

Evaluation of Indigenous and Local Community Women Entrepreneurship Program (WEP)

Internal Oversight Reports



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Evaluation Section

TABLE OF CONTENTS

LIST OF ACRONYMS	2
EXECUTIVE SUMMARY	3
1. INTRODUCTION	5
2. DESCRIPTION OF THE INTERVENTION	5
(A) PROGRAM MANAGEMENT	8
(B) THE IMPACT JOURNEY	8
The WEP Impact Journey	10
(C) STRUCTURE OF THE REPORT	13
(D) EVALUATION PURPOSE, OBJECTIVES, AND SCOPE	13
(i) Evaluation purpose	13
(ii) Evaluation objectives	13
(iii) Scope of the Evaluation	13
(iv) Intended Users	14
3. EVALUATION APPROACH AND METHODOLOGY	14
(i) Outcome Harvesting	14
(ii) Network Analysis	15
(A) EVALUATION QUESTIONS	17
(B) NETWORK SPECIFIC EVALUATION QUESTIONS	18
(B) LIMITATIONS	18
4. EVALUATION FINDINGS	19
(A) RELEVANCE	19
(B) COHERENCE	20
(C) EFFICIENCY	21
(D) EFFECTIVENESS	22
(E) IMPACT	28
(F) SUSTAINABILITY	30
5. CONCLUSIONS AND RECOMMENDATIONS	30
(A) CONCLUSIONS	30
(B) RECOMMENDATIONS	32
ANNEXES	34
TABLE OF RECOMMENDATIONS	36

LIST OF ACRONYMS

Andean	Bolivia, Colombia, Ecuador and Peru
CEBS	Central European and Baltic States Region
COVID-19	Coronavirus disease 2019
DAC	Development Assistance Committee
ILO	International Labour Organization
INDECOPI	Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (Peru)
IOD	Internal Oversight Division
IP	Intellectual Property
IPLCs	Indigenous Peoples and Local Communities
IT	Information Technology
ITC	International Trade Centre
MTSP	Multi-Year Strategic Plan
OECD	Organisation for Economic Co-operation and Development
ODI	Overseas Development Institute
SDGs	Sustainable Development Goals
TCEs	Traditional Cultural Expressions
TK	Traditional Knowledge
TKD	Traditional Knowledge Division
TORs	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group
WEP	Women's Entrepreneurship Program
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. The Indigenous and Local Community Women Entrepreneurship Program (WEP) is a part of the Traditional Knowledge Division's Community Entrepreneurship Program (CEP). It aims to strengthen the capacity of women entrepreneurs from Indigenous Peoples and Local Communities (IPLCs) to make strategic and effective use of intellectual property (IP) rights, in support of projects based on traditional knowledge (TK), traditional cultural expressions (TCEs) and genetic resources.
2. The Program consists of two phases:
 - (a) The training phase (a practical workshop), which includes short presentations, case studies, and group work. During the training phase, participants acquire basic knowledge of the IP system's main principles, systems, and tools related to TK and TCEs. The practical workshop also allows participants to network and share experiences with other Indigenous and local community women entrepreneurs worldwide to develop their projects and businesses further; and
 - (b) The mentoring and matchmaking phase. During this phase, participants are expected to implement the IP components of their projects and businesses. Mentors are assigned to participants to provide guidance and support. As needed, the World Intellectual Property Organization (WIPO) facilitates additional assistance through its Program Partners, who share their relevant experiences with the participants. Participants can benefit from several follow-up activities throughout this phase, including booster sessions and clinics.
3. Five WEP cycles were conducted as of the time of this engagement. The evaluation covers four WEP cycles¹ held between November 2019 and March 2023, attended by 88 participants. The last cycle was left out of the scope of this evaluation as it was too early to assess its impact; however, the workshop of this WEP cycle was included for observation purposes.
4. Based on the evaluation findings, the following key conclusions were made:
 - (a) The WEP provides good support to women in addressing the challenges they face when registering their traditional-knowledge-based products and is aligned with the strategic directions of the WIPO's Medium-Term Strategic Plan (MTSP) 2022-2026;
 - (b) Mentoring has proven to be the most successful and appreciated part of the WEP;
 - (c) The program responded to the needs of the participants; however, it only partially met their expectations related to expanding their businesses;
 - (d) Facilitating networking, particularly between program participants from the same geographic region, is an integral part of learning and experience exchange;
 - (e) In-person WEP workshops are more beneficial to participants than virtual ones;
 - (f) Facilitating the participation of individuals from Indigenous communities can be challenging, especially when they reside in rural areas where communications infrastructure is relatively weak compared to urban areas; and

¹ Further referred to as WEP 1, WEP 2, Andean WEP (Bolivia, Colombia, Ecuador and Peru), and CEBS WEP (Central European and Baltic) in this report.

(g) While the program addressed some gender-related immediate issues and provided valuable training, it will take time to significantly reduce the gender gap in IP.

5. The evaluation makes four recommendations, which can be found in Section Five of this report.

1. INTRODUCTION

6. WIPO's Medium-Term Strategic Plan (MTSP) 2022-2026 is dedicated to advancing the 2030 Agenda for Sustainable Development Goals (SDGs). The plan recognizes the essential role of IP in addressing the world's significant development challenges. It also directs WIPO to promote innovation and creativity through IP for the benefit of everyone worldwide. By committing to these goals, WIPO works towards a more sustainable and equitable future for the "good of everyone in the world"².

7. To facilitate WIPO's learning process, in May 2023, the Evaluation Section of the Internal Oversight Division (IOD) conducted a comprehensive mapping analysis of 120 initiatives WIPO planned or implemented between 2018 and 2022 involving women inventors and innovators (**Annex I**). The mapping scope also included initiatives developed before 2018 if, at the very least, a portion of them were implemented within the proposed timeframe.

8. Based on the mapping analysis, the evaluation of the Impact of WIPO's Support to Women Entrepreneurs was incorporated into the 2023 Oversight Plan. Three initiatives were selected for evaluation:

- (a) The Indigenous and Local Community Women Entrepreneurship Program (WEP);
- (b) The Project on Increasing the Role of Women in Innovation and Entrepreneurship; and
- (c) The "Chobe Baskets" Project.

9. This report presents the results of the evaluation of the WIPO IPLCs WEP conducted from August 2023 to December 2023. It includes an overview of the methodology employed and recommendations and conclusions based on the findings.

2. DESCRIPTION OF THE INTERVENTION

10. As indicated by the Traditional Knowledge Division (TKD):

"Entrepreneurship based on traditional knowledge and traditional cultural expressions celebrates the rich and diverse cultures and traditions of IPLCs around the world, strengthening their sense of identity and belonging, as well as creating jobs and generating income. However, Indigenous and local community entrepreneurs often face difficulties due to a lack of awareness of, and expertise on, IP.

Indigenous and local community women, many of whom play a key role as holders and custodians of TK and TCEs, represent a significant number of these entrepreneurs, often facing additional difficulties due to inequalities in access to education, funding, and support services."³

² WIPO MTSP 2022-2026 (paras. 25, 53-54, 137). Moreover, innovation is a key theme across the 2030 Agenda and its SDGs.

³ <https://www.wipo.int/export/sites/www/tk/en/docs/tk-wep3-call-for-applications.pdf#:~:text=The%20training%20phase%20will%20consist,September%2018%20to%2022%2C%202023>

11. The WEP is addressed to Women Entrepreneurs from IPLCs, and aims to encourage women's entrepreneurship, innovation, and creativity related to TK and TCEs. It provides participants with the opportunity to:
- (a) Build capacity in IP and acquire the skills necessary for an effective use of the IP system, including in the digital economy;
 - (b) Acquire basic knowledge of related fields useful in an entrepreneurial context, such as business modeling, marketing, and digital storytelling;
 - (c) Benefit from the guidance of a mentor to further develop and implement projects and businesses based on TK and/or TCEs that have an IP component; and
 - (d) Meet with Program participants, share and learn from each other's experiences, and meet potential partners who can guide them in implementing the IP components of their projects and businesses.
12. The WEP consists of two phases:
- (a) The training phase is a practical workshop, which includes short presentations, case studies, and group work. During the training phase, participants acquire basic knowledge of the IP system's main principles, systems, and tools related to TK and TCEs. The practical workshop also allows participants to network and share experiences with other Indigenous and local community women entrepreneurs worldwide to develop their projects and businesses further; and
 - (b) The mentoring and matchmaking phase. During this phase, participants are expected to implement the IP components of their projects and businesses. Mentors are assigned to individual participants to provide guidance. As needed, WIPO facilitates additional assistance through its Program Partners, who share their relevant experiences with the participants. Participants can benefit from several follow-up activities throughout this phase, including booster sessions and clinics.
13. As of the time of this engagement, a total of five WEP cycles were conducted. The first two cycles (WEP 1 and WEP 2), held in 2019 and 2021, were global and had participants worldwide. This was followed by two regional cycles in 2022 and early 2023. The former was focused on the Andean region and included participants from Bolivia, Colombia, Ecuador, and Peru. The latter was focused on the Central European and Baltic States (CEBS) region. The fifth cycle was held in the latter half of 2023 with participants from across the globe.

