International Cooperation |
| INEI | National Institute of Statistics and Informatics |
| LGTBIQ+ | Lesbians, gays, transgender, bisexual, intersex and queer people; all gender identities and sexual orientations |
| MESAGEN | International Cooperation Gender Table |
| MCLCP | Roundtable for the Fight against Poverty |
| MIMP | Ministry of Women and Vulnerable Populations |
| MINAM | Ministry of the Environment |
| MELS | Monitoring, Evaluation and Learning for Sustainability |
| DO | USAID/Peru's Development Objectives |
| UNDP | United Nations Development Programme |
| PROFONANPE | Fund for the Promotion of Protected Areas of Peru |
| SERNANP | National Service of State Protected Areas |
| SUNASS | National Superintendence of Sanitation Systems |
| USAID | United States Agency for International Development |
| WOCCU | World Council of Credit Unions |

EXECUTIVE SUMMARY

BACKGROUND

Peru has a National Gender Equality Policy that seeks to eradicate discrimination against women in all their diversity and aims to build an egalitarian country. At the programmatic level, the Multisectoral Strategic Plan for Gender Equality sets out objectives, goals and responsibilities for the various national, regional and local government institutions. The implementation of the policy and the vast regulatory framework that derives from it faces the challenges of the low budget assigned to the governing body, the lack of coordinated strategies between the sectors and the different government levels, and the threats from power groups that are against gender equality.

According to the Global Gender Gap Index, Peru was ranked 34 out of 146 countries in 2023. This position is a result of the country's education and health indicators that are very close to equity, understanding that the economic participation and political empowerment indicators reflect gaps that persist between women and men.

This study is part of the Gender Equality and Women's Empowerment policy of the United States Agency for International Development (USAID), which seeks to ensure that its strategies, projects and activities contribute to gender equality and the empowerment of women. Within this framework, operational standards are developed to integrate gender equality and women's empowerment in the program cycle, with a mandate being the development of a Gender Analysis to understand and explain gender differences between individuals. USAID/Peru has developed a gender analysis in recent years to update the Country's Development Cooperation Strategy 2020-2025, and USAID activities (also known as projects) have developed gender studies that guide their strategies with the intent to contribute to gender equality and the empowerment of women.

PURPOSE AND OBJECTIVES

The study seeks to provide evidence of interventions that have contributed to overcoming gender inequalities in prioritized sectors of USAID's Country Development Cooperation Strategy (CDCS) 2020-2025.

The objectives of the study are (i) identify and organize lessons learned from USAID/Peru's interventions, studies and evaluations related to the reduction of gender inequality in prioritized sectors, (ii) identify recent successful experiences and good practices of Latin American institutions and organizations (including Peru and USAID activities) related to gender inclusion in prioritized sectors and strategies aimed at reducing gender inequalities, and (iii) provide recommendations to include gender issues in sectors prioritized by USAID/Peru.

METHODOLOGY

In this study, qualitative methods were used to identify experiences that could reflect lessons learned, good practices and successful cases in reducing gender inequalities. The team reviewed and classified 199 documents, organized into categories according to topic and origin: (i) From USAID/Peru: project evaluations and project reports, (ii) on Latin America: good gender practices and gender evaluations and studies, and (iii) Publications on various topics with some gender component.

At the same time, 20 in-depth interviews were conducted, including respondents from USAID/Peru interventions referred by the gender focal points. The information from the review and analysis of

secondary sources was organized into matrices to identify lessons learned and good practices from USAID interventions, as well as other experiences developed in Peru and Latin America and the Caribbean. In the case of USAID/Peru interventions, the analysis of the available secondary information also allowed us to identify untapped opportunities to include a gender focus throughout the implementation of the projects.

LESSONS LEARNED

Below are the lessons learned that are common to USAID/Peru and other institutions working in Peru or Latin America, organized into four institutional dimensions: institutionalization of the gender perspective, planning, activity design, implementation, and monitoring and evaluation.

GENDER APPROACH INCLUSION IN THE INSTITUTION

- A gender policy is an important step forward in reducing gender inequalities, but it is not enough. The gender approach must be present since the design of the intervention and in the results framework.
- The institutional commitment to gender policies is not enough if this issue is not given the same priority as other issues. Prioritizing means sensitizing and including the issue in programming, allocating a budget, training, and undertaking a commitment to gender equality.
- A focus on gender and evidence on gender gaps in different areas and technical areas must be included in a systematic way in the activity plans to avoid that gender issues are isolated from implementation. To achieve this, it is necessary to work actively to ensure that staff in technical areas know and understand the gender approach and can provide technical guidance to each implementing partner.
- Gender specialists constitute a key element for the implementation of gender policy. Having the right role in activities, assigning sufficient time, resources and having adequate institutional support would be key to linking institutional gender policies with project implementation.

PLANNING AND ACTIVITY DESIGN

- Incorporating the gender perspective from the design and planning of projects facilitates the development of interventions aimed at advancing gender equality. This approach requires raising awareness among actors, collecting evidence on gender gaps, and including indicators for monitoring.
- Timely assessments of gender gaps should become a priority as it guides the design of interventions so that they are coherent, strategic and articulated to reduce gaps.
- An important development for USAID/Peru is the new mandate to develop gender analyses for its activities (or projects), since gender assessments are more effective in reducing gender inequalities if they are implemented during the project design phase.
- To incorporate strategies and activities aimed at reducing gender inequalities in interventions, it is required that resources - human resources, communications, events, etc. - are considered in budgets and work plans.
- Including a participatory and community-based approach, from the inception of the project and throughout its implementation is essential towards achieving objectives, as it responds to the needs of women and key stakeholders.
- Awareness-raising activities play a key role in promoting changes in perceptions around gender-based violence against women and girls. Awareness must be part of ongoing efforts, should be a

consistent element of all work implemented, and should be implemented along with other interventions.

- Regarding prevention of gender-based violence, carrying out awareness-raising, information or education campaigns are important but insufficient to achieve behavioral changes. It is important to know the cultural background of the population to be able to design more relevant strategies.

IMPLEMENTATION

- An effective strategy to achieve greater results in gender equality is to keep close and permanent coordination between stakeholders.
- Joint efforts in thematic and gender knowledge and specialists sets the stage for better integration of the gender approach in project activities.
- Creating synergies and agreements with institutions and organizations working on similar issues -sometimes in the same area- enables better results and reduces intervention costs.
- Coordinated work between the government, civil society, academia and the community in general is a key factor in ensuring the success of the project.
- Ongoing analysis of the political and social context and the implementation of the necessary adaptations to respond to new challenges, including organizational changes in the institutional structure, favors the relevance of the interventions.
- Activities to raise awareness and improve gender skills are more productive when both women and men participate in them.
- The workshops -on different gender-related topics- prove to be more effective when the participants are in small groups.
- Technology training initiatives to equip women and other social groups with skills for future employment cannot work in isolation. In conjunction with broader social policy interventions, trainings must be implemented.

MONITORING AND EVALUATION

- Including gender indicators from the project design facilitates the identification of obstacles and progress in the process and allows making accurate changes and inform decision making.
- The inclusion of tools that allow a closer relationship between each portfolio manager and the activity monitoring and evaluation system will allow better monitoring of USAID's gender policy implementation.
- It is essential to generate data and knowledge on gender gaps concerning thematic sectors or specific areas at the local level of interventions.
- Generating evidence about gender gaps is important, but it is also as important to support staff to better use evidence to identify operational solutions.

GOOD PRACTICES

INSTITUTIONALIZING A THE GENDER APPROACH

- Mandatory inclusion of the gender approach in all programs, projects, activities and actions.
- Timely and accurate budget allocation should incorporate a gender approach.
- Availability of a roster of committed specialists and staff in gender.

- Staff performance evaluation on gender inclusion approaches.

PLANNING AND ACTIVITY DESIGN

- Early inclusion of gender inequalities in project design and planning, so that there is intentionality in the implementation to address them and include them as part of implementation.
- Develop tools to support the review of designs to ensure the inclusion and normalization of the gender approach within the activity implementation.
- Project design that includes a specific gender analysis for the project, and the specific characteristics of the participating population, both thematically and within the scope of the program.
- Use of evidence from studies and evaluations that have incorporated the gender approach to design activities/projects

ACTIVITY IMPLEMENTATION

- Carrying out affirmative action ensures women participation.
- Specific strategies for capacity building facilitating individual and community changes.
- The inclusion of men in capacity strengthening processes has a greater impact on reducing inequalities and gender-based violence.
- The use of behavioral tools and inclusive communication strategies facilitates greater participation of women.
- Alliances result in coordinated responses between different institutions.
- Specific strategies for vulnerable groups.

MONITORING AND EVALUATION

- Use of evidence from studies and evaluations to incorporate in the design phase of projects.
- Monitoring and evaluation systems that allow managing teams and USAID to understand the progress on gender approach inclusion and inequality reduction.

SUCCESS STORIES

Identified success stories correspond to interventions that achieved the proposed gender objectives.

SUCCESS STORY I: CHANGES TO BREAK SILENCE AROUND SEXUAL VIOLENCE IN COLOMBIA

- The “Youth changing norms to break the silence around sexual violence in Colombia” project is described as **pioneer and innovative** because it addresses violence against women and girls **from the deconstruction of gender norms by key stakeholders, enabling change**.
- They made significant **progress in challenging and disrupting social preconceptions and gender norms** that perpetuate violence against women and girls. The project used the strategy of working with young leaders, community organizations and institutions linked to the violence assistance route.
- This project’s evidence of success is in a **final evaluation with mixed and participatory methods**.

- Among the **success factors** are the previous experience of the implementing institution in working with youth, the comprehensive approach of the project and individual and community work. It tackles different levels of intervention: Individuals, families and institutions.

SUCCESS STORY 2: PROMOTION OF HIGHER EDUCATION IN PERU

- This intervention is designed based on knowledge of the problem that affects **women’s access to higher education** and the causes that allow the gender gap to remain in place.
- The project was developed as an **experimental study** on potential beneficiaries of scholarship 18 through the use of tools that guide the application and choice of university major. The main activity was sending women **differentiated text messages, motivating them** to choose higher-performing careers at quality universities.
- The strategies proposed took into account behavioral science to change gender norms and stereotypes. The results are considered successful as they achieved a greater increase in the applications from women than men, and a **greater number of women who chose educational institutions and careers** that were more competitive in terms of economic revenue.
- The evidence arises from an **experimental evaluation with a control group**.
- The **success factors** are an intervention design based on evidence, the use of scientifically based strategies, and the use of behavioral science tools.

SUCCESS STORY 3: POLITICAL PARTICIPATION OF WOMEN IN LATIN AMERICA – ATENEA PROJECT

- The **Mechanism to accelerate the political participation of women in Latin America and the Caribbean** combines coordination strategies between various stakeholders to carry out specific interventions that contribute to the consolidation of parity democracies in 13 countries in the region.
- It also plans interventions based on evidence. The results show concrete progress, such as **regulatory changes and greater visibility of inequalities** in terms of political participation.
- The evidence has been documented by the various participating institutions.
- Among the **success factors** are the evidence generated on inequalities in women’s participation in politics, the development of plans based on the evidence generated, and networking, convening, and coordinating with different key stakeholders to promote transformations for parity.

SUCCESS STORY 4: GENDER PARITY INITIATIVES IN LATIN AMERICA

- Gender Parity Initiatives are public-private **collaboration platforms that support the reduction of economic gaps**.
- This project is successful because it has managed to **reduce barriers for women to access job opportunities in equal conditions**.
- The main strategy has been **concerted decision-making between stakeholders** from public and private sectors. It was implemented in 10 countries in the region.
- The evidence has been documented by the implementing institutions and the results are based on the monitoring systems of the initiatives.

- There are several **success factors**, including dialogue and involvement of various government sectors, convening private sector leaders, joining existing initiatives, and defining concrete and measurable action plans.

SUCCESS STORY 5: HELPING SURVIVORS OF GENDER-BASED VIOLENCE IN HONDURAS

- This experimental intervention was successful because it achieved **changes in women who survived situations of violence** by **encouraging them to seek help**.
- The design of the strategies is based on **behavioral sciences** and uses **social networks to broadcast and position messages** that promote seeking help for those experiencing gender based violence through linkages to the Ciudad Mujer platform
- The evidence is based on an **experimental evaluation** that compares different actions (treatment group) with a control group.
- Among the **success factors** are that the design of the intervention is based on evidence and uses the tools of behavioral sciences.

OPPORTUNITIES TO INCLUDE THE GENDER APPROACH IN USAID/PERU

GENDER MANAGERS

- Create an area responsible for the implementation of the Gender Equality and Women’s Empowerment Policy that responds directly to USAID/Peru’s Directorate.
- Redefine the role of gender focal points within the Mission.
- Include a gender specialist in each project to ensure the implementation of USAID’s gender policy.
- Generate spaces for coordination between the Mission’s gender focal points and the project/activity personnel.
- Being rigorous in the application of gender criteria in project staff selection processes.
- Include in the evaluation of staff performance criteria that make visible specific actions oriented towards gender equality.
- Evaluate the profiles of staff who work on projects, ensuring that they are aligned with the gender approach.
- Provide specialized gender technical assistance to each project so that they can carry out gender analyzes and translate them into gender action plans integrated into project planning.

CAPACITY STRENGTHENING

- Design and implement a gender awareness and capacity strengthening program for the mission.
- Raise awareness among staff on technical and administrative areas around gender issues and on the application of a gender approach in the area in which they work.
- Raise awareness and strengthen the capacities of implementing partners on gender issues, seeking to influence attitudes and behaviors.

PLANNING AND PROJECT/ACTIVITY DESIGN

- Develop specific analysis that would help guide the design of the most culturally relevant strategies and activities to incorporate the gender issues.

- Design evidence-based projects/activities that create an environment for solid theories of change to develop and that help validate strategies to close gender gaps.
- Integrate the analysis of gender gaps in the design, to be able to propose specific objectives aiming to reduce gender inequalities.
- Include the implementation of the gender action plan in the budget of activities.

PROJECT/ACTIVITY IMPLEMENTATION

- Establish coordination mechanisms and exchange of experiences and learning between project personnel and implementing partners.
- Coordinate with international cooperation institutions and development banks to join and complement efforts in aim to enhance broader results in terms of gender equality.

MONITORING AND EVALUATION

- Include indicators at the level of results and impact in the gender action plan and in the monitoring and evaluation plan.
- Develop gender baselines in all interventions.
- Evaluate gender action plans periodically to be able to include changes in the context and lessons from the implementation of activities.