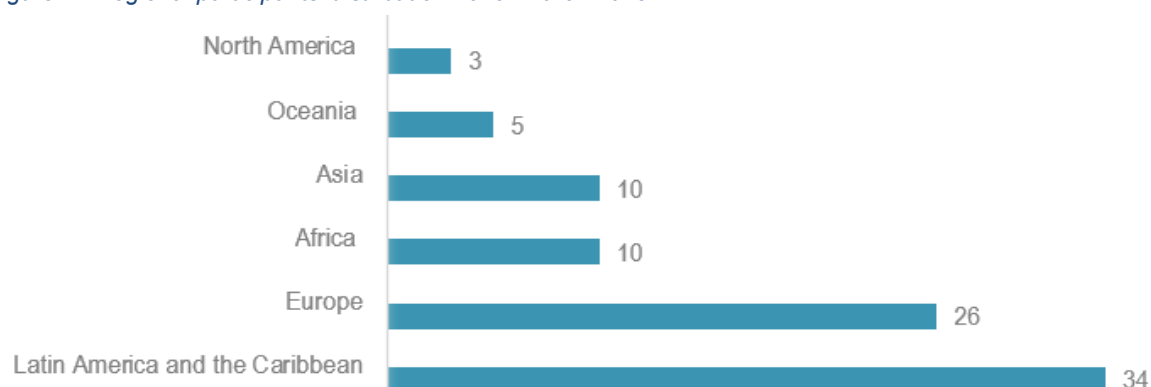
Figure1: WEP cycles from November 2019 to January 2024



Source: Information obtained from the TKD and the WIPO website <https://www.wipo.int/meetings/en/>

14. Between 2019 and March 2023, the program benefited 88 women entrepreneurs from Indigenous Peoples and local communities from 54 countries, the majority from Latin America and the Caribbean, and Europe, as illustrated in Figure 2, due to two regional sessions focusing mainly on these geographical regions.

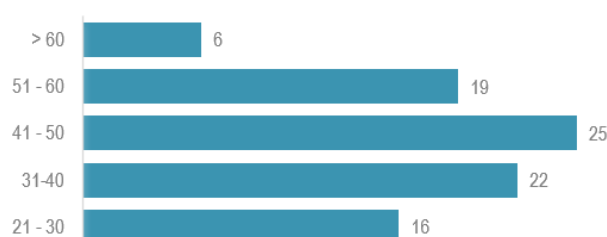
Figure 2: Regional participants' distribution 2019- March 2023



Source: Participants' data from the TKD. Figure prepared by the IOD Evaluation Section

15. The program included women of all age groups, as depicted in Figure 3.

Figure 3: Age groups of beneficiaries⁴

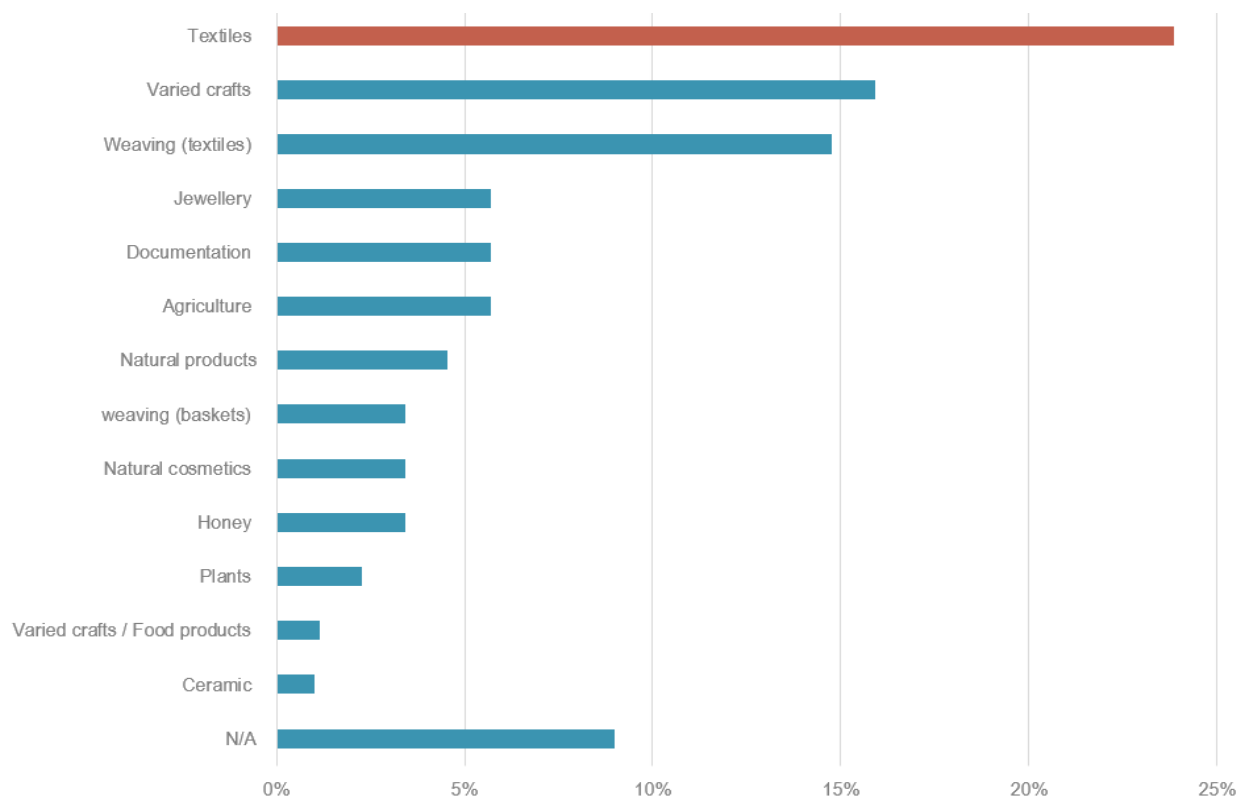


Source: Data provided by the TKD on December 4, 2023. Figure prepared by the IOD Evaluation Section

⁴ At least one of the participants was younger than 21.

16. A total of 39 per cent of the women entrepreneurs who participated in this program were from the textiles sector, where 15 per cent were from the textile weaving and 24 per cent from other textile areas.⁵ Sixteen per cent of the participants were women working with varied crafts, as shown in Figure 4.

Figure 4: Project category of participants



Source: Data provided by the TKD on December 4, 2023. Figure prepared by the IOD Evaluation Section

(A) PROGRAM MANAGEMENT

17. The program is managed by the TKD, located within the Global Challenges and Partnerships Sector, WIPO. Two WIPO staff members work for the WEP, in addition to an agency worker.

(B) THE IMPACT JOURNEY

18. The program's theory of change was developed in the framework of the evaluation process. However, the phrasing of the theory of change posed certain difficulties among WIPO personnel, as the term 'theory of change' was considered too technical. As a result, the evaluation team opted to use the term "impact journey" instead.

What is the purpose of the impact journey of the WEP?

19. Without consolidated definitions for impacts and sustainability in the program's documents, the evaluation team retrospectively defined the WEP impact journey in

⁵ The CEBS WEP focused on the textiles sector.

collaboration with the WIPO TKD during the evaluation design process. The impact journey included the following:

- (a) Primary impacts were defined as the program's accountability ceiling, taking into account that its activities and deliverables were purely research-focused; one suggestion was building on the definitions provided by the Overseas Development Institute (ODI) in the Research Excellence Framework impact toolkit⁶; and
- (b) Secondary impacts were defined as the high-level aspirations of the program's implementers and stakeholders (or the program's "North Star").

20. The evaluation team utilized the ODI framework as the basis for developing the WIPO impact journey tool.

21. The impact journey guided the program evaluation. It supported the documentation of good practices, identification of limitations, and generation of lessons learned for the benefit of the Organization in implementing its MTSP 2022-2026. The detailed impact journey of the WEP is presented below:

⁶ H. Tilley, L. Ball, C. Cassidy: Research Excellence Framework (REF) impact toolkit, Oversight Development Institute, UK, March 2018, Module 4 <https://odi.cdn.ngo/media/documents/12319.pdf>

The WEP Impact Journey

Project Title	WIPO Training, Mentoring and Matchmaking Program on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities					
Project Objective	The present project proposes to strengthen the capacity of indigenous and local community women entrepreneurs to make strategic and effective use of intellectual property tools in support of their entrepreneurial activities					
Contribution to MTSP	3.1. Wider and more effective use of WIPO's global IP systems, services, knowledge and data (MTSP 2022-2026)	4.4. More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully (MTSP 2022-2026)	1.1. More effective communication and engagement worldwide to raise awareness of and increase knowledge about the potential of IP to improve the lives of everyone, everywhere (MTSP 2022-2026)	IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity (MTSP 2016-2021)	III.2. Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition (MTSP 2016-2021)	
IMPACT	ACTIVITIES	IMMEDIATE RESULTS	INTERMEDIATE RESULTS	PRIMARY IMPACT	SECONDARY IMPACT	ENABLING CONDITIONS
The further the project "walks down" this pathway, the lighter the causal link with the project's activities and deliverables, i.e., the intensity of the project's participation along the pathway gradually decreases from strong (dark blue) to weak (light blue)	delivered directly by the project	project has full or almost full responsibility for achieving	project does not have full or almost full responsibility, but should be able to influence directly	project cannot influence directly, but should be able to contribute marginally	project's contributions, if any, are invisible or indistinguishable, and hence cannot be estimated	to "walk down" the expected impact pathway
Planning and management	- Continuously identify and approach global, regional and national partners to support the implementation of the program - Continuously identify and approach relevant business units within WIPO to seek their interest in collaborating with the Program - Establish tools, resources and strategies to support program implementation, replication and scale up such as knowledge management mechanism, pool of mentors, communication strategy and IT platforms	Continuous formalization of partnerships and enhancement of internal, and collaboration and coherence.	Program's approach and methodology encourage stakeholders within and outside WIPO to strengthen their collaboration with the program and/or to enhance their ongoing/develop new initiatives targeting access to and use of the IP system by women entrepreneurs from indigenous peoples and local communities.	The TK Division designs and implements more programs/projects targeting women entrepreneurs from indigenous peoples and local communities, which are evidence-based and built on lessons learned	The TK projects targeting access to and use of IP by women entrepreneurs and their communities are transformative, impactful, and contribute to stakeholders needs and priorities and the MTSP.	- WIPO's systems, processes and mechanisms to support project/program design and implementation at country level are fit-for-purpose, including in terms of flexibility, agility and decision-making; e.g. procurement, transfer of financial resources, partnership arrangements and knowledge management. - Program is fully integrated into the portfolio of the responsible Division and enriches it with knowledge, capacity, partnerships and/or other intangibles benefits. - Program Manager is involved in the project design, and is equipped with resources, capacities, thematic knowledge and autonomy to manage project implementation at country level. - Stakeholders within and outside WIPO are interested in the Program's objectives, methodology and deliverables, and want to replicate and/or adapt them to local contexts and needs.
	- Design and pilot the program's approach and methodology (one-time activity) - Monitor the program's implementation, and document lessons and knowledge (regularly or at the end of each cycle, as needed)	Program adapts its approach and methodology based on needs, evidence and lessons learned.		Partners and stakeholders working with women entrepreneurs from indigenous peoples and local communities replicate and/or adapt the program's approach and methodology to local contexts in collaboration with the TK Division.		

IMPACT	ACTIVITIES	IMMEDIATE RESULTS	INTERMEDIATE RESULTS	PRIMARY IMPACT	SECONDARY IMPACT	ENABLING CONDITIONS
	- Launch call for applications that are comprehensive and accessible, and disseminate it through the right channels to attract women entrepreneurs from indigenous peoples and local communities (IPLCs) - Conduct a fair and structured review of the applications received - Prepare a comprehensive and accessible introductory package to provide selected candidates with minimum guidance on and overview of the program's implementation	Selected candidates fulfill the selection criteria and have sufficient information and guidance to actively participate in the program's implementation (OIs: this immediate result continues progressing in the program's journey through the immediate results below related to the "one-week practical workshop" and the "one-year mentoring and matchmaking"; the quality of this immediate result influences the quality of achievement of intermediate results 2-6)			The TK Division responsible for managing the project has deeper knowledge and strengthened capacities to mainstream gender into its initiatives, and is able to provide other teams within WIPO with knowledge and technical support in similar initiatives.	- Program has strategies and/or mechanisms for effective communication, cross-collaboration, partnership building, knowledge management and stakeholder engagement. - Program design and participants' selection derive from comprehensive feasibility and/or needs assessments conducted in collaboration and consultation with national stakeholders. - Global situation and countries' socio-economic and political environment are conducive for the implementation of the program, and program's objectives and activities are aligned with and contributes to countries' key development priorities. - Countries have sufficient resources and capacities to guarantee everyone's access to and use of the IP system. - Partners and stakeholders are aware of and comply with their expected roles and responsibilities during the program's implementation, and are committed to up taking the project's deliverables and enhancing them further to increase and sustain impacts. - Shortcomings are identified and discussed with key stakeholders on a regular basis through monitoring, evaluation and learning, and the project's deliverables are reviewed and/or course corrections are made timely. - Women entrepreneurs from indigenous peoples and local communities have access to complementary assets and services: e.g., relevant infrastructure, seed money or access to microfinance, knowledge in financial management and marketing, access to market, etc. - Mentors have sufficient knowledge about the context and needs of the mentees. - Participants have or acquire a basic understanding of IP prior to the virtual practical workshop. - Participants have the necessary IT skills to be able to effectively participate in the Program, as well as minimum access to IT equipment and reliable Internet connectivity for the duration of the Program - Program's partnerships at country level are relevant to access and work with indigenous peoples and local communities.
Implementation	Prepare tailored material trainings and make the necessary arrangements to ensure active participation and collaboration: e.g., simultaneous interpretation, travel, etc.	- One-week practical workshop: participants receive training on main principles, systems and tools of the IP system as well as on other relevant skills as they relate to traditional knowledge and traditional cultural expressions in an entrepreneurial context - One-week practical workshop: participants have a safe space to network and share experiences with other indigenous peoples and local community women entrepreneurs within regions and/or from around the world to further develop their projects and businesses	- Participants acquire basic knowledge of the main principles, systems and tools of the intellectual property system as they relate to traditional knowledge and traditional cultural expressions in an entrepreneurial context - Participants learn about the potential value (and challenges) that intellectual property can bring in support of projects and businesses based on traditional knowledge and/or traditional cultural expressions - Participants have a solid network to exchange learning and experiences with other indigenous peoples and local community women entrepreneurs from specific regions or and/ around the world.	Women entrepreneurs who benefit from the program act on the necessary knowledge and skills acquired: e.g., they implement the intellectual property components of their projects and businesses.		
	Identify and assign mentors to individual participants.	One-year mentoring and "matchmaking": participants receive close guidance and support in the implementation of the intellectual property components of their projects and businesses.	Participants acquire additional knowledge and skills to develop and advance their projects and businesses.			
	Mentors identify participants' additional needs in terms of knowledge, skills and services to further develop their projects and businesses	- One-year mentoring and "matchmaking": participants receive tailored clinics/booster trainings to address their knowledge and skills gaps related to their projects and businesses - One-year mentoring and "matchmaking": participants are connected and referred to WIPO's partners and networks to access additional guidance and services to help with their projects and businesses	Participants can easily access information, services, partners and resources needed to develop and advance their projects and businesses.	Women entrepreneurs who benefit from the program are confident and empowered with knowledge, skills, resources and networks to advance their projects and businesses.		
	Upon request, offer limited financial contribution in support of the intellectual property components of the participants' projects or businesses	One-year mentoring and "matchmaking": Provide limited financial contribution for IP-related needs upon request and approval			The number of women entrepreneurs from indigenous peoples and local communities using the IP system increase, enable them to access the	

IMPACT	ACTIVITIES	IMMEDIATE RESULTS	INTERMEDIATE RESULTS	PRIMARY IMPACT	SECONDARY IMPACT	ENABLING CONDITIONS
Follow-up	- Record and store training sessions and other relevant documents in a media library - Prepare tailored training materials to support knowledge transfer within communities; e.g., toolkit	Provide participants with unlimited access to user-friendly and regularly updated media library and toolkit that include resources for knowledge sharing within their communities.	Participants are equipped with capacities, knowledge, contacts and resources to teach other members of their communities.	Women entrepreneurs who benefit from the training program share their learning and capacities with their communities.	contributing to narrow the gender gap in IP and foster female entrepreneurship.	Mentors and legal providers included in the rosters are committed to support women entrepreneurs, and do their part to keep the rosters updated.

(C) STRUCTURE OF THE REPORT

22. The report is divided into six sections, starting with an Introduction in Section One. Section two provides a detailed description of the intervention, while Section three briefly explains the evaluation approach and methodology. Section four presents the main findings categorized by evaluation question, and Section five concludes the report with recommendations. The report is accompanied by the table of recommendations and five annexes, namely:

- (a) **Annex I:** Learning from the implementation of WIPO initiatives aimed at empowering women entrepreneurs;
- (b) **Annex II:** Evaluation Terms of Reference (TORs);
- (c) **Annex III:** Reference List Desk Review;
- (d) **Annex IV:** Network Analysis Survey; and
- (e) **Annex V:** Evaluation Questions Matrix

(D) EVALUATION PURPOSE, OBJECTIVES, AND SCOPE

(i) Evaluation purpose

23. This evaluation aimed to serve as a learning tool and identify best practices that can be replicated in future projects to support women entrepreneurs.

(ii) Evaluation objectives

24. The **primary objective** of this evaluation, as reflected in the evaluation ToRs in **Annex II**, was to facilitate adaptive organizational learning to produce further positive outcomes for individuals and communities within countries, thereby assisting WIPO in achieving its MTSP from 2022 to 2026. This evaluation aimed to support WIPO in improving its projects' coherence and effectiveness in addressing gender disparities in IP.

25. The **specific objectives** of this evaluation were as follows:

- (a) To establish the foundation for future impact evaluations;
- (b) To contribute to a broader evidence-based understanding of what works and what does not work, identifying potential gaps, best practices, and lessons learned to address the gender disparities in IP, which is necessary to achieve the WIPO Strategy House and relevant SDGs; and
- (c) To support decision-making in projects related to women's entrepreneurship in the IP field.

(iii) Scope of the Evaluation

26. The IOD Evaluation Section worked closely with the WIPO TKD. The evaluation focused on four workshops held between November 2019 and March 2023, which involved 88 women entrepreneurs from IPLCs.