BACKGROUND

PERUVIAN REGULATORY FRAMEWORK

Peru has a vast regulatory framework aimed at achieving gender equality, some of which are presented in Appendix B. The National Gender Equality Policy (Executive Order 008-2019-MIMP) guides the actions of the public administration institutions, at government levels, to guarantee the human rights of women concerning equality and no discrimination. The policy sets out six objectives:

1. Reduce violence against women
2. Guarantee the exercise of the rights to sexual and reproductive health of women.
3. Guarantee the access and participation of women in decision-making spaces.
4. Guarantee the exercise of women's economic and social rights.
5. Reduce institutional barriers that hinder equality in the public and private spheres between men and women.
6. Reduce the incidence of discriminatory sociocultural patterns in the population.

The law to prevent, punish and eradicate violence against women and members of the family group (Law 30364) is the norm promoted by the Peruvian State to prevent, eradicate and punish all forms of violence against women due to their status as such. and against members of the family group, especially when they are in a vulnerable situation. The National Strategy for the Prevention of Gender Violence (Supreme Decree 022-2021-MIMP) guides intersectoral and multilevel action in the prevention of gender violence against women, with emphasis on primary prevention. (INEI, 2024a)

At a programmatic level, the Multisectoral Strategic Plan for Gender Equality (Executive Order 002-2020-MIMP) guarantees the adequate implementation of national policy by incorporating the gender approach in public services offered by ministries and other state agencies.

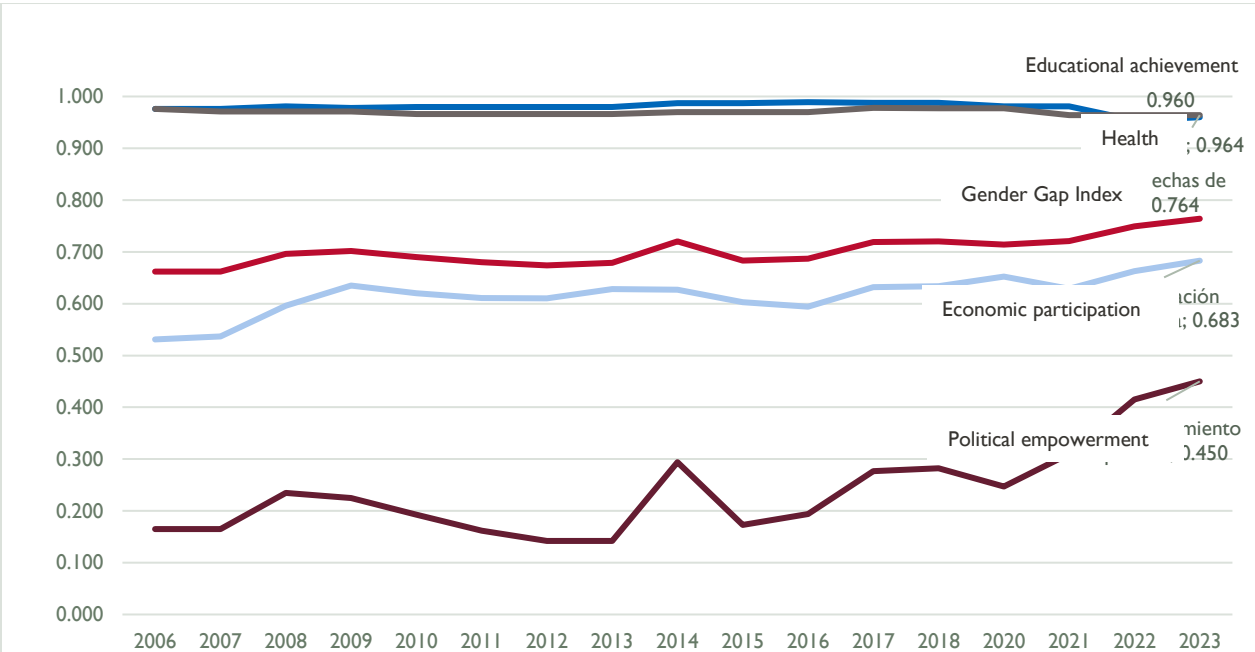
Despite the existing regulatory framework, gaps are still found in the gender mainstream approach in sectors of the executive branch, regional and local governments. Among the factors that prevent progress in closing gaps is the low budget received by the Ministry of Women and Vulnerable Populations (MIMP), which does not reach 1% of the total national budget by 2024. The MIMP institutional weakness has been recently threatened with disappearing or sudden change of name. Likewise, the lack of solid, continuous and coordinated strategies between all sectors of the state and the different levels of government is a limitation for gender mainstream policies.

In recent years, conservative groups have achieved important changes in legislation, which become obstacles to any progress towards equality. In 2023, Congress approved Act 31498, which grants mothers and fathers the power to evaluate and prepare educational materials, as well as the power to challenge policy decisions of the Ministry of Education, such as comprehensive sexual education. In April 2024, Congress approved the act to eliminate inclusive language in school textbooks and public documents, which represents an impact on identity and dignity rights. In May 2024, Congress approved significant amendments to the Political Organizations Act and the General Elections Act, including a reform in the application of horizontal parity when preparing lists of candidates, which means a serious setback to the political rights of women.

GENDER GAPS

The 2023 Global Gender Gap Index places Peru in place 34 out of 146 countries in the world, and in place 7 in Latin America (World Economic Forum, 2023). This index measures the magnitude of gender-based disparities based on health and survival indicators¹, educational achievement, economic participation, and political empowerment. A score of 0 is complete inequality and a value of 1 means equality between women and men².

Figure 1: Global Gender Gap Index, 2008-2023



Source: World Economic Forum (2018 to 2023)

The Gender Gap Index of Peru for the year 2023 shows an improvement since 2020, basically due to the improvement of the political empowerment sub-indices -parity and alternation were applied in the last national and regional elections- and economic participation. The components of educational achievements and health, despite a slight drop since 2020, remain the best performing. However, they may be affected by the legal setbacks mentioned above.

EDUCATIONAL ACHIEVEMENTS

For twenty years in Peru there have been substantial changes in education, such as the expansion of the educational system -a greater number of educational and teaching institutions- and the reform in teacher hiring and training, which led to higher enrollment rates and improvements in learning achievements.

The net enrollment rate of women and men reaches similar levels at all educational levels: in preschool education the rates are 78.4% and 78.6%, respectively (INEI, 2024a). In elementary education, 95% in the

¹ The Global Gender Gap Index is established based on four sub-indices: economic participation and opportunities (income gaps, labor force participation rate, participation in managerial positions and participation in technical and professional positions), educational achievements (rate of illiteracy, enrollment rates at the elementary, secondary and university level), health situation (sex ratio at birth and life expectancy), and political empowerment (participation of women in parliament, participation of women in ministerial positions and number of women as prime minister in the last 50 years).

² This document uses generic words to refer to women and men.

case of girls and 93.9% in the case of boys between 6 and 11; and 85.9% in adolescents between 12 and 16 compared to 83.6% in men of the same age. The gap begins in higher education, where the enrollment rate is 16.9% for women and 25% for men. Comparing urban and rural areas, enrollment rates are lower in departments that have a higher proportion of rural population. Another gender gap to consider is that of educational achievement; The census evaluation of second-grade students (MINEDU, 2023) shows 39% of women with satisfactory results compared to 34% of men, and in mathematics, 14% of men with satisfactory results, compared to 8.4% of women.

A gender gap that remains is illiteracy in people aged 15 and over, 7.5% in women and 2.7% in men. Women aged 50 and over have an illiteracy rate of 23.4% and men in those same ages, 6.4% (INEI, 2024a).

HEALTH AND SURVIVAL

In health, two indicators are measured, the sex ratio at birth and life expectancy. The latter is related to the health situation of a country, investment in health translated into services, adequate staff and medicine, as well as food, access to water and sanitation services, among others. However, despite the improvement in life expectancy in Peru, the COVID 19 pandemic highlighted the precarious situation of the medical infrastructure, the shortage of health professionals, the lack of medicines and their high cost, which is a situation aggravated in rural and Amazonian areas. This translated into an increase in mortality rates between 2020 and 2023, from 5.9 to 6.2 per thousand inhabitants. The increase in the number of cases affected by dengue, as well as the increase in mortality from this cause, shows the precarious situation of the health system and its limited capacity for prevention and response.

Four indicators show the disparities that remain in the field of health:

- The maternal mortality rate, associated with the lack of medical care and poverty, is estimated for the year 2020 at 69 deaths per 100 thousand live births (INEI, 2024a).
- The percentage of births attended by qualified health personnel in rural areas is 82.8% while in urban areas it reaches 98.6% (INEI, 2024a).
- In 2023, 8.2% of adolescents aged 15 to 19 had had a child or were pregnant, a figure that rises to 17.1% in rural areas (INEI, 2024b).
- The number of girls between 10 and 14 years old who became mothers reached 1,611 in 2022, a situation associated with sexual violence (UNFPA. MIMP, 2022).

ECONOMIC PARTICIPATION

GDP growth does not reach pre-pandemic levels; low private investment and political instability are factors that influence the employment and income situation. In addition to the aforementioned, other factors such as excessive bureaucracy impact the Peruvian labor market, which has a high rate of informality.

Some gaps that arise in relation to employment are the following:

- In 2023, labor informality affected around 13.4 million workers, which corresponds to 71.1% of jobs nationwide, with young people and women being the most affected (INEI, 2023).
- By 2022, 30.2% of women over 14 years of age did not have their own income, while in the case of men the percentage was 13.1% (INEI, 2024).
- The time spent on unpaid domestic work is greater for women than for men. In 2010, women dedicated 39 hours and 28 minutes a week to unpaid domestic work, while men dedicated 15 hours and 54 minutes (INEI, 2024).

- The wage income gap between women and men increased from 19% in 2020 to 25% in 2021. In 2023 this gap remained at 25%. This means that for every S/1 Sol that men receive, women receive S/0.75 Soles (Peruvian Institute of Economy, 2024).

POLITICAL EMPOWERMENT

As stated previously, the sub-index with the lowest performance is the one corresponding to political participation, but which has shown improvement in recent years. This situation is explained by the application of regulations that opened greater opportunities for political participation for women (parity and alternation) in the last presidential, regional and local government elections.

- In the 2021-2026 congressional period, 37.7% of parliamentarians are women, which shows an increase of 11.5 percentage points compared to the previous period and 17.7 percentage points compared to the 2000-2001 period (INEI, 2024). This could be reversed by the recent amendment of electoral laws on the issues of parity and alternation.
- Regarding female ministers, during the year 2023, women called to undertake a ministerial portfolio represented 42.1% (INEI, 2024). In April 2024, there were 4 women ministers in 19 ministerial portfolios (21%).
- For the period 2023-2026, only two women were elected governors, out of a total of 25 regional governments. For the same period, the elections resulted in 5.4% of municipal governments led by women, and 47.7% of female councilors (INEI, 2024).

GENDER-BASED VIOLENCE

One issue that the Gender Gap Index does not measure is gender-based violence. Gender-based violence constitutes an attack on the lives of women and girls, and the high social tolerance regarding violence against women is worrying, 58.9% in 2019 (INEI, 2019).

Recent data shows:

- In 2023, 53.8% of women aged 15 to 49 who were married, cohabiting or separated suffered some type of violence perpetrated by their husband or partner throughout their lives (INEI, 2024b).
- In 2023, the rate of psychological and/or verbal violence reached 49.3%, while the rate of physical violence against women was 27.2%. Sexual violence affected 6.5% of women (INEI, 2024b).
- The Ministry of Women and Vulnerable Populations (MIMP) registered 133,536 victims of sexual violence in 2023.
- Between 2015 and 2022, 1,045 female victims of femicide were registered (INEI, 2024); and only in 2022, 142 victims. The MIMP registry in 2023 was 165 women victims of femicide (Diario El Peruano, January 3, 2024).

USAID GENDER EQUALITY POLICY

The Gender Equality and Women's Empowerment policy³ of the United States Agency for International Development (USAID) reinforces the mandate that has existed since 2012 so that its strategies, projects and activities contribute to gender equality and the empowerment of women. This policy proposes four objectives:

³2023 *Gender Equality and Women's Empowerment Policy* (USAID, 2023a)

1. Reducing gender disparities
2. Eliminating gender violence and mitigating its harmful effects
3. Increasing the capacity of women and girls to fully exercise their rights, and
4. Promoting structural changes that address the causes of gender inequality.

To implement this policy and its strategies throughout the program cycle based on evidence and rigorous analysis, as well as the priorities of local stakeholders, USAID updated its Automated Directive System (ADS) in chapter 205 on integration of gender equality and women's empowerment in the program cycle (USAID, 2023b). One of the mandates of this directive is the development of Gender Analysis to identify, understand and explain gender differences between individuals, examining:

- The differences in the situation of women and girls, men and boys, and gender diverse individuals, as well as their differential access to and control over goods, resources, education, opportunities and services;
- Influence of gender roles, structural and systemic barriers and norms on the division of time between paid and unpaid work (including subsistence production, domestic work and family care) and volunteer activities;
- Influence of gender roles, structural and systemic barriers and norms on leadership and decision making; constraints, opportunities and entry points to reduce gender gaps and empower women; and the
- Potential differential impact of development policies and programs on women and girls, men and boys, and gender diverse people, including unintended or negative consequences.

In recent years USAID/Peru carried out different gender analyzes⁴

- Gender analysis Peru, 2019 (USAID, 2020). The purpose of this document is to provide information for the process of preparing the Country's Development Cooperation Strategy 2020-2025.
- Gender analysis of the Venezuelan migrant population (USAID, 2022). This document updates the gender analysis written in 2019 for the Regional Socio-Economic Integration Project for Venezuelan Migrants and Refugees, aimed at entrepreneurship and economic empowerment of women.
- Analysis of gender and vulnerable populations in access to public services in selected areas (USAID, 2023). The purpose of this analysis is to understand how the lack of accountability, inefficiency and corruption affect the access of women, indigenous populations and other vulnerable groups to public services; identify the root causes of existing gender inequalities or obstacles; and seek opportunities to promote better forms of leadership and participation.
- LGTBIQ+ population study in Peru and Ecuador (USAID, 2023). The purpose of this study is to identify the barriers and their causes in relation to access to health, economic opportunities and civil/political participation that: (1) affect the lesbian, gay, bisexual, transgender, queer, intersex and more (LGBTQI+) in Peru and Ecuador; and that (2) could be addressed through international development assistance that focuses on LGBTQI+ people as partners and beneficiaries of work in Peru.

⁴ The USAID Technical Offices have promoted the development of specific gender analyzes for their different Activities, which are not included in the list submitted here.