27. The workshop of the fifth cycle is included in the evaluation's scope primarily for observation purposes.

(iv) Intended Users

28. The evaluation results will be used to inform the WIPO TKD, the Global Challenges and Partnerships Sector, the Director General, and staff members supporting women entrepreneurs' projects to make evidence-based strategic decisions.

3. EVALUATION APPROACH AND METHODOLOGY

29. The IOD Evaluation Section utilized a combination of quantitative and qualitative methodologies and tools to evaluate the impact of WIPO's WEP. The evaluation assessed the outcomes of the population that had benefited from the program. The evaluation design was non-experimental, as the Evaluation Section could not incorporate a control group in the evaluation process. The decision to exclude a control group during project design can stem from ethical concerns. It may be challenging to determine who should be included or excluded from the project without disrupting the collaborative efforts of community members. Consequently, the assessment only analyzed the outcomes of the population that had benefited from the program. A non-experimental design is beneficial for retrospective research in the case of WIPO, as control groups are never included in the design stage of the projects. The evaluation team examined the theories or assumptions underlying the impact without controlling its implementation⁷.

30. The evaluation fostered the inclusive participation of direct beneficiaries. The evaluation team surveyed and individually interviewed participants of the WEP. The evaluation ensured respect for cultural sensitivities by acknowledging the complexity of cultural identities, recognizing power dynamics, eliminating bias in language, and employing culturally appropriate methods.

31. The evaluation process unfolded in three distinct phases:

(a) Phase one focused on comprehensively understanding the WEP's general implementation challenges and achievements;

(b) Phase two involved observations through the participation of the evaluation team in the WEP workshop in September 2023; and

(c) During phase three, the evaluation team conducted a participant survey and individual interviews with the WEP mentees and mentors who actively engaged in various program iterations.

32. The evaluation used a mix of two evaluation methods: Outcome Harvesting and a Network Analysis. These methods are described in detail below.

(i) Outcome Harvesting

33. **"Outcome harvesting"** is a monitoring and evaluation methodology used to identify, describe, verify, and analyze the changes brought about through a development intervention. It is designed to collect evidence of change and then work backward to assess the contribution to that change. Outcome Mapping partly inspired it, and the two are often seen

⁷ London School of Economics Political Science: Public Policy Analysis (2023), Non-Experimental Design, London, UK

as complementary methodologies. Outcome harvesting is considered most useful under three conditions⁸.

(a) It is appropriate when the focus is mostly on outcomes rather than activities or outputs. Outcome harvesting is designed to help assess what changed and why to help understand change processes. It is not designed to assess whether activities were carried out according to plan;

(b) Outcome harvesting is designed for use in complex situations where the relationship between cause and effect is not fully understood and/or where many different actors influence change. In these contexts, the desired changes and the activities carried out to achieve them are often highly unpredictable, and plans must be constantly modified over time. Outcome harvesting is beneficial in areas of work such as policy influencing, mobilization, capacity development, empowerment, network development, and

(c) Outcome harvesting is appropriate when the purpose of a monitoring and evaluation exercise is to learn about change to improve future performance. It is considered most useful when different stakeholders want to identify change and learn how and why those changes were brought about.

(ii) Network Analysis⁹

34. Regarding supporting female entrepreneurs, the WEP program stands out for its focus on building networks to help women thrive. Conceived as part of a broader impact evaluation on WIPO's support to women entrepreneurs, the network mapping evaluation sought to assess these entrepreneurs' networks. It is built on the understanding that connections – with other women entrepreneurs, advisors, and groups within and outside of their communities, are critical for the success of these women as they learn and adopt IP processes. A woman's position in a network can greatly influence her opportunities and challenges. For this reason, the evaluation examined where these women stand in their networks and how that position affects everything from their beliefs to their performance.

35. After collecting all data, the evaluation team and the WEP staff participated in a collective sensemaking session to interpret some preliminary findings. Outputs from this session informed the analysis and interpretation of the data.

36. Primary data collection methods comprised:

(a) **Desk review** of available and relevant documentation (total of 23) see **Annex III**;

(b) **Interviews** with the WEP participants and the WEP mentors (total of 16) using the **Outcome Harvesting** methodology. Interviewed stakeholders came from the five different WEP cycles and five geographical regions. These interviews were used to gather the overall data on the program and to identify any changes in participants' lives that can be attributed to the program;

(c) **Network analysis survey** using a participatory approach. The network component of the evaluation combined three data collection methods to address three evaluation questions. These methods included:

- (i) Informational interviews with participants and key staff;
- (ii) Digital survey for WEP participants; and

⁸ R. Wilson-Grau, Outcome Harvesting, Principles, Steps and Evaluation Applications, United States of America, 2019

⁹ S. Yang, F. Keller, and L. Zheng, Social Network Analysis – Methods and Examples, Sage Publications, United States of America, 2016

(iii) Collecting written responses from mentors describing their mentor-mentee relationships.

(d) **Observations** - The inclusion of the workshop of the fifth cycle, held in September 2023 in Geneva, in this evaluation was primarily for observation purposes. The evaluation team participated in the workshop as observers to enhance their understanding of a WEP workshop's real-time implementation and dynamics. The observational insights from the workshop were considered together with the outcomes and impact assessed in the four earlier cycles. This approach ensured that the evaluation benefits from a focused analysis of specific instances and a broader understanding derived from the observational inclusion, thereby contributing to a more holistic and informed assessment of the WEP.

37. The outcome harvesting analysis focused primarily on behavioral change for the WEP. The evaluation team surveyed the WEP mentees and mentors to find out if there were any changes related to the empowerment of women and the utilization of IP. To count as an outcome, the change had to:

- (a) Be a demonstrated, verifiable change in behavior;
- (b) Address issues related to empowerment of women and the goals of the organization; and
- (c) Be influenced by the intervention's activities and outputs.

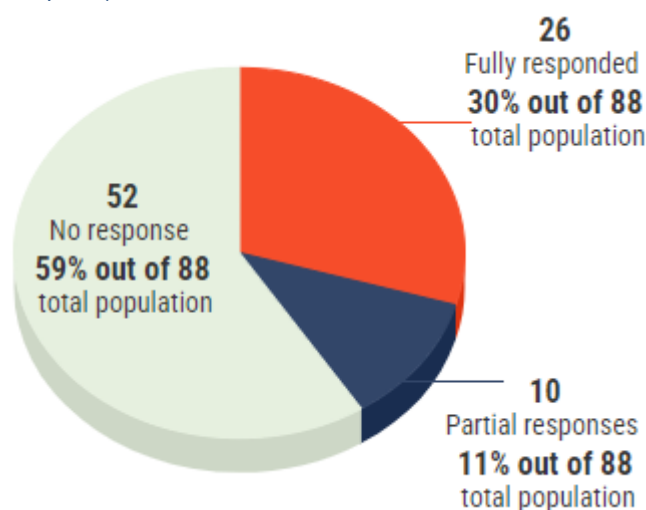
38. The evaluation revealed 60 outcomes in total, 41 mentioned by the mentees and 19 highlighted by the mentors.

39. Before conducting the network analysis survey, several meetings were held to define the scope of the survey and pilot it. This included two meetings with program staff, one interview with a participant to inform the survey design and clarifying message exchanges by email and on draft evaluation documents with various stakeholders.

40. The survey aimed to assess the outcomes of the networks from the participants' perspectives. Guided by the context and feedback from the initial interviews, the evaluation team developed an 18-question-long survey (five short open questions and 13 multiple-choice questions) using the platform Alchemer. The survey form was available in four languages: English, Spanish, French, and Russian, and it was accessible on both computers and mobile devices.

41. The survey was open for two weeks. As depicted in Figure 5, 26 fully completed surveys and 10 partially completed surveys were received.

Figure 5: Network analysis survey participants (Out of 88 WEP participants)



Source: Data obtained from the survey analysis undertaken as part of this evaluation, December 2023

42. The majority (75 per cent or 27 out of 36) of respondents took the survey in English; roughly 6 per cent (two out of 36) of respondents took it in Russian; 14 per cent or five respondents in Spanish; and about 6 per cent (two out of 36) in French.

43. To bolster the data collected via the digital survey, the evaluation team emailed 11 mentors at the beginning of December 2023, asking them to describe their relationships with WEP participants. Over a week and a half, the team heard back from eight out of 11 (73 percent) mentors, describing, to varying degrees, the mentoring they provided, who they connected mentees with, and the perceived outcomes of the relationship. The data were thematically coded using Microsoft Excel.

44. In mid-December 2023, after gathering data, the evaluation team held a virtual meeting with two WEP managers, reviewing and discussing preliminary data.

45. The evaluation adhered to the United Nations Evaluation Group (UNEG) Norms, the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations and Standards, and the Ethical Standards for Evaluators. This approach ensured the evaluation was conducted professionally and ethically, providing reliable and valid results.

46. The evaluation team applied the ENABLE approach¹⁰ for evaluations, which focuses on building stakeholders' commitment from the initial evaluation stage to the design of recommendations.

(A) EVALUATION QUESTIONS

47. The evaluation assessed progress against the six core evaluation criteria of OECD DAC¹¹:

¹⁰ ENABLE approach was designed by the IOD Evaluation Section to be performed when conducting evaluations using behavioral insights. See more: Evaluation of the Use and Impact of IOD Evaluation Section Recommendations, September 10, 2021, <https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/210910-evaluation-of-use-and-impact-o-iod-es-recommendations.pdf>

¹¹ The Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)

- (a) Relevance: the extent to which the intervention objectives and design respond to beneficiaries;
- (b) Coherence: the compatibility of the intervention with other interventions in a country, sector or institution;
- (c) Efficiency: the extent to which the intervention delivers, or is likely to deliver results in an economical and timely way;
- (d) Effectiveness: the extent to which the intervention achieved, or is expected to achieve, its objectives and results, including any differential results across groups;
- (e) Impact: the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects; and
- (f) Sustainability: the extent to which the net benefits of the intervention continue or are likely to continue.

48. The full list of evaluation criteria is provided in **Annex IV**.

49. The report presents conclusions relating to the WEP's successes and opportunities for improvement and observations intended to inform the WEP's future beyond what was foreseen in the results framework.

(B) NETWORK SPECIFIC EVALUATION QUESTIONS

50. To evaluate the connections the WEP participants established due to their participation in the program, the evaluation team sought to investigate the following evaluation questions:

- (a) To what extent are WEP women entrepreneurs connected?
- (b) To what extent have WEP women entrepreneurs utilized mentor and matchmaker networks?
- (c) To what extent have WEP networks helped women and their communities in their business projects?

51. A survey was administered to participants to respond to the questions above (See **Annex V**).

(B) LIMITATIONS

52. Due to confidentiality between mentors and mentees, the evaluation team could not obtain write-ups of the mentor-mentee discussions. Information about WEP mentorship was collected mainly from flyers, brochures, booklets, and workshops.

53. The number of individual interviews was not as large as planned. The evaluation team encountered some difficulties in establishing contact with the participants, in particular, those of the WEP 1. Out of 30 interviews planned, 16 were conducted. The participants' unresponsiveness was likely related to the holiday season in December 2023. However, after analyzing the available data, it became clear that the data saturation had been reached, and the variety of sources from the different years of WEP allowed for an adequate level of triangulation.

4. EVALUATION FINDINGS

(A) RELEVANCE¹²

Finding 1. The program responded to the needs of the beneficiaries; however, it only partially met the participants' expectations.

54. The evaluation findings from the interviews indicate that the program participants were satisfied with their involvement in the program and recognized the significance of securing IP rights such as trademarks, logos, and export/trade codes for the protection and growth of their businesses. IP was identified as a crucial component of the change in nearly half of the outcomes the evaluation collected.

55. However, some participants found the workshop only partially relevant to their specific needs. The WEP aims to improve IP knowledge and assist in securing IP rights, but some participants had broader expectations, such as seeking support for business expansion beyond the confines of IP rights. As mentioned by one of the participants, with the mentoring, she expected it to be more on the business part and not the IP side. Another one mentioned that besides the IP theoretical knowledge, practical guidance on using IP in a business was not offered.

56. For the WEP to achieve long-term success, it is essential that the program participants' needs and expectations be aligned with the WIPO's assistance capabilities.

57. In this regard, it is advisable to establish clear communication regarding the WEP deliverables. Developing a concise informational flyer for potential participants could facilitate a better understanding and alignment of expectations with the program's offerings. Such a flyer should be written in the potential participants' preferred language (including native language, where possible) to ensure that the information support and purpose of the WEP are clearly understood. This strategic approach should foster a more tailored and mutually beneficial engagement for all participants in the WEP.

Finding 2. The program is relevant to the strategic directions presented in the WIPO MTSP 2022-2026.

58. The WIPO Strategy House, defined in the WIPO MTSP 2022-2026, has four strategic pillars that aim to support and foster growth for various stakeholders. These pillars encompass various initiatives and services to help governments, communities, and individuals like those in the WEP.

(a) **Pillar 1** aims to raise awareness and educate people about the potential of IP to improve lives. The WEP has a global reach, connecting participants from Fiji to Canada and spanning Oceania, Asia, Europe, Africa, Latin America, the Caribbean, and North America. Its objective is to foster an appreciation of IP and its potential. To date, the WEP has succeeded in its efforts to educate and promote IP awareness worldwide through continuous workshops and mentor-mentee support;

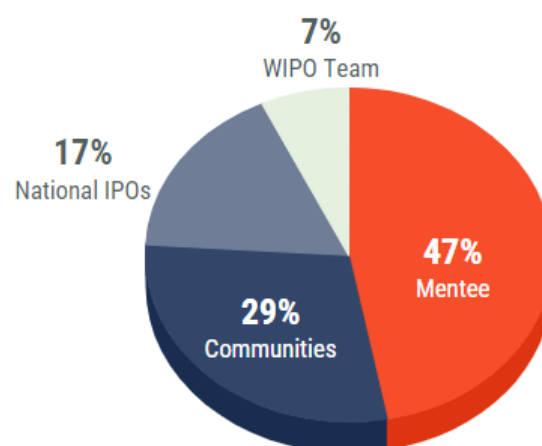
(b) **Pillar 2** emphasizes the importance of collaboration and partnership with stakeholders to support the future development of communities. The WEP strives to encourage stakeholder cooperation through its activities. As further described in this report, the WEP has contributed to the creation of networks among its participants for

¹² The extent to which the intervention objectives and design respond to beneficiaries' needs and priorities, and continue to do so if circumstances change.

the exchange of learning and experiences as well as partnerships with national IP offices;

(c) **Pillar 3** aims to provide high-quality IP services. In 45 per cent of the recorded outcomes, participants noted that the guidance of their WEP mentor played a significant role in facilitating a positive change. Similarly, in 42 per cent of the outcomes, participants attributed their success to the WEP workshop and the WEP team. When combining these findings, it became evident that the support from either the WEP workshop, the WEP team, and/or WEP mentors influenced 87 per cent of all outcomes.

Figure 6: Who changes?



Source: Evaluation, consultation results, Evaluation Section, November/December 2023

(d) **Pillar 4** focuses on leveraging IP as a tool for growth by supporting government bodies, communities, and individuals. The WEP served the communities through the participation of individuals. According to the WEP participants, they shared an increased knowledge of IP when engaging with their communities. However, only 17 per cent of the harvested outcomes indicated a positive impact on the national IP offices despite them playing a crucial role in registering IP.

(B) COHERENCE¹³

Finding 3. The program aligned with other WIPO initiatives that support women entrepreneurs.

59. The WEP and the Chobe Baskets Project¹⁴ shared a common goal: to enhance global communication and engagement and promote awareness and understanding of the potential of IP to improve people's lives worldwide, as outlined in the MTSP 2022 – 2026. They both provided training on IP, followed by mentorship or consultancy for registering trademarks, geographical indications, and logos. There were similar approaches to educating participants about IP and assisting them in navigating the complexities of registration.

60. The emphasis on mentorship/consultant advice in both programs highlighted the importance of practical assistance in ensuring individuals and communities successfully secure their IP rights. These interventions demonstrated a strong commitment to guiding participants through the intricacies of registration and promoting the significance of IP protection.

Finding 4. The WEP interventions are not harmonized with country interventions.

61. The WEP did not aim to coordinate interventions through the national IP offices; however, in certain instances, it has established contact with them, particularly through the mentor/mentee approach. Notably, the level of collaboration with national IP offices differs between the global WEPs and the regional WEPs. As evident during the outcome harvesting, the global WEPs exhibit a weaker link with national Offices, while the regional WEPs demonstrate a closer and more collaborative relationship.

¹³ Refers to "the compatibility of the intervention with other interventions in a country, sector or institution.

¹⁴ WIPO's project launched in 2019 with the aim to create a collective mark for baskets made in the Chobe District, Botswana.

62. Integrating national IP offices into the WEP's framework can establish a stronger foundation for long-term sustainability. This engagement can facilitate a more comprehensive and systemic impact, leveraging the expertise and resources of these offices. Moreover, aligning the program with national IP offices and local mentors can pave the way for easier scalability and sustainability. Their on-the-ground knowledge and community connections can enhance the program's effectiveness, ensuring its resonance and relevance in diverse local contexts.

(C) EFFICIENCY¹⁵

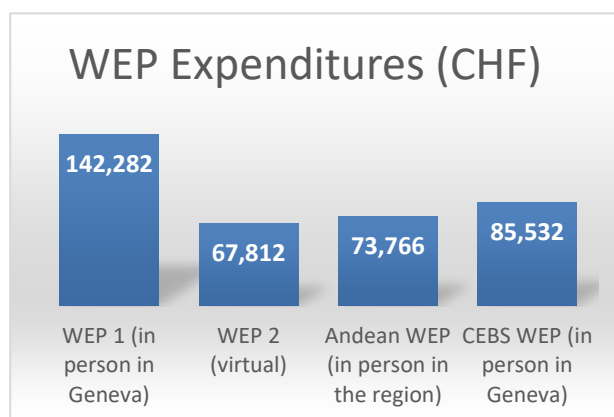
Finding 5. Value for money has been partly reached.

63. Value for money, as defined in the program's impact journey, is a consideration for any project or organization and is often measured through the three E's: Economy, Efficiency, and Effectiveness.

64. **Economy** refers to the appropriate quantity and quality of inputs purchased at the lowest possible cost.