PURPOSE AND OBJECTIVES OF THE STUDY

PURPOSE

Provide evidence of strategic interventions aimed at overcoming gender inequalities in prioritized sectors of the Country Development Cooperation Strategy (CDCS) 2020-2025, in order to contribute to their integration into USAID/Peru programming.

STUDY OBJECTIVES

1. Identify and organize lessons learned from USAID/Peru interventions, studies, and evaluations related to reducing gender inequality in prioritized sectors.
2. Identify successful experiences and recent good practices of Latin American institutions and organizations (including Peru and USAID activities) related to gender inclusion in prioritized sectors and strategies aimed at reducing gender inequalities.
3. Provide recommendations for the inclusion of the gender issue in the sectors prioritized by USAID/Peru.

SCOPE

This study is based on publications on the subject made in the last five years by USAID, non-governmental organizations, government and international cooperation, from which lessons learned, good practices and success stories can be identified. The analysis was carried out from a national and regional, urban/rural and men/women perspective. Vulnerable groups were taken into account: indigenous population, LGTBQ+, the disabled and Afro-Peruvian population.

METHODOLOGY

In this study, qualitative methods were used to identify experiences that could reflect lessons learned, good practices and successful cases in reducing gender inequalities. One of the first actions in the execution of the study was to agree between the team (Appendix A) and USAID on the definitions of what will be understood -for the purposes of the study- as **lesson learned**, **good practice** and **success story**, establishing the following definitions:

- **Lessons learned** are the knowledge obtained from reflecting on an experience and that offer possibilities for improvement in future actions. The lesson learned summarizes knowledge at a given moment, while learning is a continuous process. Lessons often highlight strengths or weaknesses in the design and implementation of interventions that affect performance and outcomes. A lesson can be positive, neutral or negative (FIDA 2002 y OECD, 2023).
- A **good practice** refers to the set of procedures and activities linked by an objective that has produced results in the management and solution of a problem and that can be replicated in other entities to improve their effectiveness, efficiency and innovation for the benefit of citizens (CAD, 2023). It is a positive experience, tested and replicated in diverse contexts and, therefore, can be recommended as a model (FAO⁵).
- A **success story** is an intervention that fully achieves its objectives and purposes in terms of gender equality, in accordance with the standards of the projects and the institutions that execute them (betterevaluation.org). Typically, evaluations establish whether interventions achieved the expected objectives and outcomes and were “successful.”

In the first stage, the team carried out an exhaustive search and analysis of documents produced by universities, non-governmental organizations, government institutions and international cooperation (including the activities of USAID/Peru) in order to identify lessons learned, good practices and successful experiences in programming and implementing strategies to reduce gender inequalities. Such experiences had to be related to the four development objectives (DO) of USAID/Peru:

- DO1: Peru expands sustainable economic and social development in prioritized areas affected by illegal coca production.
- DO2: Peru improves democratic systems for transparent, inclusive and responsible governance.
- DO3: Peru increases its resilience against climate change.
- DOE: Peru strengthens the socioeconomic integration of Venezuelan migrants and refugees.

The second stage was the collection of primary information from interviews with people identified as key informants of both USAID/Peru interventions and experiences developed by international cooperation organizations and institutions, business and non-governmental organizations.

DATA COLLECTION TECHNIQUES AND INSTRUMENTS

The study applied two data collection techniques: document analysis and in-depth interviews.

⁵ <https://www.fao.org/capacity-development/resources/practical-tools/como-captar-e-intercambiar-buenas-practicas-para-generar-cambios/es/>

DOCUMENT ANALYSIS

A review of documents produced in the last 5 years by academia, non-governmental organizations and international cooperation in Latin America was carried out.

Additionally, at the request of USAID/Peru, the list of projects⁶ implemented by non-governmental organizations and public institutions that are aimed at reducing gender inequalities in the country was included.

IN-DEPTH INTERVIEWS

The team conducted semi-structured interviews with key respondents selected from USAID/Peru's technical team (including the gender focal points of each Technical Office), directors and gender managers of USAID/Peru projects, representatives of international cooperation institutions that participate in the International Cooperation Gender Roundtable (MESAGEN), business representatives who have included concern for gender equality in their business, and representatives of non-governmental organizations that address the gender equality issue.

For in-depth interviews, question guides customized to each type of respondent were prepared. With one exception, all interviews were recorded, which made it easier for the team to analyze and systematize the information provided by the people interviewed.

A glossary and key definitions on gender can be found in Appendix C in order to understand the terms used.

SAMPLE

In total, the team reviewed and systematized 199 documents, organized into five categories according to the subject and origin of said documents, as seen in the following table:

Table 1: Number of documents reviewed by type

| Document type | No. |
|--|-----|
| Evaluations and studies on USAID/Peru projects | 36 |
| USAID Project Reports in Peru | 35 |
| Documents on good practices in gender in Latin America | 24 |
| Gender evaluations and systematizations in Latin America | 36 |
| Thematic publications with a gender component | 68 |
| Total | 199 |

At the same time, 20 in-depth interviews were carried out. The identification of respondents for USAID/Peru interventions was carried out in interviews with gender focal points, who referred to interventions that could be a source of lessons learned and good practices in relation to reducing gender inequality. The details of the interviews carried out according to the type of respondent are recorded in the following table:

⁶ The institutions carry out project qualification when they are registered in the Peruvian Agency for International Cooperation <https://www.gob.pe/apci>

Table 2: Interviews carried out by type of Institution

| Respondent's Institution | No. of interviews |
|----------------------------------|-------------------|
| USAID/Peru | 5 |
| USAID/Peru Implementing Partners | 5 |
| International cooperation | 7 |
| Business leaders | 2 |
| Non-governmental organizations | 1 |
| Total | 20 |

INFORMATION PROCESSING AND ANALYSIS

The information from the individual interviews was stored in audio recordings and was also recorded in field notebooks by the researchers. As the interviews were carried out, the team compared both types of records and collected information relevant to the objectives of the study. This information was recorded in a matrix organized according to the type of institution to which the person interviewed belonged and the type of information provided.

At the same time, the information from the review and analysis of secondary sources was organized into matrices that made it possible to identify the lessons learned and good practices of USAID interventions, as well as other experiences developed by various institutions in Peru and Latin America and the Caribbean. In the case of USAID/Peru's interventions, the analysis of the available secondary information also allowed us to identify untapped opportunities to incorporate the gender focus throughout the implementation of the projects/activities.

In the case of the good practices identified, those collected from secondary and primary sources, files were prepared with the necessary information on the good practice in order to allow their systematization and analysis.

Subsequently, the systematized information from both types of sources was fed into a single matrix that reflected the lessons learned, good practices and success stories. The analysis of this information was carried out by organizing the results around four aspects: inclusion of the gender approach in all institutional processes, planning, design, implementation, monitoring and evaluation. Based on the results obtained, recommendations were prepared to strengthen the gender approach in USAID/Peru's program.

STRENGTHS AND LIMITATIONS OF THE STUDY

Strengths

- The quantity and diversity of documents analyzed; those related to USAID/Peru's interventions, evaluations and studies, as well as reports and project documents from USAID archives.
- The work carried out by the study team to identify lessons learned, good practices and success stories based on the document analysis and the results of interviews with key respondents. It was a key exercise to the extent that these experiences are not presented or reported as such; an analysis work was necessary to be able to extract them.
- The study team developed an appropriate analysis framework to understand and systematize lessons learned, good practices and success stories.

LIMITATIONS

- The vast majority of the documented information collected and reviewed by the team describes the existing gender gaps in different thematic fields and geographic areas. Less common are publications that report on the experiences carried out to reduce these gaps.
- Most documents on specific experiences refer to actions to confront gender-based violence and to a lesser extent on other thematic areas.
- Few systematizations were found of the experiences of institutions that include a gender equality focus in their work, including the implementing partners of USAID/Peru.
- Research and evaluations on the problem of gender inequalities do not always collect lessons learned or good practices, prioritizing the “technical” components of the interventions.

RESULTS

The results obtained from the review, organization and analysis of the information are presented in three sections -lessons learned, good practices and success stories in reducing gender inequalities- organized into the following major topics:

- the inclusion of the gender approach in the institution that designs and/or implements the intervention;
- the planning or design of the intervention, which includes problem identification, diagnoses, strategies, preparation of the work plan, and budget;
- the implementation of the intervention, which includes the execution of the project, institutional coordination, adjustments to the work plan or inclusion of strategies, among others; and,
- monitoring project implementation, as well as evaluations of interventions.

LESSONS LEARNED

The following are the lessons learned by USAID/Peru and other institutions working in Peru or Latin America, which have been organized by gender approach, planning, implementation, and monitoring and evaluation.

INSTITUTIONALIZATION OF THE GENDER APPROACH

- **Having a gender policy is an important step forward in reducing gender inequalities, but it is not enough.**

USAID has a Gender Equality and Women's Empowerment Policy that dates back to 2012 and was updated and published in 2023, which reaffirms gender equality and the empowerment of girls and women as a key human right for sustainable development. Normatively, the first regulation (ADS 205) for its application in country strategies and in the design of projects and activities appeared in 2013; and by legislation, gender equality has been integrated into the USAID program cycle since 2018.

Despite these important advances, some projects do not integrate the gender approach from the first moments of intervention design, or do so unevenly. In some cases, integration is still in its inception, and in others there is insufficient evidence (systematization, evaluation) of the experience developed or the results achieved.

For USAID/Peru, gender approach mainstreaming is an institutional concern that is reflected in the development of gender action plans in some technical offices (Sustainable Development and Environment) and also in some projects. The CDCS mentions gender gaps as one of the areas for improvement in Peru, and DOs mention the importance of addressing gender gaps and preventing gender-based violence. However, gender does not include a box in the strategy's results framework. *(Interviews with USAID/Peru key stakeholders and implementing partners).*

- **Institutional commitment to gender policies will not be sufficient if it is not given the same priority as other issues.**

Various projects in Peru and other Latin American countries demonstrate institutional commitment to the gender equality agenda and include gender strategies, but if this commitment is not translated into coherent interventions, projects may appear more “dispersed” than strategic.

Assessment of gender inequalities reduction confirm that the interventions have not contributed to this objective to the extent expected, since in practice the gender issue has not been given the same priority as other issues, for a variety of reasons. Since commitment to gender is a prerequisite for the successful implementation of gender equality policies, this commitment is insufficient if it is not translated into concrete actions within the organizations. For example, programmatic prioritization of the issue, budget allocation, knowledge and commitment of donor institutions and implementing partners staff, among others. *(World Bank, 2021 and interview with Canadian Cooperation key stakeholders).*

- **A focus on gender and evidence on gender gaps in different areas and technical areas must be expressed in specific gender plans by means of objectives or thematic areas.**

USAID/Peru has had the recent experience of developing gender action plans in two technical offices, each with different approaches and objectives. Both documents serve as guides for project gender action plans. At the mission level, a CDCS-aligned gender action plan has not been developed to guide technical offices and projects, with specifications for each intervention. The integration of USAID's Gender and Women's Empowerment Policy into the work of the various programmatic areas would be easier with

the preparation of a specific gender action plan relevant to the social, economic, and cultural characteristics of Peruvian populations.

The inclusion of a gender approach in USAID/Peru projects would be easier with the design of specific strategies to integrate gender into the design, implementation, monitoring and evaluation of each project. This includes designing awareness-raising activities that are relevant to the profile of the implementing partners. This is an important aspect, given that some of them undertake this requirement in order to access USAID resources and, not infrequently, consider that the gender approach is already “mainstreamed” in their plans with the inclusion of an activity that includes the participation of women.

A prerequisite towards achieving the above is actively working with technical staff to ensure their understanding of the gender approach and to be able to provide technical guidance to each implementing partner on the adaptation of gender action plans.

On the other hand, in cases where a gender focus is included in a project already designed or in the implementation phase, it is more difficult to achieve results in reducing gender inequalities within the framework of the intervention, because the gender activities become a set of dispersed activities. For example, when projects aim at “equal participation of women and men in activities”, especially in training; thus limiting the possibilities to intervene effectively in reducing gender gaps in certain areas. *(Interviews with USAID/Peru implementing partners).*

- **Gender specialists play a key role in implementing gender policies.**

Designated staff to support gender work is critical to link institutional gender policy with practice; therefore, the selection of personnel with appropriate profiles and the ongoing evaluation of their performance play a key role. Similarly, the allocation of functions must be in proportion to the workload, avoiding being considered as “extra functions”. This aspect must also be taken into account in each project.

It is more effective when gender specialist groups are active and have frequent coordination with projects and each other. The existence of a unit within the institution that coordinates the experience of gender specialists is an effective way of supporting the implementation of the institutional gender strategy, ensuring the adequacy of capacity and the allocation of time for activities to promote gender equality within institutions and implementing teams.

Projects are also more effective in mainstreaming the gender approach when they include gender specialists who, depending on the characteristics of the type of intervention and the area, are responsible for carrying out activities such as identifying relationships with stakeholders, implementing activities designed with gender in mind, and adjusting these activities through monitoring and follow-up, among others. *(Interviews with USAID/Peru and World Bank implementing partners, 2021)*

- **The combination of thematic knowledge and gender specialists sets the stage for better integration of the gender approach in project activities.**

Generally, the people selected as gender specialists lack knowledge on the subject of the intervention, which can affect the relevance of the gender analysis carried out by the project. This is because gender relations between women and men are specific to the areas in which the project is implemented and the problem it is trying to change (for example, administration and care of natural water infrastructure, climate change, income generation, participation in community organizations, among others). Therefore, the contribution to the design of strategies and awareness-raising activities, training or technical assistance with gender equality orientation may not be relevant and effective.

On the other hand, many members of the technical teams of the projects are unaware of the gender issue and how to mainstream the approach in strategies and activities, which is why the role of the

gender specialist is essential to guide the interventions. (Interviews with key actors and implementing partners of USAID/Peru)

PLANNING

- **The incorporation of the gender perspective from the design and planning of projects facilitates the development of interventions aimed at advancing gender equality.**

Incorporating the gender approach from the design of the intervention means carrying out awareness-raising activities on the topic with the actors involved, developing tools to obtain evidence of gender gaps at the community level and to guide the design of strategies and activities, and include relevant indicators in monitoring implementation.

USAID/Peru interventions require concrete mechanisms to ensure the incorporation of gender inequalities in the objectives of the intervention, as well as in the activities. In this way, the incorporation of the gender approach will not depend on the level of commitment of the people responsible for the portfolio at USAID and/or the implementing partners. (Interviews with key actors and implementing partners of USAID/Peru).