65. Overall, from 2019 to March 2023, WIPO invested 369,392 Swiss francs in the program, allocated to deliver four cycles of the WEP with 88 participants.

66. It is worth noting that each WEP cycle was different, with the TKD incorporating new features of the program that explain the budget differences. For example, WEP 1, Andean, and CEBS WEPs were in person (WEP 1 and CEBS at WIPO Headquarters, and the Andean WEP in the region), while WEP 2 was virtual. The number of participants in each workshop was more or less the same (WEP 1 (24 participants); WEP 2 (22), Andean WEP (20), and CEBS WEP (22)).



Source: Data provided by the WIPO Traditional Knowledge Division, February 12, 2024

67. The average investment per participant, totaling 3,888 Swiss francs for the CEBS WEP, highlights a dedicated commitment to building robust connections. This financial commitment encompassed one week of training expenses and extended to cover post-workshop customized mentoring and travel and logistical support for participants.

68. In contrast, the WEP 2 virtual session emerged as a cost-efficient option, with a per-participant cost of 3,082¹⁶ Swiss francs. However, it is crucial to emphasize that this economical choice proved less effective, as participants faced challenges establishing stronger connections and achieving desired outcomes. During the interviews, the evaluation team found that the virtual sessions were not easy for all participants with connectivity challenges because of their rural locations. Some respondents also mentioned the reduced possibilities of networking. Therefore, the disparity between lower costs and network strength underscores a discernible trade-off between financial considerations and the depth of networking achieved.

¹⁶ This is 81% of the average cost per participant.

69. To reduce the costs of workshops, it may be useful to engage local consultants. The Program can benefit from their knowledge of the local context as well as lower consulting fees.

70. **Efficiency** is about how well the inputs are converted into outputs. In this case, the inputs, such as workshops and the mentor-mentee matching and coaching phase, were all successfully implemented, which justified the investments in this intervention.

71. **Effectiveness** refers to how well the project's outputs achieve its objectives. While the online WEP workshop was cheaper per participant, the interviews suggested that less impact was reached compared to the in-person sessions. The decision to allocate more resources to face-to-face training underscores the significance of in-person interactions and the value placed on the quality of connections established during the training. Alternative delivery models should be explored to ensure the sustainability of the WEP model, specifically by involving national IP offices, which can streamline operations, reduce overall costs, and improve the program's cost-effectiveness. The Program Manager informed the evaluation team that a pilot in Colombia had already taken place, showcasing the team's role in quality control.

(D) EFFECTIVENESS¹⁷

Finding 6. The program has built effective internal and external partnerships.

72. The primary mode of communication within WEP revolves around interactions between the WEP team or mentors and individual participants. This approach has proven to be highly impactful: nearly 90 per cent of the outcomes attribute the program's success to the contributions of the WEP team.

73. Participants sometimes face challenges when directly engaging with some national IP offices. Mentors are crucial in bridging the gap between participants and national IP offices, providing guidance, addressing fears, and ensuring a more supportive and effective interaction. The mentorship dynamic is instrumental in empowering participants to navigate the complexities of the IP process and achieve successful outcomes¹⁸.

74. The TKD has demonstrated a commendable commitment to collaboration in executing the WEPs in external partnerships. WIPO has established partnerships with key entities such as the International Labour Organization (ILO), the International Trade Centre (ITC), and the International Trademark Association (INTA), in addition to the Equatorial Institute of Intellectual Property for the Regional WEP held in Ecuador.

75. These collaborations exemplify how WIPO can fortify the delivery of its interventions by synergizing efforts with other influential partners. By strategically aligning with organizations such as the ILO and ITC, WIPO showcases a holistic approach integrating IP topics with



¹⁷ Refers to “the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.”

¹⁸ As mentioned by the Program Manager, WEP participants also benefitted from *pro bono* assistance provided by lawyers from the International Trademark Association (INTA) and the Inter-American Association of Intellectual Property (ASIP), who guided them through IP registration procedures.

other crucial domains like labor and trade. This interconnected approach is particularly noteworthy as it aligns with the actual needs of the beneficiaries.

Finding 7. The Program adapts its approach and methodology based on needs, evidence, and lessons learned.

76. Since its first workshop in 2019, the WEP has demonstrated adaptability, primarily in response to the COVID-19 pandemic, necessitating a shift to online delivery. The program also organized a regional workshop in Quito, Ecuador, focusing on participants from Bolivia, Colombia, Ecuador, and Peru. These adjustments reflect the program's commitment to overcoming challenges and catering to diverse regional contexts.

77. During the outcome harvesting process, one mentor defined the WEP initiative as an evolutive project, with Phase three incorporating various additional components from lessons learned from past experiences, emphasizing a dynamic and responsive approach to program development.

78. A follow-up discussion with the staff responsible for implementing WEP revealed that since the pilot phase (WEP 1), the program has undergone adaptations in content and structure while maintaining the core building blocks. The evaluation process after each WEP workshop is instrumental in identifying successful elements and addressing additional needs; in particular, the input from the mentors plays a crucial role in refining approaches and meeting the unique needs of individual participants.

79. Several noteworthy changes have occurred since WEP 1, reflecting a commitment to staying relevant and effective. Examples include inviting experts in marketing, social media strategies, and cultural heritage to share their insights and expertise during workshops. Another significant adaptation is integrating the roots and fruits approach within the business model canvas¹⁹, emphasizing traditional business approaches for individual projects.

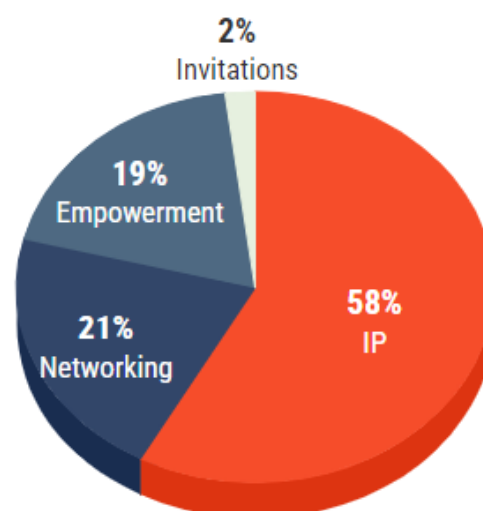
Finding 8. WEP participants acquire knowledge of principles and tools of the IP system, which they use in their projects and businesses.

80. Sixty-seven per cent of the network analysis survey respondents indicated that increased IP knowledge was one of the major benefits they received from the Program. Notable positive changes have been observed among the participants, characterized by increased self-confidence and empowerment, as mentioned in 19 per cent of the outcomes (Figure 7). Notably influenced by the workshops, the transformative process has led to a

¹⁹ The Roots and Fruits Approach was adapted from www.hipams.org planning worksheet developed by Harriet Deacon and Diego Rinallo (2023). When one plans a business based on traditional knowledge, one could think of it as a tree growing in fertile soil, using the 'heritage repertoire' of one's cultural roots in the community. The products (such as handicrafts) and services (such as tourism) one (wants to) offer could be represented as the fruits on the tree. One's cultural roots provide skills and knowledge to make these fruits grow on the tree.

tangible enhancement of participants' understanding of IP, as indicated in 58 per cent of the outcomes.

Figure 7: What has improved?



81. Furthermore, the mentorship component has played a crucial role in bolstering participants' confidence. During the interviews it became clear that with guidance and support of their mentors, participants not only acquired knowledge but were empowered to take concrete steps by applying for various forms of IP protection, including Trademarks, Geographical Indications, or Collective Marks. The findings indicate that 10 out of 26 respondents had started the necessary paperwork for IP protection, five out of them) had filed the paperwork, and five out of 26 had been granted IP protection. Seven out of 26 women shared that they were farther along in their IP journey, specifically thanks to the WEP program.

Finding 9. Women entrepreneurs who benefit from the training program share their learning and capacities with their communities.

Source: Evaluation, consultation results, Evaluation Section, November December 2023

82. Through the outcome harvesting process, it became clear that the WEP has provided evidence that women entrepreneurs who participated in the program have shared their knowledge and understanding with the broader community where they conducted their business. Approximately 28 per cent of the reported outcomes indicated an exchange between the participant and the wider community. For instance, one of the Andean participants and her group became a role model for other groups with their trademark registrations. As a result of their success, INDECOP²⁰, Peru, visited them to produce a video of their collective brand, which will be promoted among other associations as an initiative.

83. A quarter (26 per cent or seven out of 27) of women who undertook the network analysis survey mentioned that participating in the WEP positioned them as leaders in their own networks. One participant wrote: "I am encouraging service providers that I work with to consider protection for their works." Another respondent wrote that her community is now seen "as an example for other communities."

Finding 10. The program has created certain networks between the participants.

84. The findings attest that certain networks were made between women to exchange learning and experiences in line with one of the intermediate results of the Impact Journey, that is, for the participants to have "a solid network to exchange learning and experiences with other Indigenous Peoples and Local Community women entrepreneurs from specific regions or/and around the world".