- **To incorporate strategies and activities aimed at reducing gender inequalities in interventions, it is required that resources - human resources, communications, events, etc. - be considered in budgets and work plans.**

A key element to promote the implementation of the gender equality policy is that each project has qualified gender personnel who can mainstream the gender approach in all activities. In interventions in which the “mainstreaming” of the gender approach is indicated, without this being expressed in specific and budgeted activities, there is a risk that this task will remain a concept without content or results.

In various experiences, implementing partners point out that their budgets consider only the “technical” activities of the project, but not those related to carrying out the diagnoses, nor to the implementation of specific strategies and activities that arise from said diagnoses for the purpose of reduce gender inequalities.

Budget constraints prevent – or limit – adequate monitoring of progress on gender gaps. Likewise, the lack of budget limits adequate monitoring of progress on gender gaps. (Interviews with USAID/Peru implementing partners).

- **Diagnosing gender gaps reflects the priority given to the issue and guides the design of interventions so that they are coherent, strategic and articulated to reduce gaps.**

Gender assessments and analyses are inputs for better project designs aimed at reducing gender inequalities by proposing specific objectives. Fragmented use of assessments can result in project designs containing dispersed and non-strategic activities.

In addition to generating evidence towards closing gender gaps, it is essential to support staff in understanding and using information, providing them with the necessary operational solutions and guiding the use of knowledge to make interventions more relevant and effective. (*World Bank, 2021*)

- **An important development in USAID/Peru is the mandate to develop gender analyses for its activities (or projects), which will be more effective in reducing gender inequalities if they are developed during the project design phase.**

Projects carry out gender analyses and gender plans at the beginning of implementation, which leads to considering the gender focus as complementary to the activities and, therefore, results are misaligned. *(Interviews with USAID key stakeholders and implementing partners; USAID, 2023).*

- **Including a participatory and community-based approach, from the design of the project and throughout its implementation, is essential towards achieving the objectives, as it responds to the needs of women and key stakeholders.**

A participatory and community-based approach means that beneficiaries and key stakeholders are explicitly involved in the cycle of the project (design, planning, implementation, monitoring, evaluation and learning). This responds to the needs of women and key stakeholders. Trust and credibility in the organization is strengthened by proximity and ongoing contact with communities to access the target population and bring about the necessary changes.

Interventions in which community-based actions were designed and implemented with the women themselves as community promoters achieved better results in terms of efficiency and effectiveness. The participatory and community-based approach also offers prospects for sustainability. *(World Bank, 2021)*

- **Awareness-raising activities play a key role in changing attitudes towards gender-based violence against women and girls.**

Awareness-raising activities contribute to changing attitudes while generating and disseminating knowledge for the prevention of violence against women and girls. These actions must be part of the design of interventions that propose to address gender inequality.

Changes brought about by awareness-raising activities are achieved in the medium or long term and therefore require sustained and consistent work. They cannot be considered as specific and isolated actions and must be articulated with other types of interventions aimed at changing socio-cultural patterns of gender-based violence. *(UN Women, 2021, 2022, 2023)*

- **Regarding prevention of gender-based violence, awareness-raising, information or education activities are important but insufficient in order to achieve behavioral changes.**

Addressing gender-based violence requires changes in knowledge, attitudes, practices and beliefs, and for this approach to be relevant and effective, it requires comprehensive diagnoses at the local level of existing gaps, behaviors and gender relations in populations and communities. Knowing whether these behaviors conform to social norms or are independent behaviors (e.g., religious norms) will allow the most appropriate strategies to be designed.

Failure to understand the cultural specificities of the population, especially in the case of Amazonian or Andean communities, can lead to some vertically implemented activities causing problems of violence against women or, at best, to capacity-building activities not having the expected impact. *(Interviews with World Bank and Inter-American Development Bank key stakeholders; USAID, 2023a and USAID, 2023c)*

IMPLEMENTATION

- **Close and permanent coordination is an effective strategy towards achieving better results in gender equality.**

Coordination between USAID and its partners is a key element because it allows for immediate feedback on activities aimed at reducing gender inequalities and, at the same time, from implementing partners to the population in which they are working. Whenever USAID made efforts to work with implementing partners on a gender “agenda”, it was a result of initiatives driven by portfolio managers

based on their personal or professional commitment to gender equality. However, these efforts have not been consistent. *(Interviews with USAID/Peru key stakeholders and implementing partners).*

- **Creating synergies and agreements with institutions and organizations working on similar issues, sometimes in the same field, enhances the achievement of results and reduces intervention costs.**

The formation of strategic alliances has proven to be key to providing an articulated response to gender inequalities, as they contribute to greater complementarity of interventions, improving results and benefiting the population, rather than being overwhelmed by different, similar activities. This requires willingness and programmatic as well as administrative flexibility on behalf of institutions that are aligned in scope and theme. *(Interviews with USAID/Peru, IDB, and UNDP implementing partners; USAID, 2020, UN Women, 2021, 2022 and 2023)*

- **Coordinated work between the government, civil society, academia, and the community is a key factor in ensuring the success of the project.**

Through this collaboration it is possible to develop the activities and products in a cross-cutting and comprehensive manner, as well as to consider all aspects of the problem that may arise during the implementation of the activities. In this way, they can be addressed from a participatory approach to the construction of solution strategies.

Working in the communities requires proximity and permanence in order to adapt strategies and immediately incorporate activities in the event of changes in the context or lessons learned during implementation. Permanent coordination at the local level between the various stakeholders and the project facilitates this work and strengthens the trust and credibility of the project among the population. *(UN Women, 2021, 2022, 2023)*

- **Ongoing analysis of the political and social situation and the implementation of the necessary adaptations to respond to new challenges, including organizational changes in the institutional structure, favor the relevance of interventions.**

Internal reflection is important in the face of new contexts, such as those created by the COVID 19 pandemic or by changes in national and regional priorities regarding the problems and alternatives to gender inequality. In some cases, this exercise implies changes in the organizational structure of both institutions and project teams.

In fact, adaptive project management can be planned in the conception or design phase, but it also arises in response to unforeseen external changes (threats, environmental events, political instability), thus avoiding or minimizing delays or changes in the timing, duration, or location of project activities. The internal factors that drive the adaptation of interventions respond to the capacity needs of the organization's partners, staff, and key stakeholders.

Adaptive management requires solid monitoring, evaluation, accountability, and learning systems to identify and adapt to ongoing challenges and changes. *(UN Women, 2022)*

- **Gender awareness-raising and skill-building activities are more productive when both women and men take part in them.**

Particularly in Amazonian communities, the participation of men promotes joint reflection on the gender gaps in their communities. Although, in some cases, the presence of men can initially inhibit the participation of women, these inhibitions are overcome through the participatory nature of the meetings and the use of methodologies that promote joint reflection on gender gaps and alternatives to them. This strategy must extend beyond meetings by creating the conditions to facilitate participation. In each

case, however, it is necessary to carry out a gender diagnosis limited to the community in order to design the most relevant strategies and methodologies. *(Interviews with USAID/Peru implementing partners).*

- **Workshops -on various gender-related topics- are more effective when participants are in small groups.**

Reflection and awareness-raising workshops on gender issues are more effective when conducted with small groups. Mass workshops do not facilitate the internalization of concepts and reflection on gender gaps and possible solutions within the population groups participating in the projects.

In order to facilitate the exchange of opinions and reflections, as well as the identification of leadership and the specific needs of women, ideally the groups should be of 15 or 20 people. Mass workshops do not facilitate the internalization of concepts and reflections on gender gaps and possible solutions within the population groups participating in the projects. *(Interviews with USAID/Peru key stakeholders and implementing partners).*

- **Technology training initiatives to equip women and other social groups with skills for future employment cannot work in isolation. Training must be implemented in conjunction with broader social policy interventions.**

In addition, these interventions should be complemented by economic inclusion and/or skills development components. In any case, such interventions should address the structural barriers to digital inclusion, as the communication strategy alone is not sufficient to address the challenges women face in using technology in their businesses or jobs *(Mariscal et al., 2019 & Aldasoro, 2023).*

MONITORING AND EVALUATION

- **Including gender indicators from the project/activity design facilitates the identification of obstacles and progress in the process and allows making pertinent changes.**

USAID must monitor and supervise the tasks that the partner performs to implement its gender action plan, such as the diagnosis, the design of the workshops and their execution, especially in the case of new partners or local partners not familiar with the gender USAID's policy.

All USAID/Peru projects report their indicators disaggregated by sex, but this is not enough to observe progress and obstacles in reducing gender inequality, because they are mainly process indicators. Therefore, there is a need to include gender-specific indicators at all levels of objectives and integrate them into the project's monitoring and evaluation system.

Those responsible for gender in interventions must know result indicators in financial inclusion, entrepreneurship, productive participation, among other thematic aspects of interventions. This would make it possible to include these results into the reflection on progress in gender equality and, if necessary, to include relevant adjustments. *(Interviews with key stakeholders and implementing partners of USAID/Peru)*

- **The inclusion of tools that allow a closer relationship between each portfolio manager and the activity monitoring and evaluation system will allow better monitoring of USAID's gender policy implementation.**

In order for USAID/Peru to have sufficient information to assess the effectiveness and relevance of its gender policy, it is necessary to have data that account for progress and limitations in gender equality objectives in each of the four programmatic portfolios. This need would be met through a systematic

monitoring of the implementation of this policy in interventions by those responsible for each portfolio. *(Interviews with key stakeholders and implementing partners of USAID/Peru)*

- **It is necessary to generate data and knowledge on gender gaps concerning thematic sectors or specific areas at the local level of interventions.**

In many experiences, interventions in the line of gender equality – regardless of the type of project executed – lack a battery of gap indicators at the local level, which prevents an assessment of results (or impact) based on evidence.

The information from local diagnoses would be enriched with contextualized information on gender gaps and inequalities created during the implementation of activities through an effective monitoring system. With this information, the local staff responsible for interventions will include relevant modifications more quickly and effectively.

Gender gap diagnoses aligned with the objectives of each technical area help close the gaps identified by projects. *(Interviews with key stakeholders and implementing partners of USAID/Peru; World Bank, 2021)*

- **Generating evidence about gender gaps is important, but it is also important to support staff to better use evidence to identify operational solutions.**

The efficient use of data on gender inequalities at the national, regional, and local levels for the design or redesign of interventions, strategies, and activities requires ongoing technical support from gender and monitoring specialists of each implementing partner and from portfolio managers in USAID/Peru.

In various experiences, it has been found that field personnel lack the necessary technical tools to identify the most efficient and pertinent operational solutions to the problems identified during the implementation of the project. *(World Bank, 2021)*

BEST PRACTICES

The good practices presented below are experiences, procedures and activities linked by an objective that has produced results in interventions or institutions. Therefore, they can be replicated.

INCLUSION OF A GENDER APPROACH WITHIN THE INSTITUTION

- **Mandatory inclusion of the gender approach in all programs, projects and activities.**

Canadian Cooperation includes gender approach throughout the technical cooperation portfolio, seeking to establish synergies with other institutions with similar objectives. The **Inter-American Development Bank** has a policy of mainstreaming gender approach and a mandate to seek to include the issue of gender gaps in all loans. The **United Nations Development Programme** in Peru has the “UNDP Peru Gender Equality Strategy for 2023-2026,” which is a tool to ensure that gender approach and the problems affecting women in their diversity are considered when designing and implementing interventions and providing technical support to the country. The company **AVON** developed a gender equality policy to implement decisive actions in favor of the generation of equal opportunities for women and men, preventing and fighting for the elimination of any type of discrimination, violence or harassment.

- **Budget allocation to include the gender approach.**

In **Canadian Cooperation**, 15% of the budget is directed to projects whose objectives seek to reduce gender inequalities, and 85% of the budget to projects with some gender components or activities.

- **Having specialists and staff in gender focal points.**

In **Canadian Cooperation**, all staff have the obligation to know the gender issue in order to apply it and they have gender specialists who look for opportunities for intervention and design interventions. The **Inter-American Development Bank** has multidisciplinary teams and also specialists in gender and diversity (staff and consultants). Since 2023, **UNDP Peru** has formed a Gender Unit responsible for mainstreaming and promoting the gender issue. The Gender Unit is transversal to the entire office, reporting directly to the resident and deputy representative. **USAID/Peru** has focal points on gender issues in each technical office and requests that each project have a specialist on the subject.

- **Staff performance evaluation on gender inclusion approaches.**

In **Canadian Cooperation**, staff performance is observed with gender policy implementation indicators. At the **Inter-American Development Bank**, the commitment to gender approach is observed in the annual staff performance system. (Interviews with Canadian Cooperation key informant, IDB key informant, UNDP key informant, IDB, 2022b, CIPE, s/a).

PLANNING

- **The intention to act on gender inequalities begins by including these inequalities in project design and planning.**

The **Inter-American Development Bank** reviews 100% of the projects to identify opportunities for gender and diversity mainstreaming. In addition, “to qualify as a project with gender and/or diversity alignment, it must include: (i) analysis of gender and/or diversity gaps or problems; (ii) gender/diversity-specific activities that address them; and (iii) at least one gender or diversity-related outcome indicator that could be at the level of general objective, specific objective or output. This last element is of

particular importance because it defines concrete objectives in support of the gender and diversity project” (Interview with key IDB informant; IDB, 2022b).

The **Natural Infrastructure for Water Security** project (USAID/Peru - Canadian Cooperation) worked with the National Superintendence of Sanitation Systems (SUNASS) to mainstream gender approach and achieved the approval of an institutional gender policy in the entity. Based on it, strategies are being designed to close the gender pay gap and to increase women's access to decision-making positions in SUNASS (USAID, 2023c).

- **Development of tools that support the review of designs to ensure the inclusion of the gender approach.**

The **Inter-American Development Bank** reviews project designs for approval with a tool (Gender and Diversity Strategic Alignment Checklist and Gender and Diversity Training) that gives consistent feedback to project teams on the application of gender and diversity criteria. This tool is applied by the corresponding area and is easy to use because reviewers are not necessarily specialists in gender. In addition, the IDB developed gender and diversity toolkits for country offices, which include project portfolio reviews, identification of opportunities for direct investment, examples of good practice projects, presentations or summaries on specific topics of interest, country-specific data, and learning events for staff. (Interview with key IDB informant; IDB, 2022b).

- **Project design includes a specific gender analysis for the intervention, both thematically and in the scope of intervention.**

USAID/Peru requests that all projects develop gender analysis at the design stage, and since 2023, it is mandatory for all projects to carry out gender analysis in the scope of intervention as an input to the project's gender action plans.

In the first phase of the USAID/Peru **Natural Infrastructure for Water Security** project, a gender analysis was carried out, but it was not linked to the conceptual framework of the project. Therefore, the activities that were programmed were not related to the problem of water security and women in the environment, thus losing an opportunity to work more effectively for the reduction of gender inequalities in this field. (Interviews with key stakeholders and USAID implementing partners; USAID, 2023c).

IMPLEMENTATION

- **Implementing positive measures ensures women's participation.**

The **Alianza Café (Coffee Alliance)** project (USAID/Peru) included women in the value chain of the Alianza Café, as a strategy to promote women's empowerment and increase their participation in decision-making. Through counseling aimed at women to strengthen their capacities in planting, harvesting, and marketing activities, their empowerment and greater participation in decision-making processes were encouraged (USAID, 2023b).

USAID/Peru's **Alianza Cacao (Cocoa Alliance)** and **Alianza Café (Coffee Alliance)** projects coordinated with private companies to promote specific financing schemes for women. At the same time, they held financial education and advisory workshops, which strengthened their role as women leaders in cocoa or coffee production in their community. These strategies allowed the generation of new sources of income in the agricultural sector and in other sectors, consolidating a greater demand for financial products by women (USAID, 2023b and USAID, 2023c).

USAID/Peru's **Citizen Commitment for Transparent Reconstruction** project included activities to promote women's participation in citizen oversight, such as mapping actions, monitoring attendance at training, evaluating appropriate times and places for women's participation, and differentiating criteria for women's participation in urban and rural territories according to age groups and occupations. The main results were a greater inclusion of women in the Citizen Oversight Committees, commitments by local authorities to hire women in public works, and the development of a guide for gender mainstreaming in the oversight of government reconstruction work (USAID, 2021).

USAID/Colombia's **Increasing Women's Access to Business Capital** project implemented strategies to reach rural women, such as a new line of credit, with a preferential interest rate of less than 24 months, so women can start a healthy credit history that allows them to access more traditional financial products. In addition, loans that are smaller than the market average do not require collateral, a barrier that limits access to credit, mainly for women. Another strategy was to strengthen the entrepreneurial skills of rural women through training in leadership, marketing, and administrative and financial practices. The third strategy was the broader mobilization of the system, creating actions and policies to empower women socially and economically (USAID, 2024a).

The **Value Proposition for Women** (BANCOLOMBIA) program has five activities to achieve greater inclusion of women: a) construction of differentiated risk models, b) articulation of the financial value proposition with training solutions and other non-financial services (platform for connecting needs with services and solutions offered by independent companies, including housing and mobility solutions, c) review and adjustment of segmentation and models of commercial attention and expert accompaniment, d) training and development plans with commercial teams, e) communication and marketing strategies with a gender approach (CIPE, s/a).

Portfolio of Integrated Services Tailor-Made for Clients (BANDESAL Women's Fund – El Salvador). The fund adapted its services (credit amounts, fees, provision of a guarantee fund) and specific services (alliances with public and private financial institutions, as well as government institutions) to reach women. A successful strategy was the search for potential clients and the maintenance of the relationship with them through credit advisors. The Women's Fund has integrated services: direct credit, broad guarantee coverage, evaluation model with emphasis on women's ability to grow their businesses, make decisions independently, family group, distance from urban centers, etc., and initial and post-credit training. Success comes from its methodology based on building a close relationship with women – field visits, local account executives, training to the group of account executives serving women, random business supervision and accompaniment (UN Women, 2021).

The **Transparent Public Investment** project (USAID/Peru) promoted women's participation and active voice in anti-corruption activities. The number of women involved increased from 21 in September 2021 to 40 in June 2022, and their participation in key positions was boosted to promote citizen oversight. The regions of Piura, Lambayeque, Cusco and Loreto had or have women leading the Technical Secretariats of the Roundtable for the Fight against Poverty (MCLCP). (USAID, 2021b).

The **Strengthening the Resilience of Communities to the Adverse Effects of Climate Change with an Emphasis on Food Security in the Province of Pichincha and the Jubones River Basin** project (supported by the World Food Program, Conservation Fund, Ministry of Environment of Ecuador). A good practice was to promote women's participation in the community adaptation planning process (Adaptation Plans) by reflecting their differentiated experiences and priorities. For example, women identified their workload in water collection as a problem, in response to which the project promoted water infrastructure – water storage and irrigation canals – reducing women's time in this task and improving food cultivation. Another good practice was the differentiated work with small farmers, especially indigenous women and heads of households, to increase access to

extension and market services, the promotion of leadership, and the delivery of technical inputs for the construction of climate-resilient housing (Adaptation Fund, 2020).

The **Andean Resilience: strengthening small-scale agricultural production in areas vulnerable to climate change in the highlands of Ecuador and Peru** project (ACRA Foundation, Tungurahua Provincial Government, Decentralized Autonomous Governments of Cotopaxi and Cañar of Ecuador and Piura Regional Government, Peru, with the support of the European Union) worked with associations made up mostly of women. The project recruited local staff, carried out activities taking into account women's time availability, and managed to get women farmers actively involved in all project activities (European Commission, 2022).

- **The development of specific strategies for capacity building guarantees individual and community changes.**

The **Multi-Year Operational Plan for Institutional Strengthening (PORI)** with the National Commission for Development and Life without Drugs (DEVIDA) (USAID/Peru) organized internships for women leaders to share experiences with other leaders in the country. The practices carried out in the La Merced and Pucallpa Zonal Offices had an impact on the peasant women because they observed that it was possible to organize and generate income from a legal activity, and they found that productive work could be reconciled with reproductive work at home (USAID, 2022c).

USAID/Peru's **Initiatives for Transparency in Extractive Industries (EITI)** project implemented training programs for women in soft skills, which strengthened their capacities for the direct negotiation of their productive proposals. A specific case is that of the Association of Producers of Urpay, Sánchez Carrión province in La Libertad - a vegetable producer - which obtained financing from Pro Compite and has as its main buyer the Virú Agricultural Society. The Association does not yet have an organic certification seal, but its production does not use pesticides, which influences the quality of its products (Interview with a key informant of the Initiatives for Transparency in Extractive Industries project).

Cacao Conecta is a USAID/Colombia project to empower women to act as agents of change and leaders in their communities, and foster spaces for women's effective political participation. One of these spaces was the Gender Council, which has served to fight against sexist stereotypes and generate gender parity in the cocoa production sector. In addition, participants had high-level conversations with candidates for municipal mayors, so their needs and priorities were put on the public agenda and for the communities to follow up on development plans (Fundación Ideas para la Paz, 2024).

USAID's **B'atz Local Institutional Strengthening** project intervenes in Mexico, Guatemala, and Honduras to strengthen the coordination of women territorial leaders through the first Summit of Territorial Women Leaders of Mesoamerica. 16 women leaders from nine indigenous organizations and local communities from five Mesoamerican countries participated. As a result, participants outlined a Regional Gender and Climate Change Plan to promote climate justice and advocate for equal access to opportunities (USAID/Guatemala).

USAID Colombia's **Generating Equity** project works to eliminate gender barriers that impede women's economic empowerment. The strategies developed are childcare and socio-emotional support for the children and adolescents of the participants' families, training in digital skills, and training in soft skills to position women in the labor market (USAID, 2024b).

The **Strengthening the National Specialized System of Gender Justice** project (German Cooperation – GIZ) implements the strategy for strengthening capacities in the Judiciary, the Public Prosecutor's Office and the Public Defender of Victims of the Ministry of Justice and Human Rights, which responds to the main problems identified against gender-based violence. Highly specialized content was transferred, addressed from a gender approach and focused on the victims, seeking the

unification of participants' criteria. The modality of the course - virtual, with synchronous and asynchronous classes - allowed for wide participation. It was installed on institutional platforms for continuous access by more participants (GIZ, 2020a).

The **Canadian Cooperation** designs and implements gender awareness and training programs for its partners. These programs have an impact on the capacities of state and non-governmental partners – Ministry of the Environment (MINAM), National Service of Natural Areas Protected by the State (SERNANP), Profonampe and Mountain Institute (Interview with key informant from Canadian Cooperation).

The **Strengthening the Specialized Justice System** project (German Cooperation - GIZ), in direct coordination with the Gender Justice Commission of the Judiciary, has strengthened the specialized justice system for dealing with cases of gender violence and providing protection to women at risk of suffering major aggressions that put their health and lives at risk. Capacity-building activities have been carried out by planning and implementing activities, including the aforementioned stakeholders. (Interview with key informant from GIZ).

The **Natural Infrastructure for Water Security** project (USAID/Peru and Canadian Cooperation) included activities aimed at reducing gender inequalities in its implementation. To this end, they developed tools to strengthen the capacities of the implementation team on gender issues and supported women to improve their participation in decision-making by improving their knowledge and skills (USAID, 2023c).

- **The inclusion of men in capacity-strengthening processes has a greater impact on reducing inequalities and gender-based violence.**

USAID/Colombia's **Generating Equity** project developed strategies to promote cultural transformation and the promotion of co-responsible and non-violent masculinities. The project transferred methodologies to analyze gender inequalities and promote gender equity policies within organizations through guidelines, protocols, and directives on how gender equity should be addressed within the organization's structure. It disseminated knowledge and experiences for replication, carried out awareness-raising, days of reflection, workshops, and the preparation of brochures or informative material with basic information on gender equality and the promotion of co-responsible and non-violent masculinities. To include men and boys, they developed strategies, such as motivation for participation, convenient logistics and schedules, charismatic, competent, and dedicated facilitators, context-relevant content, play methodologies, and youth leadership for community engagement (USAID, 2024b).

The **Increasing Resilience to Climate Change through the Protection and Sustainable Use of Fragile Ecosystems, ProCamBío II of Ecuador program** (German Cooperation – GIZ,) developed processes to strengthen knowledge and skills in women and men to improve sustainable production systems, productive enterprises – agricultural, tourism, gastronomic, among others – and the use of technological tools. Examples include the strengthening of adaptive and climate risk management capacities aimed at women and men in communities and organizations, including practical knowledge, such as early warning systems, the strengthening of women's organizational and administrative capacities to achieve productive and tourism enterprises, prevention campaigns against gender-based violence, and awareness-raising and training processes for institutional stakeholders public services that work directly with the population (German Cooperation, GIZ, 2020b).

- **The use of inclusive communication strategies ensures greater participation of women.**

USAID/Peru's **Alianza Café** and **Alianza Cacao** projects developed communication, information, and dissemination materials appropriate to the specific characteristics of women in the areas of intervention in rural areas of the Amazon. This allowed for an increase in women's participation in project activities and a greater visibility of their social and productive role within their communities (USAID, 2023b).

USAID/Peru's **Economic Inclusion** project held workshops to address gender-based violence in a playful way with migrant or refugee populations and vulnerable local residents. As it is basically a financial and productive project, dealing with gender issues through games and participatory dynamics with women and men made it easier for them to share their experiences and reflections on gender roles, stereotypes and gaps. These dynamics also allowed for joint reflection on the importance of a life without violence and the importance of economic and personal autonomy to confront gender-based violence. Since the beginning of the project, 3 years ago, they have created a route that goes through care, registration and referral, with other stakeholders of the protection system in Peru (Interviews with a key informant of the Economic Inclusion project, and a key informant from USAID/Peru).

USAID/Peru's **Amazon Business Alliance** project developed homogeneous methodological tools for gender interventions in the Alliance's various projects. One of these tools is the Guidelines for Relations with the Local Population, which include considerations on gender and intercultural issues, seeking effective participation of the beneficiary population. In the preparation of the guidelines, the lessons learned from the experiences with participating communities were included and include technical content, pedagogical adaptation and design itself.

The guidelines were worked on with a team of anthropologists, specialists in prior consultation and lawyers from the Ministry of Culture and socialized with key people from the cooperation and representatives of indigenous populations in the areas of intervention (Interview with a key informant from the Business Alliance for the Amazon).

- **The generation of alliances results in coordinated responses between different institutions**

USAID/Guatemala's **Weaving Peace** Project works in partnership with the government institution responsible for ensuring human rights and the advancement of women at the national, departmental, and municipal levels. It strengthens women's knowledge and technical capacities to integrate delegates on the commissions of the Development Councils at the municipal and departmental levels. They also seek to form and strengthen the Departmental Commissions for the Prevention of Sexual Violence, Exploitation and Trafficking in Persons. These spaces for dialogue between government entities and civil society organizations represent the will of various sectors to respond to the needs of the population and generate changes in favor of women in the communities of the Western Highlands area (USAID/Guatemala).

The **Improving Capacities to Protect, Assist and Integrate Central American Women Victims of Violence** project (Center for Immigrant Social Rights in Costa Rica and supported by the UN Trust Fund to Eliminate Violence against Women) aims to improve the safety of women in situations of forced displacement who are victims of violence. Strategic partnerships proved to be key to ensuring a coordinated response to the protection needs of women who are victims of violence. In addition, in the face of new and challenging contexts (illegal cross-border migration, COVID 19 pandemic), they carried out an analysis of the current situation and made the necessary adaptations to

respond to the new challenges, including organizational changes within the institutional structure (Montaldo & Solís, 2022).

Routes for the Prevention and Attention to Violence Against Girls with Disabilities in the State of Yucatán, Mexico was a project of the UN Trust Fund to Eliminate Violence against Women implemented by Ciencia Social Alternativa AC. The project aimed to generate positive changes in the lives of girls with disabilities by developing an intervention model for the prevention and multisectoral response to violence in the family and community. To do this, intersectoral work between the government, civil society and the community was a key factor in ensuring the success of the project. With this collaboration, it was possible to develop the activities and products in a transversal and comprehensive way. The participation of girls with disabilities in the areas of planning, execution, and project processes led to the development of actions that responded to their needs (Montaldo, Miyar, Torres, Dzul, & Walker, 2022).

- **Development of specific strategies for vulnerable groups.**

USAID/Peru's **Against Human Trafficking in the Peruvian Amazon** project implemented by CHS Alternativo supported eleven public investment projects for local governments' Ombudsmen for Children and Adolescents in the regions of Cusco, Loreto, Madre de Dios and Puno. These projects totaled more than \$3 million to improve their services aimed at survivors of trafficking and other forms of gender-based violence (USAID/Peru).

“Not One More Femicide” is a USAID/Mexico project implemented by the IDEA Foundation. The methodology, which has proven to be effective, has four phases: in-depth diagnosis of the public problem of femicide and diagnoses of the institutional capacities of the authorities to address it, co-design of innovative solutions, technical assistance in the implementation of the tools and procedures developed, considering a period of piloting and readjustment according to the specific needs of each institution and, appropriation and transfer of knowledge to the participating stakeholders to ensure the sustainability of the results obtained (USAID, 2024c).