85. For all five WEP cycles, the established networks within and out of the cycles have been evaluated through a network analysis. Out of the maximum possible 3,520 connections²¹ that could have been established between women participants, it was found

²⁰ Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual

²¹ One connection equals to one participant being connected to one other participant. If one participant is connected with four other participants, this is counted as four separate connections. Both connections with other participants from the same or another cycle have been counted.

that 162 connections have been made. Of these 162 connections, 113 were used for the exchange of information between participants, 33 for the provision of advice, and 16 for partnering on a project²². Most of the connections between women appear to be driven by cycle membership and not by their area of craft.²³

86. The findings indicate that the connectivity²⁴ of WEP participants within the different cycles varies widely, ranging from two to 30 per cent (see Figure 8 below). Out of all cycles, **the CEBS 2023 WEP cycle demonstrated to have the largest inner network** with the establishment of 76 connections (33 per cent)²⁵, with three women standing central to the group's connectivity. There are a few potential contributors to this high level of connectivity:

- (a) Firstly, the CEBS cycle was the most recent, making it more likely that women were still in contact with each other;
- (b) It was also the first cycle in which participants were collectively focused on a single craft area, in this case, textiles;
- (c) Furthermore, the CEBS cycle was one of the two cycles focused on a single geographical region (CEBS Region), lending even more similarities to the group in terms of backgrounds and common interests; and
- (d) Finally, a much higher percentage (73 per cent) of this cycle's participants completed the network survey than others, giving a truer picture of the network's density.

87. **The second most connected cycle was WEP 1** (2019 WEP), with 46 connections (17 per cent) out of possible 276 connections. The lower amount of networking is likely attributable to the lower response rate within this cycle (nine out of 24), which represents 38 per cent of the participants. Therefore, their true connectivity is likely higher than found here.

88. For **the WEP 2 and the Andean cycles, low connectivity** (<2 per cent) has been identified. A possible explanation could be:

- (a) Women in the ANDEAN cycle did not participate in the survey as much due to unreliable access to the internet in the rural locations (the cycle had a survey response rate of 4/20 (20 per cent)); and
- (b) The WEP 2 (2021) cycle was all virtual due to the COVID-19 pandemic.

²² In the majority of the connections identified (58% or 106 out of 162), women stated they communicate with each other about once or twice a year. In 34% of the connections (61 out of 162), women touch base one to two times a month. Finally, in 7% of the connections identified (12 out of 162), women communicate one to two times a week.

²³ Across craft areas, network density ranged from 0 to 12%. Textiles are the most connected, with a density of 12%. The relatively high density of this craft area can most likely be attributed to the high connectivity of the CEBS 2023 cycle, which fully consists of women working in textiles. Besides a few connections between women working in varied crafts and one connection between women working in jewelry, the rest of the craft areas have zero connectivity.

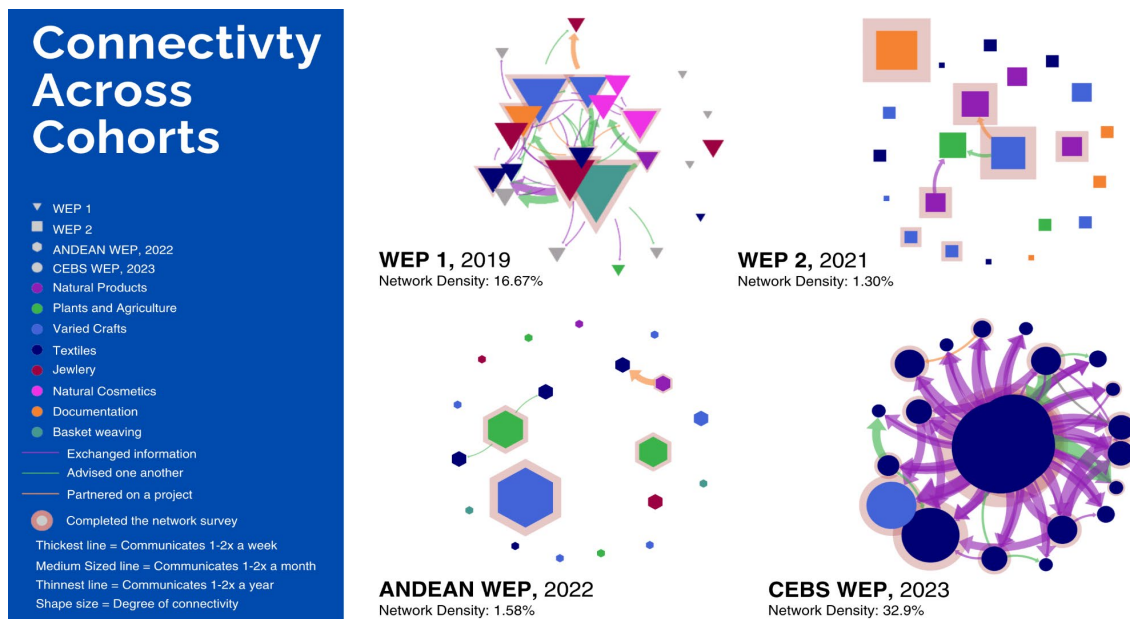
²⁴ Connectivity was investigated through network density, which is a key concept in social network analysis that measures the extent to which actors in a given group are connected. It is calculated as the ratio between the number of observed connections and the total number of possible connections; it is often also expressed as a percentage.

²⁵ The CEBS cycle had 22 participants. The maximum number of connections that could have been established was 231. In reality, 33% of the 231 connections were established.

Figure 8: Connectivity Across Cycles

Each shape indicates a different cycle. Colors represent a beneficiary's product category, lines represent the type of connections, and their thickness indicates the communication frequency.

Network Density = Connectivity (percentage of total possible connections made)



Source: Network Analysis Results prepared by the WIPO Evaluation Section in collaboration with Ignited Word, December 2023

89. Nonetheless, the network analysis revealed that 24 women had four or more connections with other participants and act as bridge builders, often even across cycles (see Figure 9). For this reason, despite the overall lack of connectivity in certain cycles, certain women were still connected to the whole WEP network. Of the 88 participants, 19 were completely unconnected to the rest of the WEP network. Of these women, 79 per cent were from Latin America or the Caribbean, and 55 percent were from the Andean cycle. It is to note that none of these women responded to the network survey, potentially due to the low internet access in the region.

Figure 9: Overall WEP network and bridge builders



Source: Network Analysis Results prepared by the WIPO Evaluation Section in collaboration with Ignited Word, December 2023

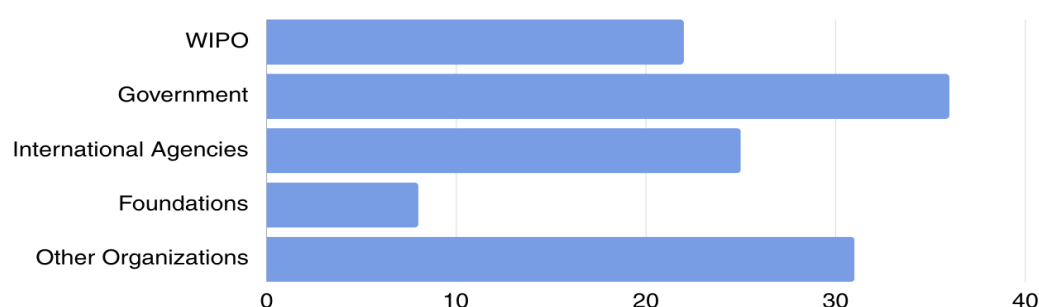
90. While certain networks were established between women to exchange learning and experiences, there remain network-weaving opportunities for WIPO to strengthen networks. An appetite for network activities by WIPO was found as 7 (25 per cent) out of the 28 qualitative responses for survey question 18 (see **Annex V**), on how the WEP could be improved, directly addressed networking.

91. Comments such as, “Find better ways for us to network in a more structured way,” and “I lacked more time to communicate with women live, in a place where you can talk, make connections,” in addition to expressed desires to connect with other cycles and learn from WEP alumni came from across all cycles. Furthermore, participants expressed an overall desire for continued engagement after the program ends. For instance, one participant wrote, “It would be great if we could come together with the other years’ cycles in a summer convening to share our projects and progress”. Another wrote, “One or two zoom meetings a year would be very welcome.”

Finding 11. Participants are enabled through the WEP program by being connected to other actors and resources.

92. The findings attest that WIPO is a common source of support for women participants²⁶. When asked who they and their communities have relied on to advance their project, eight out of 36 (22 per cent) of the respondents to the network analysis survey identified WIPO (see Figure 10). WIPO was the third most named actor for this prompt, with the first being Government.

Figure 10: Which Organizations or Individuals have you and your community relied on in the past to advance your project?

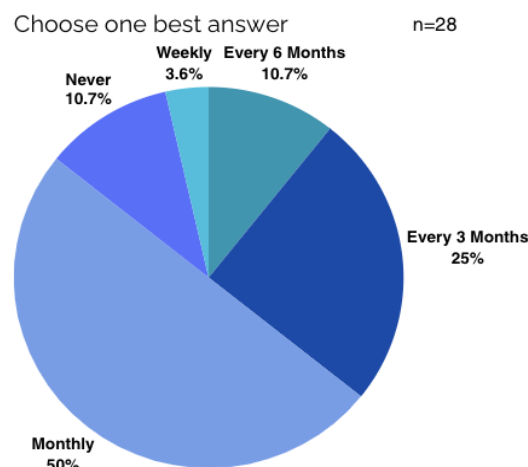


Source: Network Analysis Results prepared by the WIPO Evaluation Section in collaboration with Ignited Word, December 2023

²⁶ Question 1 from the network analysis survey found in ANNEX V. (Open ended question)

93. The program’s mentors provide participants with access to resources and other actors in line with the sixth intermediate result of the Impact Journey: “Participants can easily access information, services, partners, and resources needed to develop and advance their projects and businesses.” Survey respondents provided overwhelmingly positive feedback about their WEP mentors, with whom they interacted mostly on a monthly basis (see Figure 11).