The **Government of El Salvador**, with support from the IDB, implemented the **Ciudad Mujer** initiative, which aims to provide comprehensive care to women, girls and adolescents in a single physical space, through specialized services grouped into five modules: sexual and reproductive health, prevention and care of physical and sexual violence against women, collective education, economic autonomy, and childcare. It is located in five cities in El Salvador, offering more than 30 services that respond to the needs of users in a free, accessible, and quality way (OAS, IACHR, 2019).

The Government of Mexico's **Prospera Digital Program** uses new tools and mobile technologies to promote women's digital inclusion. This solution is integrated into the Prospera social program in its maternal and child health component. Its success lies in the fact that it provides useful and relevant messages to women and, at the same time, includes them digitally (Mariscal, J. et al., 2019).

MONITORING AND EVALUATION

- **Use of evidence from studies and evaluations to design projects and include the gender approach.**

The second stage of the **Business Alliance for the Amazon** project implemented by **Conservation International** (USAID/Peru and Canadian Cooperation) was redesigned based on the evidence of a diagnosis. This study was conducted in the Nuwas Forest Women's Association, of the Awajun Shampuyacu native community located in La Rioja (San Martín). The diagnosis made it possible

to identify that there was not adequate management in the association, which had generated the distancing of the members, a confrontation between them and difficulties in the management of economic enterprises. An increase in gender-based violence against women in the community was also observed. The evidence found allowed a review and readjustment of the project's activities, prioritizing the strengthening of management capacities, the promotion of new leadership, and the strengthening of soft capacities, including conflict resolution and the formation of women's "patrols" for the prevention and attention of cases of family violence. The new activities designed were considered in the budget modifications of the second stage of the project (Interview with a key informant of the Business Alliance for the Amazon project).

The **Digital project** (implemented by Fundación Capital and supported by the IDB) used behavioral sciences to identify the main biases that limited the adoption and use of technology in MSEs. The project found that, in Mexico, Colombia and Peru, there are structural barriers to digital inclusion in women-led businesses, such as social and cultural stereotypes about the role women have in social interactions, mobility or household and business decision-making. This information made it possible to design the project aimed at providing digital tools to improve productivity and financial situation (Aldasoro, Blanca, 2023).

The **Inter-American Development Bank** carried out reliable measurements to guide interventions for the care and prevention of gender-based violence, applying an indirect method (list experiment) in Lima that allowed greater privacy for the respondent and the obtaining of more reliable data (Bustelo, Frisancho, & Viollaz, 2020).

The **Fighting Human Trafficking in the Peruvian Amazon** project (implemented by USAID/Peru's Alternative CHS) produced evidence of the local socio-economic situation, key information for the design of the project's gender activities. The evidence—including a prior socioeconomic diagnosis of the victim and their families—was important for regional, macro-regional, and border meetings, where information was analyzed to establish institutional commitments. The preparation of various reports favored the public sector to consolidate dispersed information, analyze it at training events or with its peers from other regions. The evidence was also used to: develop training materials (e.g., for Justices of the Peace); develop infographics for specific events, radio spots, videos in Spanish, Quechua, and English (USAID, 2020b).

The **Strengthening the Resilience of Communities to the Adverse Effects of Climate Change with an Emphasis on Food Security, in the Province of Pichincha and the Jubones River Basin** project (World Food Program, Conservation Fund, Ministry of Environment of Ecuador) focused on access to water, food security and resilience, linked to adaptation to climate change and gender. It began with the development of a baseline to determine the level of knowledge on climate change, food security and gender. The results were used to design local capacity development strategies and training modules. The baseline also allowed for the inclusion of gender-sensitive indicators (Adaptation Fund, 2020).

The **Nosotros con Ellas** program (BANCAMÍA – Colombia) developed an analysis of the gaps in its portfolio, identifying customer profiles and needs. A cross-cutting strategy was developed that included changes in the organizational culture and the development of a value proposition focused on women from different segments: a) redesign of savings account products, investment product, debit card, credit and differentiated insurance for rural and urban women, b) administrative adjustments to apply, obtain and use credit, c) development of a digital tool Filtro Mujer that facilitates relationship and commercial attention with customers, d) Protected Bag Insurance Policy against possible theft for women who work in sales. The offer of non-financial services includes training and education services, family medical

telephone guidance services, legal advice, psychological and emotional telephone assistance, agricultural technical advice, among others (UN Women, 2021).

- **Have monitoring and evaluation systems that allow us to know the progress of the gender approach inclusion and the reduction of inequalities.**

The **Inter-American Development Bank** has a system for monitoring the implementation of the gender mainstreaming policy. It is mandatory for projects to include indicators in the results matrices at the level of general, specific and output objectives (IDB, 2022b). **USAID/Peru** projects are required to report sex-disaggregated indicators and, since 2023, reports include a specific section on progress in reducing gender inequalities (Interviews with key stakeholders from USAID/Peru).

SUCCESS STORIES

The identified success stories presented below correspond to interventions that achieved the proposed gender objectives.

SUCCESS STORY I: CHANGES TO BREAK SILENCE AROUND SEXUAL VIOLENCE IN COLOMBIA

This project is described as pioneering and innovative because it addresses violence against women and girls from the deconstruction of gender norms by key stakeholders for change. It is based on the recognition that there are imaginaries formed from childhood that affect men and women equally and perpetuate violence; and to achieve transformations towards equality, society must become aware of and act on them. In this regard, it develops strategies at different levels of society (individual, community, and institutional) and involves multiple stakeholders for the deconstruction of harmful gender norms that are present in the different stages of prevention, care, and reparation of gender-based violence (Amariles, F., & Bucheli, B., 2022).

- **The project**

The “Young people changing norms to break silence around sexual violence in southwestern Colombia” project was executed by the Si Mujer Foundation with the support of the UN Trust Fund for the Elimination of Violence against Women between September 1, 2018 and December 31, 2021.

The project was aimed at the city of Santiago de Cali (Colombia) and nearby municipalities. Its target population was young people and girls, as well as people from community organizations, teachers from educational institutions and universities, members of the police and other public sector entities that work in the area of gender violence.

The problem addressed by the project was gender-based violence that manifests itself in high rates of femicide despite political and legislative advances.

- **Objectives and strategies**

General Objective: Women and girls in vulnerable neighborhoods of Cali perceive a decrease in exposure to harmful gender-based norms and practices that contribute to sexual violence, and experience greater confidence in reporting acts of sexual violence and seeking comprehensive care.

The strategies developed were:

- Training and education of youth leaders on issues of gender, sexual and reproductive health and rights, prevention of violence, among others, and development of skills -public speaking, facilitation skills, conflict resolution, etc.-.
- Strengthening of public authorities and institutions through training on gender equity, gender-sensitive care, sexual and reproductive health and rights, and violence against women, among others, focusing on understanding and deconstructing the harmful gender norms that make sexual violence against women tolerated.
- Strengthening community organizations.
- Work with local institutions and authorities.

- **Results:**

The project shows an important advance towards breaking the imaginaries and gender norms permissible with violence against women and girls, using the strategy of working with young leaders, community organizations and institutions linked to the violence care route. In a combination of individual and systemic actions, and applying human rights and gender equality approaches, it created the basis for deconstructing negative gender imaginaries and expanding them through trained agents of change.

There is a high potential for impact through the implementation of the project strategies. The combination of key stakeholders involved, the provision of seed funds to finance activities at different levels of results, and the support networks formed enhance the possibility of achieving systemic transformations in future projects.

- **Success factors:**

- The implementing institution designed the project by leveraging its previous knowledge of gender issues and previous successful experience of mobilizing young people in sexual and reproductive health and rights by creating young leaders who are fostering change at the individual, community, and institutional levels.
- The project has a comprehensive approach (social norms, gender stereotypes and their deconstruction in the final and intermediate beneficiary population).
- It addresses the gender issue from the individual to the systemic level.
- It intervenes at different levels: from individuals, families to institutions.

- **Evidence of success:** final evaluation with mixed and participatory methods.

SUCCESS STORY 2: PROMOTION OF HIGHER EDUCATION IN PERU

This intervention is designed based on knowledge of the problem that affects women's access to higher education and the causes that allow the gender gap to remain. Strategies are designed with behavioral science in mind to change gender norms and stereotypes. The results are successful in reducing gaps (Rojas Méndez, Ana María, 2022 and Inter-American Development Bank, 2022a).

- **The project**

In Peru, the National Scholarship and Credit Program (PRONABEC) offers Beca 18, an initiative that allows low-income students with high academic performance to pursue a career in higher education. The program guides the process of applying to educational institutions and choosing a career, since they are previous steps required to aspire to Scholarship 18. Students, especially those of lower socioeconomic status, do not have complete information on application and choice of careers, and in addition, in Peru there are stereotypes and gender biases that can influence the choice of career and educational institution. Women lacked confidence and information.

In 2020, PRONABEC and the IDB applied behavioral sciences to close the gender gap, addressing the biases and barriers that guide people's behavior adversely.

- **Objectives and strategies**

The objective of the intervention was to improve the quality of the application process in 2020, encouraging applicants to choose more competitive educational institutions and careers with high economic performance, highlighting women.

The strategies developed were:

- Planning the intervention by identifying possible barriers and behavioral biases in the target population – lack of confidence, gender stereotypes in the choice of careers and high level of information.
- Use of behavioral science tools: sending text messages with reminders to all pre-selected candidates during the application process. The messages promoted the use of the tools available in the Support and Guidance Platform provided by PRONABEC to help in the application phase: vocational guidance, educational offerings and drills, as well as reminders of important dates.
- Sending text messages promoting the choice of careers with high economic return and quality educational institutions.
- Differentiated texting to women: Women in the treatment group received self-confidence to motivate them to take action, worded with framing tools (emphasizes relevant and positive aspects), prominence (messages were sent at the right time), and social norms.

The target groups of the intervention were three: men who received standard messages, women who received standard messages (control group) and women who received differentiated messages (treatment group).

- **Results:**

- Women in the treatment group who received self-confidence and motivation messages significantly increased their test scores.
- Women in the treatment group who received differentiated messages more than doubled the likelihood of using the educational offer tool.
- In 2020, women's scholarship application rates (both those who received motivation and confidence messages and those who did not) exceeded men's application rates.
- Compared to the results of the previous year, there was an increase of 6.2 percentage points in the application rates of women and 5.3 percentage points in those of men.

- **Success factors:**

- The design of the intervention was based on evidence.
- Proposed strategies are designed with a scientific basis.
- Use of behavioral science tools: differentiated and motivational messages.

- **Evidence of success:** Experimental evaluation with a control group.

SUCCESS STORY 3: POLITICAL PARTICIPATION OF WOMEN IN LATIN AMERICA

This project combines coordination strategies between different stakeholders to carry out specific interventions in each area. It also plans interventions based on evidence. Results show concrete advances, such as regulatory changes and greater visibility of inequities (Llanos, B., 2022).

- **The project**

ATENEA was born in 2011 and formalized in 2014 with the aim of accompanying Latin American States in the advancement and consolidation of parity democracies, a concept included in multiple regional political consensuses, as well as in the Framework Rule for Consolidating Parity Democracy, approved by the Latin American and Caribbean Parliament in 2015.

The Project sought to promote parity democracy in Latin America. There are at least three factors that affect the achievement of a parity result: a) the design of the measures themselves; b) the greater or lesser compatibility with the electoral system with which it interacts and c) the party nomination strategies. Since 2014, in order to determine whether a measure applied to lists to be registered has a good design and, therefore, an impact on eligibility, Atenea's methodology has analyzed in addition to the percentage regulated (50%-50%): the type of sanction established (non-registration on the list being the most effective), the existence of a location mandate (alternation being the most effective) and the absence of restrictions or provisions that dilute its application.

The implementers are the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the International Institute for Democracy and Electoral Assistance (International IDEA).

- **Objectives and strategies**

The main objective of “ATENEA: Mechanism for Accelerating Women's Political Participation in Latin America and the Caribbean” is to promote coordinated action among national stakeholders to transform the structures, rules and processes that impede the effective exercise of women's right to political participation.

The strategies developed are five:

- Information: through the tool called Political Parity Index (PPI), it assesses the state of the exercise of women's political rights from a parity perspective. This index is built based on 8 dimensions and 40 indicators.
- Analysis: which offers diagnoses – based on the indicators measured by the Index, complementary information and dialogue with other research already carried out – and proposals for the discussion of the reforms required with the aim of moving towards an effective parity democracy in each country.
- Communication: which seeks to disseminate the results of each implementation to promote a favorable climate towards parity democracy in public opinion.
- Action: which focuses, both at the regional and national levels, on the articulation of stakeholders to promote initiatives in favor of parity.
- Training: aimed at providing advice and support to public institutions through processes of capacity transfer for the periodic production of disaggregated data and analysis with a gender perspective and an intersectionality approach in the area of women's political rights.

- **Results:**

- Implementation of the ATENEA initiative in 13 countries in the region.
- In Mexico, the National Electoral Institute and UN Women convened 9 political parties to combat gender-based political violence. Subsequent electoral reforms included as an attribution of the INE the preparation of concrete and mandatory guidelines for party organizations.

- In Argentina, in 2022, the application of the PPI at the subnational level led the Ministry of Women of Córdoba to organize a training program for women leaders and implement the Observatory of Political Parity and Political Participation to have scientific data on the presence of women in different spaces and obstacles, including political violence.
- In Peru, in 2018, the PPI served as evidence for the visibility of women's political participation in meetings with different stakeholders when the law of parity and alternation was sought. Furthermore, in 2021 it was used as evidence in civil society parity campaigns and as a source for media coverage of reform debates.
 - **Success factors:**
 - Generation of evidence of the various persistent inequalities for the full participation of women in political and public life, focusing on other spaces of power (executive, judicial or electoral power, political parties and local levels).
 - Preparation of plans based on the evidence generated.
 - Networking, convening and coordinating with different key stakeholders to promote transformations in favor of parity.
 - **Evidence of success:** Information obtained from institutional documents where they account for the success of the intervention.

SUCCESS STORY 4: GENDER PARITY INITIATIVES IN LATIN AMERICA

This project is successful because it has managed to reduce barriers that prevent greater economic access for women. The main strategy is concerted decision-making between stakeholders from the public and private sectors (Villanueva, Lupica, & Roza, 2023).

- **The project**

Gender Parity Initiatives (GPIs) are public-private partnerships that convene high-level leaders from the public and private sectors, and drive solutions to accelerate the closing of economic gender gaps. GPIs seek to identify and reduce barriers that prevent women from accessing job opportunities on equal terms. The Initiatives develop and implement three-year action plans with concrete measures to: increase women's participation in the workforce, reduce the gender pay gap and increase women's participation in leadership positions in the public and private sectors.

GPIs provide a collaborative platform that helps governments and companies develop and implement action plans and design concrete measures to increase women's participation in the workforce, promote their participation in leadership positions, and reduce the gender pay gap. The scope of intervention is ten countries in the region: Chile, Panama, Argentina, Costa Rica, Colombia, Dominican Republic, Ecuador, Mexico, and Honduras.

Implementers are the Inter-American Development Bank (IDB) in collaboration with the Forum and the French Development Agency (AFD).

- **Objectives and strategies**

The objective is to identify and reduce barriers that prevent women from accessing job opportunities on equal terms.

In each country where a GPI was developed, a roadmap was implemented consisting of six main milestones:

- Formation of a Leadership Group, composed of public and private sector leaders who direct the strategy of the GPI.
- Activation of the Technical Group and other support figures that accompany the implementation of the initiative.
- Preparation of a diagnosis to characterize economic gender gaps in the country.
- Preparation of an Action Plan with concrete and measurable measures to close economic gender gaps.
- Launch of the GPI at a public event with government officials, representatives of the Leadership Group, the IDB, the World Economic Forum and the French Development Agency.
- Implementation of specific actions to comply with the Action Plan, adherence to companies committed to the objectives of the GPI, the generation and exchange of knowledge and technical assistance by the regional coordination of the GPI.

- **Results**

- Between 2016 and 2023, ten countries in the region have created Gender Parity Initiatives.
- In Argentina, 20 companies and 7 government organizations have joined the GPI in multiple sectors.
- In Chile, between 2016 and 2020, 180 companies implemented action plans for gender equality, benefiting more than 130,000 women (7% of private sector employees).
- In Colombia, the GPI supported the introduction of a two-week paternity leave allowance; more than 130 companies have joined the GPI across multiple sectors.
- In Costa Rica, the GPI promoted a national policy dialogue on the care of dependent persons, which led to the adoption of a National Care Policy; more than 100 companies are committed to the GPI.
- In the Dominican Republic, more than 50 companies have joined the GPI.
- In Panama, the GPI helped enact the Law on Women's Participation on Boards of Directors, as well as the Law on Equal Opportunities; more than 90 companies have joined the GPI.

- **Success factors**

- Convene leaders at the highest level, such as CEOs of companies and ministers in the public sector.
- Involve the Treasury, Finance or Production sectors in the dialogue on the importance and benefits of closing gender gaps for the development and growth of the country.
- Collect and coordinate existing initiatives from the public sector and promote new regulations and projects to close economic gaps that affect women.
- Define Action Plans with limited, specific and measurable measures, and generate and disseminate knowledge and best practices.
- **Evidence of success:** Success is documented by implementing institutions and results are based on the GPI monitoring system.

SUCCESS STORY 5: HELPING SURVIVORS OF GENDER-BASED VIOLENCE IN HONDURAS

This project is successful because it made a difference in women survivors of violence by encouraging them to seek help. The design of the strategies is based on behavioral sciences and uses social networks (Facebook) to send messages (Rojas Méndez, Ana María, 2022 and Inter-American Development Bank, 2022a).

- **The project**

This project is designed with behavioral science in mind and establishes strategies for women to seek information about support services and help in cases of violence.

The problem it addresses is gender-based violence. More than a quarter of Honduran women between the ages of 15 and 49 have been victims of at least one act of physical violence. More than a fifth have suffered violence from their partner in a relationship during the last year (2019-2020). However, only a small proportion of these women have sought institutional support from the police, courts or women's organizations.

The Inter-American Development Bank (IDB) implemented the intervention in collaboration with the Behavioral Insights Team (BIT) and the National Institute for Women and Ciudad Mujer in Honduras. The intervention was carried out in 2020.

- **Objectives and strategies**

The objective was to promote that women victims of violence have access to institutional support services.

The strategies implemented were:

- Preparation of qualitative research on the main factors that limit the search for help by women victims of violence.
- Intervention planning based on diagnosis results.
- Use of behavioral science tools to counteract identified barriers and biases.
- Sending Facebook messages to women distributed in five groups: four treatment groups and one control group.

- **Results:**

- Significant positive effects on women's likelihood of seeking help: In the first treatment group, women were 19.4% more likely to visit the Ciudad Mujer website (content views) than the control group, while women in the third treatment group were 12.9% more likely to do so.
- All four treatment groups had a significant and positive increase in the number of women who clicked on Ciudad Mujer's contact channels, compared to the control group.
- Older women were more likely to watch content than younger women. For the latter, showing different forms of violence was the most successful treatment.
- Women in the treatment group who received self-confidence and motivation messages significantly increased mock exams.

Success factors:

- Intervention design is based on evidence and behavioral analysis.

- Proposed strategies are designed with a scientific basis.
- Use of tools from behavioral sciences.

Evidence of success: Experimental evaluation with a control group.

OPPORTUNITIES TO MAINSTREAM THE GENDER APPROACH IN USAID/PERU

The opportunities presented below arise from the analysis of lessons learned, good practices, and relevant success stories that could be included in the USAID/Peru project cycle. These are opportunities to mainstream the gender approach and move towards gender equality.

GENDER MANAGERS

- Create an area responsible for the implementation of the Policy on Gender Equality and Women's Empowerment that reports directly to the USAID/Peru Directorate.
- Redefine the role of gender focal points. These should be the programmatic, conceptual, and methodological references of the gender issue in each of USAID's portfolios and, technically, dependent on the gender area of the Mission.
- Include a gender specialist in each project that ensures the implementation of USAID's gender policy. These specialists would coordinate on an ongoing basis with the gender focal points in the corresponding portfolio.
- Generate spaces for coordination between the gender focal points of the Mission and the projects. Promote the exchange of experiences between project teams.
- Be rigorous in the application of gender criteria in the selection processes of project personnel.
- Include in the evaluation of staff performance criteria that make visible specific actions aimed at gender equality.
- Evaluate the profiles of the personnel working on the projects, ensuring that they are related to the gender approach.
- Provide specialized technical assistance on gender to each project to carry out gender analysis and translate it into gender action plans integrated into project planning.

CAPACITY BUILDING

- Design and implement a mandatory gender sensitization and capacity-building program for USAID personnel. Commitment to the gender equality approach should be a requirement for all staff.
- Sensitize the personnel of the technical and administrative areas on gender issues and on the importance of the application of the gender approach in the area in which they work.
- Raise awareness and strengthen the capacities of implementing partners on gender issues, seeking to influence aspects related to attitudes and behaviors on the issue.

PLANNING

- Develop specific diagnoses that guide the design of the most culturally relevant strategies and activities to work on the gender issue. These analyses should be integrated into the specific theme –

of a technical nature – that is addressed with each intervention and delve into the causes of specific gender gaps in the areas of intervention.

- Design projects based on evidence that allows for solid theories of change and validated strategies that ensure the closing of gender gaps.
- Integrate the analysis of gender gaps in the design to propose specific objectives aimed at reducing gender inequalities.
- Include the implementation of the gender action plan in the project budget.

IMPLEMENTATION

- Establish mechanisms for coordination and exchange of experiences and learning around the activities for the inclusion of the gender approach among the implementing partners of each of the project portfolios.
- Coordinate with international cooperation institutions and development banks to complement efforts and enhance results in the field of gender equality. This strategy would be facilitated by the creation of a forum for dialogue and coordination - at the highest level - of cooperation organizations in Peru.

MONITORING AND EVALUATION

- Include indicators at the level of results and impacts in the gender action plan and in the monitoring and evaluation plan, which allow progress towards gender equality to be observed. These indicators should be integrated into the monitoring and evaluation systems of projects and activities.
- Develop gender baselines in all interventions.
- Evaluate gender action plans on a regular basis, including changes in the context and lessons learned from the implementation of activities. This exercise should include implementing partners by taking advantage of their knowledge and regional perspective, while positioning the gender issue among them.

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- USAID/Peru Pro-bosques / Tetra Tech / October 1, 2022 - September 30, 2022 / Annual Performance Report
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APPENDIX A: STUDY TEAM

STUDY TEAM

Elena Ramos Tenorio, researcher.

Susana Guevara, Evaluation and Inclusion Specialist, USAID MELS Project, technical supervision.

QUALIFICATIONS AND EXPERIENCE OF THE EVALUATION TEAM

Elena Ramos Tenorio, Sociologist with a specialty in population and development, employment and gender; with master's studies in Social Management, Governance and Political Management. Specialist in design, management, systematization and evaluation of development policies, programs and projects. She has held positions of responsibility in the State and international cooperation agencies. She has extensive experience as a teacher and is the author of numerous articles and publications on employment and social policy issues. She is currently an independent consultant.

Susana Guevara, technical supervision. Sociologist, master's degree in public policy evaluation and social management. She has more than 25 years of experience in the design of programs and projects, the development of monitoring and evaluation systems, the design and implementation of baselines, process and impact evaluations, applying quantitative and qualitative methods. She has experience in health, human rights, childhood, gender and vulnerable populations.

APPENDIX B: PERUVIAN LEGAL FRAMEWORK

| Rule Name | Level and Date |
|---|---|
| National Policy for Gender Equality (PNIG). | Supreme Decree 008-2019-MIMP |
| Multisectoral Strategic Plan for Gender Equality. | Supreme Decree 002-2020-MIMP |
| Guidelines for the Mainstreaming of Gender Approach in Public Management. | Supreme Decree 015-2021-MIMP |
| Provisions for the articulation and joint action to implement the Results-oriented Budget Program for the Reduction of Violence against Women. | Supreme Decree 010-2021-MIMP |
| National Strategy to Implement the National Specialized Justice System for the Protection and Punishment of Violence against Women and Members of the Family Group. | Supreme Decree 011-2021-MIMP |
| National Strategy for the Prevention of Gender Violence “Women free of violence” | Supreme Decree 022-2021-MIMP |
| Supreme Decree that provides for mandatory training in a gender approach for the prevention of gender-based violence and discrimination in public administration. | Supreme Decree 10-2022-MIMP |
| Law on equal opportunities between women and men. | Law 28983 (March 2007) |
| Law on the Prevention and Punishment of Sexual Harassment. | Law 27942 (February 2003) |
| Law against Trafficking in Persons and Smuggling of Migrants. | Law 28950 (January 2007) |
| Law Promoting School Reintegration due to Pregnancy. | Law 29600 (October 2010) |
| Law to Prevent, Punish and Eradicate Violence against Women and Members of the Family Group. | Law 30364 (November 2015, amended September 2018) |
| Law to prevent and punish sexual harassment in public spaces. | Law 30314 (November 2015) |
| Law prohibiting Remunerative Discrimination between Men and Women and its Regulations. | Law 30709 (December 2017) |
| Law Amending Law 29409, Law Granting the Right to Paternity Leave to Workers in Public and Private Activity. | Law 30807 (July 2018) |
| Law preventing and punishing harassment against women in political life. | Law 31155 (April 2021) |
| Law promoting temporary protection services for victims of family and sexual violence. | Law 31621 (November 2022) |
| Law amending rules of electoral legislation to guarantee gender parity and alternation in the lists of candidates. | Law 31030 (May 2024) |

APPENDIX C: KEY GENDER EQUALITY & SOCIAL INCLUSION TERMS & DEFINITIONS

| Key gender Equality & Social Inclusion terms & Definitions | Términos y definiciones clave de la igualdad de género y la inclusión social |
|--|--|
| <p>Gender: The socially defined set of roles, rights, responsibilities, entitlements, and obligations of females and males in societies. The social definitions of what it means to be female, or male vary among cultures and change over time. (USAID <i>Gender Equality and Female Empowerment Policy</i>)</p> | <p>Género: Conjunto de roles, derechos, responsabilidades, beneficios y obligaciones de las mujeres y hombres en las sociedades socialmente definidos. Las definiciones sociales de lo que significa ser mujer u hombre varían de una cultura a otra y cambian con el transcurso del tiempo. (<i>Política de Igualdad de Género y Empoderamiento de las Mujeres de USAID</i>)</p> |
| <p>Gender-Based Violence: In the broadest terms, gender-based violence (GBV) is violence directed at individuals based on their biological sex, gender identity, or perceived adherence to culturally defined expectations of what it means to be a woman and man, girl and boy. It includes physical, sexual, and psychological abuse; threats; coercion; arbitrary deprivation of liberty; and economic deprivation, whether occurring in public or private. GBV is rooted in economic, social, and political inequalities between men and women. It can occur throughout the lifecycle, from infancy through childhood and adolescence, the reproductive years, and into old age (Moreno 2005), and affects women and girls, and men and boys, including transgender individuals. Specific types of GBV include (but are not limited to) female infanticide; early and forced marriage, “honor” killings, and female genital cutting/mutilation; child sexual abuse and exploitation; trafficking in persons; sexual coercion, harassment, and abuse; neglect; domestic violence; economic deprivation; and elder abuse. (Adapted from U.S. Government’s <i>Strategy for the Prevention and Response to Gender-Based Violence</i>)</p> | <p>Violencia de género: En su sentido más amplio, la violencia de género (VG) es la violencia dirigida a individuos a causa de su sexo, identidad de género o adhesión percibida a las expectativas culturalmente definidas de lo que significa ser mujer y hombre, chica y chico, y niña y niño. Abarca el abuso físico, sexual y psicológico; las amenazas; la coacción; la privación arbitraria de la libertad y la privación económica, tanto si se producen en el ámbito público como en el privado. La violencia de género tiene sus raíces en las desigualdades económicas, sociales y políticas entre mujeres y hombres. Puede producirse a lo largo del ciclo de vida, desde la infancia hasta la niñez y adolescencia, los años productivos y reproductivos y la vejez (Moreno 2005), y afecta a mujeres, chicas y niñas, y a hombres, chicos y niños, incluidas las personas transgénero. Puede producirse a lo largo del ciclo de vida, desde la infancia hasta la niñez y adolescencia, los años reproductivos y la vejez (Moreno 2005), y afecta a mujeres y niñas, y a hombres y niños, incluidas las personas transgénero. Entre los tipos específicos de VG se pueden mencionar (sin sentido limitativo) el infanticidio femenino; el matrimonio precoz y forzado; los asesinatos por «honor» y la ablación/mutilación genital femenina; el abuso sexual y la explotación infantil; el tráfico de personas; la coerción, el acoso y el abuso sexual; la negligencia; la violencia doméstica; la privación económica y el maltrato a adultos mayores. (Definición adaptada a partir de la <i>Estrategia del Gobierno de los Estados Unidos para la Prevención y Respuesta a la Violencia de Género</i>)</p> |

| Key gender Equality & Social Inclusion terms & Definitions | Términos y definiciones clave de la igualdad de género y la inclusión social |
|--|--|
| <p>Gender Equality: The state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities, and resources. Genuine equality means more than parity in numbers or laws on the books; it means expanded freedoms and improved overall quality of life for all people. (Interagency Gender Working Group [IGWG] training resources; USAID <i>Gender Equality and Female Empowerment Policy</i>)</p> | <p>Igualdad de género: Estado o condición que les permite a mujeres y hombres a gozar de manera equitativa de los derechos humanos, los bienes que la sociedad valora, las oportunidades y los recursos. Una verdadera igualdad de género significa mucho más que paridad en números o leyes en libros, significa ampliar las libertades y mejorar la calidad de vida en general para todas las personas. (Recursos de capacitación del Grupo Inter agencial de Género de USAID (IGWG); <i>Política de Igualdad de Género y Empoderamiento de las Mujeres de USAID</i>)</p> |
| <p>Gender Equity: The process of being fair to women and men, boys and girls. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field. (IGWG training resources)</p> | <p>Equidad de género: Proceso de ser justo con mujeres y hombres, chicas y chicos, niñas y niños. Para garantizar la justicia, se deben adoptar medidas para compensar las desventajas políticas, sociales y económicas acumuladas que impiden a mujeres y hombres, chicas y chicos, niños y niñas desenvolverse en igualdad de condiciones. (Recursos de capacitación del grupo IGWG)</p> |
| <p>Gender Integration: Strategies applied in programmatic design, implementation, monitoring, and evaluation to take gender considerations (as defined above, under <i>Gender</i>) into account and compensate for gender-based inequalities. (Adapted from IGWG training resources)</p> | <p>Integración de género: Conjunto de estrategias aplicadas en el diseño, implementación, seguimiento y evaluación de programas para tener en cuenta los temas de género (de acuerdo a lo indicado líneas arriba en la definición de <i>Género</i>) y compensar las desigualdades basadas en el género. (Definición adaptada a partir de los recursos de capacitación del grupo IGWG)</p> |
| <p>Gender Mainstreaming: Process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization. This process at the organizational level ideally results in meaningful gender integration as outlined below. (Adapted from IGWG training resources)</p> | <p>Transversalización de género: Proceso que consiste en incorporar la perspectiva de género en las políticas y estrategias organizacionales y funciones administrativas, así como en la cultura institucional de una organización. En teoría, este proceso a nivel organizacional da como resultado una integración de género significativa tal como se describe más adelante. (Definición adaptada a partir de los recursos de capacitación del grupo IGWG)</p> |
| <p>Gender Identity: Gender identify refers to one's internal sense of being male, female, neither, or both.</p> | <p>Identidad de género: La identidad de género hace referencia a la sensación interna de ser hombre, mujer, ninguno o una combinación de ambos.</p> |
| <p>Gender expression: The external display of one's gender, through a combination of appearance, disposition, social behavior, and other factors,</p> | <p>Expresión de género: Manifestación externa del género de una persona, a través de una combinación de apariencia, disposición, comportamiento social y otros factores, que por lo</p> |

| Key gender Equality & Social Inclusion terms & Definitions | Términos y definiciones clave de la igualdad de género y la inclusión social |
|---|---|
| generally measured on a scale of masculinity and femininity. | general se mide en una escala de masculinidad y feminidad. |
| Biological sex: A medical term used to refer to the chromosomal, hormonal, and anatomical characteristics that are used to classify an individual as female or male or intersex. | Sexo: Término médico utilizado para referirse a las características cromosómicas, hormonales y anatómicas que se emplean para clasificar a un individuo como mujer, varón o intersexual. |
| Intersex: An umbrella term that refers to a variety of chromosomal, hormonal, and anatomical conditions in which a person does not seem to fit the typical definitions of female or male. | Intersexual: Término que abarca una variedad de condiciones cromosómicas, hormonales y anatómicas, en las que las personas parecieran no encajar en las definiciones típicas de mujer o hombre. |
| Sexual Orientation: Sexual orientation refers to one's sexual or romantic attractions, and includes sexual identity, sexual behaviors, and sexual desires. | Orientación sexual: La orientación sexual se refiere a las atracciones sexuales o románticas de una persona, y abarca la identidad sexual, los comportamientos sexuales y los deseos sexuales. |
| LGBTI (Lesbian, Gay, Bisexual, Transgender, and Intersex): Refers to the acronym commonly used to refer to both sexual orientation (LGB), gender identity (T), and those with biological variation in sex characteristics. ⁷ | LGBTI (lesbianas, gays, bisexuales, transgénero e intersexuales): Hace referencia a la sigla que usualmente se utiliza para referirse tanto a la orientación sexual (LGB), la identidad de género (T) y a aquellas personas que tienen variación biológica de sus características sexuales. ⁸ |
| Transgender: Transgender is an umbrella term that refers to individuals who do not identify with the sex category assigned to them at birth, or whose identity or behavior falls outside of stereotypical gender norms. The term <i>transgender</i> encompasses a diverse array of gender identities and expressions, including identities that fit within a female/male classification and those that do not. | Transgénero: Término que abarca a individuos que no se identifican con la categoría del sexo que se les asignó al nacer o cuya identidad o comportamiento difieren de las normas de género estereotipadas. El término <i>transgénero</i> engloba una gran variedad de identidades y expresiones de género, así como identidades que encajan dentro de una clasificación de mujer/hombre y aquellas que no. |
| Cisgender: a term used by the trans community and its allies to refer to people who are not trans and who identify with the sex assigned at birth. Note that being cisgender refers to gender identity, not sexual orientation. | Cisgénero: Término empleado por la comunidad trans y sus aliados para referirse a las personas que no son trans y que se identifican con el sexo que se les asignó al nacer. Cabe resaltar que ser cisgénero hace referencia a la identidad de género, no a la orientación sexual. |

⁷ President's Emergency Plan for AIDS Relief [PEPFAR] Gender Strategy FY14.

⁸ U.S. President's Emergency Plan for AIDS Relief (PEPFAR), Gender Strategy, FY 2014.

| Key gender Equality & Social Inclusion terms & Definitions | Términos y definiciones clave de la igualdad de género y la inclusión social |
|---|--|
| <p>Gender non-conforming: People who do not conform to social norms about how they should look or act based on their birth-assigned sex. Genderqueer is sometimes used interchangeably with this term.</p> | <p>Género disconforme: Persona que no cumple con las normas de la sociedad sobre cómo deben verse o actuar según el sexo que se les asignó al nacer. Los términos genderqueer (género no binario) y género disconforme a veces se utilizan de manera indistinta.</p> |
| <p>Heterosexuality: An enduring emotional, romantic, or sexual attraction primarily or exclusively to people of a different sex and/or gender. People who are heterosexual often identify as “straight.”</p> | <p>Heterosexualidad: Atracción emocional, romántica o sexual duradera que se siente principal o exclusivamente hacia personas de distinto sexo o género. En muchos casos, los individuos que son heterosexuales se identifican como «heteros».</p> |
| <p>Homosexuality: An enduring emotional, romantic, or sexual attraction primarily or exclusively to people of the same sex and/or gender. People who are homosexual often identify as “gay” or “lesbian.”</p> | <p>Homosexualidad: Atracción emocional, romántica o sexual duradera que se siente principal o exclusivamente hacia personas del mismo sexo o género. En muchas ocasiones, las personas que son homosexuales se identifican como «gays» o «lesbianas».</p> |
| <p>Bisexuality: An enduring emotional, romantic, or sexual attraction primarily or exclusively to people of more than one sex and/or gender. People who are bisexual often identify as “bisexual.”</p> | <p>Bisexualidad: Atracción emocional, romántica o sexual duradera que se siente principal o exclusivamente hacia personas de más de un sexo o género. En muchos casos, las personas que son bisexuales se identifican como «bisexuales».</p> |
| <p>Asexuality: An enduring absence of sexual attraction. People who are asexual often identify as “asexual.”</p> | <p>Asexualidad: Ausencia duradera de atracción sexual. Con frecuencia, las personas que son asexuales se identifican como «asexuales».</p> |
| <p>MSM: Men who have sex with men. Men may be considered MSM if they engage in sex with other men, regardless of whether or not they identify as gay or bisexual.</p> | <p>HSH: Hombres que tienen sexo con hombres. Puede considerarse que los hombres son HSH si mantienen relaciones sexuales con otros hombres, independientemente de si se identifican o no como gays o bisexuales.</p> |
| <p>Heterosexism: The presumption that everyone is heterosexual and/or the belief that heterosexual people are naturally superior to LGBTI people. (Adapted from IGWG training resources)</p> | <p>Heterosexismo: Presunción de que todos son heterosexuales o creencia de que las personas heterosexuales son por naturaleza superiores a las personas LGTBQ+. (Definición adaptada a partir de los recursos de capacitación del grupo IGWG)</p> |
| <p>Homophobia: The fear of, aversion to, or discrimination against homosexuals or homosexual behavior or cultures. Homophobia also refers to internalized heterosexism by homosexuals, as well as the fear of men or women who transgress the sociocultural definitions of what it is to be a “true man or woman” or embody “true masculinity or femininity.” (Adapted from IGWG training resources)</p> | <p>Homofobia: Miedo, aversión o discriminación contra los homosexuales o el comportamiento o las culturas homosexuales. La homofobia también hace referencia al heterosexismo internalizado por los homosexuales, así como al miedo a los hombres o a las mujeres que transgreden las definiciones socioculturales de lo que es ser un «verdadero hombre o una verdadera mujer» o encarnan la «verdadera masculinidad o feminidad».</p> |

| Key gender Equality & Social Inclusion terms & Definitions | Términos y definiciones clave de la igualdad de género y la inclusión social |
|--|---|
| | (Definición adaptada a partir de los recursos de capacitación del grupo IGWG) |
| Gender Discrimination: The systematic, unfavorable treatment of individuals on the basis of their gender. | Discriminación por género: Trato sistemático y desfavorable hacia las personas a causa de su género. |
| Sexism: Prejudice or discrimination based on a person's sex or gender. Sexist attitudes may stem from traditional stereotypes of gender roles and may include the belief that a person of one sex is naturally superior to a person of another. | Sexismo: Prejuicio o discriminación basada en el sexo o género de una persona. Las actitudes sexistas pueden provenir de estereotipos tradicionales de los roles de género e incluir la creencia de que una persona de un sexo es por naturaleza superior a una persona del otro. |
| Gender Stereotypes: A set of common norms and judgements concerning gender roles. | Estereotipos de género: Conjuntos de normas y juicios comunes sobre los roles de género. |
| Men's Engagement: Men's engagement is a programmatic approach that involves men and boys as: (1) clients and beneficiaries, (2) partners, and (3) agents of change in actively promoting gender equality, women's empowerment, and the transformation of inequitable definitions of masculinity. In the health context, this comprises engaging men and boys in addressing their own and supporting their partners' reproductive, sexual, and other health needs. Men's engagement also includes broader efforts to promote equality with respect to caregiving, fatherhood, division of labor, and ending GBV. (PEPFAR Gender Strategy FY14) | Participación de los hombres: La participación de los hombres es un enfoque programático que involucra a hombres y niños como (1) clientes y beneficiarios, (2) socios y (3) agentes de cambio en la promoción activa de la igualdad de género, en el empoderamiento de las mujeres y en la transformación de las definiciones desiguales de masculinidad. En el contexto de salud, comprende involucrar a hombres, chicos y niños a satisfacer sus propias necesidades reproductoras, sexuales y de salud, y brindar apoyo a sus compañeras al respecto. Asimismo, incluye ampliar los esfuerzos para fomentar la igualdad en lo que respecta al cuidado, la paternidad, la división del trabajo, y poner fin a la violencia de género. (PEPFAR, Estrategia de Género, EF 2014) |
| Gender Sensitive: Acknowledging and taking into account specific needs of women and men at all levels of planning, implementation, monitoring, and evaluation with the aim to eliminate gender inequalities. | Sensible al género: Reconocimiento y consideración de las necesidades específicas de mujeres y hombres en todos los niveles de planificación, implementación, seguimiento y evaluación con la finalidad de eliminar las desigualdades de género. |
| Gender Analysis: A systematic analytical process used to identify, understand, and describe gender differences in a specific context. | Análisis de género: Proceso analítico y sistemático que se utiliza para identificar, comprender y describir las diferencias de género en un contexto específico. |
| Gender Responsive: Creating an environment that reflects an understanding of the realities of women's and marginalized groups' issues and address them. | Proactivo frente a las desigualdades de género: Creación de un entorno que refleja la comprensión de las realidades |

Source: EnCompass.

APPENDIX D: DESCRIPTION OF INTERVIEWEES

| | INSTITUTION | POSITION | DATE |
|----|---------------------------------------|-------------------------------------|-------------|
| 1 | USAID | Program Officer | 01/25/24 |
| 2 | USAID | Gender focal point OD1 | 01/23/24 |
| 3 | USAID | Gender focal point OD2 | 01/18/24 |
| 4 | USAID | Gender focal point OD3 | 01/10/24 |
| 5 | USAID | Gender focal point OD4 | 01/17/24 |
| 6 | USAID PARTNERS | Project Manager | 02/19/24 |
| 7 | USAID PARTNERS | Deputy Director | 02/20/24 |
| 8 | USAID PARTNERS | Project Manager | 02/21/24 |
| 9 | USAID PARTNERS | Project Gender Coordinator | 02/22/24 |
| 10 | USAID PARTNERS | Project Gender Coordinators | 02/23/24 |
| 11 | German Cooperation | Project Advisor | 02/01/24 |
| 12 | Canadian Cooperation | Head of Cooperation | 01/23/24 |
| 13 | Inter-American Development Bank | Gender and Diversity Specialist | 01/30/24 |
| 14 | UN High Commissioner for Human Rights | Human Rights Officer | 01/31/24 |
| 15 | International Labour Organization | Monitoring and Evaluation Officer | 01/24/24 |
| 16 | United Nations Development Programme | Democratic Governance Officer | 02/16/24 |
| 17 | World Bank | Gender Violence Specialist | 01/30/24 |
| 18 | Lima Chamber of Commerce | EU-AECID/CCL Project Coordinator | 01/09/24 |
| 19 | Spanish Chamber of Commerce in Peru | General Manager | 12/20/23 |
| 20 | NGO Gender and Disability | Monitoring and Follow-up Specialist | 01/03/24 |

APPENDIX E: DECLARATION OF NO CONFLICT OF INTEREST

Disclosure of Conflict of Interest for USAID Evaluation Team Members

| | |
|--|--|
| Name | Elena Rosa Ramos Tenorio |
| Title | Consultora |
| Organization | |
| Evaluation Position? | <input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member |
| Evaluation Award Number (contract or other instrument) | |
| USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | |
| I have real or potential conflicts of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

| | |
|-----------|---|
| Signature |  |
| Date | 25/10/2023 |