Figure 11: How frequently have you and your WIPO mentor been in touch since starting the program?



Source: Network Analysis Results prepared by the WIPO Evaluation Section in collaboration with Ignited Word, December 2023

94. Mentors act as bridge builders between entrepreneurs and other actors and resources. Most survey respondents (66 percent or 17 out of 26) shared that their mentors connected them with other people or organizations, more often with national IP offices and IP lawyers. Five of the six mentors identified a local IP office as an actor they facilitated a relationship with, and half (three) of the mentors mentioned connecting mentees to IP lawyers. Similarly, nearly 30 percent of survey respondents shared that they were connected to IP lawyers through WIPO or their mentors.

95. Over 80 percent (21 out of 26) of respondents rated their mentor four out of five stars. Additionally, most respondents (69 percent or 18 out of 26) rated their mentor as extremely helpful (five stars). One respondent commented that the mentoring she received “was fundamental to sediment and apply some of the learnings” from the training.

96. The support of some mentors seems to go beyond solely advising on IP at times. One individual wrote that the mentor “helped me financially and paid for trademarking my logo.” A mentor provided helpful advice for another program participant on a new business plan. Overall, (67 percent) said that their mentor shared resources and tools.

97. Women are drawn to one another in the WEP alumni network. “WIPO has gathered some of the most interesting, valuable, beautiful women who are doing their job against all odds,” one participant shared. Another entrepreneur explained how belonging to such a network affects her: “These are amazing girls, each of whom has their own story. Each of them is unique and incredibly strong, which gives me motivation to be stronger and not be afraid to start and do something.”

(E) IMPACT

98. Impact refers to the extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. The impacts assessed in this section refer to the secondary impacts that are outside the project manager’s control. It seeks to identify social, environmental, and economic effects of the intervention that are longer-term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary, and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms,

and potential effects on people's well-being, human rights, gender equality, and the environment.

Finding 12. The WEP is well on its way to reaching impact.

99. The evaluation found overwhelmingly positive feedback from participants, underscoring a substantial number of the stakeholders participating in this evaluation expressing exceptionally positive sentiments, particularly among those who had the privilege of visiting Geneva. The impact assessment reveals that the WEP has successfully achieved its primary objectives. Specifically, it effectively strengthened the capacity of IPLCs women entrepreneurs to strategically and effectively utilize IP tools to support their entrepreneurial activities.

100. A noteworthy outcome of the Program is the evident boost in confidence and empowerment experienced by women entrepreneurs who were beneficiaries. This newfound confidence is reflected in their ability to integrate IP components into their projects and businesses and in their willingness to share acquired knowledge and experiences within their communities, reflecting its positive contribution to its broader societal impact.

Finding 13. Addressing gender disparities in IP.

101. Before conducting the outcome harvesting preliminary evaluation, consultations were held with WIPO project managers to discuss their understanding of "the empowerment of women by WIPO." The responses indicated that empowering women meant equipping them with knowledge and tools to become entrepreneurs using IP, providing them with essential resources for business growth, offering tools to make informed decisions, and implementing policies to encourage women's participation, among other things.

102. When using these definitions to assess whether the WEP supported women's empowerment, the answer is "yes". However, only 15 per cent of the evaluation outcomes stated that women felt more empowered through participating in the WEP.

103. According to WIPO data released in March 2024, it is estimated that only 17.7 percent of inventors named in [international patent applications](#) were women in 2023²⁷. The WEP has taken a step towards addressing this gender disparity by training women to enhance their understanding of the challenges and benefits associated with IP. The intention is commendable, as empowering women in this domain can contribute to narrowing the existing gender gap in patenting.

104. However, it will take time to reduce the gender gap²⁸ significantly. While the individual support offered by WIPO to women entrepreneurs is a commendable strategy to assess initial impact, the limited scale of impact after five WEPs suggests the need for exploration into alternative approaches.

105. The Mentor-Mentee approach, particularly, has proven beneficial for individual participants. To enhance the program's impact and scalability, there is a recommendation to engage local mentors more in the Mentor-Mentee approach. A localized strategy could potentially increase broader and in-depth engagement and address the specific needs of women entrepreneurs within their communities. This could contribute to a more substantial

²⁷

<https://www.wipo.int/web/gender#:~:text=Disparities%20exist%20in%20the%20use,are%20rising%2C%20progress%20is%20slow.>

²⁸ According to WIPO data released in March 2024, it is estimated that only 17.7 percent of inventors named in [international patent applications](#) were women in 2023, <https://www.wipo.int/web/gender#:~:text=Disparities%20exist%20in%20the%20use,are%20rising%2C%20progress%20is%20slow.>

narrowing of the gender gap by extending the program's reach and fostering a supportive environment for entrepreneurship at the local level.

(F) SUSTAINABILITY

106. Sustainability refers to “the extent to which the net benefits of the intervention continue or are likely to continue. It includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time.”²⁹

Finding 14. Sustainability has not yet been reached and can only be achieved at an individual level with the current approach.

107. The significance of sustainability is not limited to the duration of the WEP. In fact, the real impact of this initiative lies in the long-term changes that participants are likely to implement in their businesses and future endeavors. The profound transformations experienced by most participants during this program are expected to influence their practices and play a key role in promoting a sustainable future, including by sharing knowledge within their communities.

108. The WIPO training program has proven highly effective in enhancing the skills of individuals and organizations across various countries. However, there is a concern that the program's momentum may slow down when WIPO ceases its involvement since it did not enhance local ownership. To ensure the continuity of the program and its positive outcomes, WIPO should work closer with the national IP Offices in those countries. This will help to establish a self-sustaining system where local individuals and organizations can take up the program and continue its success even after WIPO's involvement ends.

5. CONCLUSIONS AND RECOMMENDATIONS

(A) CONCLUSIONS

109. Based on the evaluation findings, the following main conclusions have been derived.

Conclusion 1. In general, the WEP concept fits well with supporting individuals and communities in the challenges they face when registering their traditional products/knowledge. There was much enthusiasm, especially from the participants of the WEP workshops in Geneva. It was reported that the workshops were very well organized.

Conclusion 2. The matching process with mentors is probably the WEP's most successful and appreciated factor. In 34 percent of the outcomes, it was mentioned that the mentor had a big influence on the results of IP registration. As mentioned by different participants:

- (a) They started to write in detail the techniques from their traditional knowledge as advised by their mentor to create a curriculum;
- (b) As a result of the support of her mentor, one of the participants felt more confident in applying to local (e.g. Council) fundraising opportunities and to the national

²⁹ OECD (2021), Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris, page 71
<https://doi.org/10.1787/543e84ed-en>.

award call (Bogotá) where the handcraft has to symbolize the Colombian independence year; and

(c) It is the mentor who seems to make a difference in getting the best of the existing opportunities (advice) in getting the trademark and logo official registration and sharing opportunities for visibility and national resources supporting handcrafts associations.

Conclusion 3. There was a good collaboration between mentors and the WEP organizing team. When the mentors encountered IP-related issues, they would initially discuss the matter with the WEP team to determine the best approach. In some cases, the mentor would contact the national IP Offices, while in other cases, the WEP team would leverage their contacts in the country to seek support for the IP registration process. Notably, in 90 percent of the outcomes that were collected, there was a mention of support from either the mentor or the WEP team.

Conclusion 4. Managing expectations - While the main purpose of WIPO is to increase knowledge and secure rights on IP, this is not always the expectation of the participants who need support in expanding their business. Both mentors and mentees noted that while the main objective of WIPO is to promote knowledge and secure rights on IP, some participants expect assistance in expanding their businesses. The WEP team recognizes this and is actively working to address the gap between expectations and the workshops' focus, primarily on IP and branding of traditional knowledge or products. Although the training also covers entrepreneurial skills and marketing issues, the participants' main expectations revolve around the commercialization of their products. It is important to address this expectation gap, which should be avoided for further WEPs.

Conclusion 5. Facilitating networking is an integral part of the training process, and keeping in touch with alumni and having them share their experiences can benefit the individuals and the new cycles. Networking was mentioned in 24 per cent of the participants' harvested outcomes. Having people from many different countries is very interesting, but people from the same country or region have more chances to build a relevant business network.

The findings from the network analysis indicate that the CEBS 2023 WEP had the highest network density. Women connect to others in their cycle more than with other entrepreneurs who share a craft focus, and participants are motivated to stay in touch.

Conclusion 6. Facilitating the participation of individuals from Indigenous communities can be challenging, especially when they reside in rural areas where communication infrastructure is relatively weaker than in urban regions.

Communication challenges were mentioned by both mentors and mentees, particularly among those who live in rural areas.

Conclusion 7. Effective communication can sometimes be a challenge, especially when working with Indigenous Peoples and local communities and discussing technical subjects related to IP. In such instances, a language barrier may arise, potentially hindering the understanding of the matter. The evaluation found that communication and discussions in one language can be a challenging complication for participation in the program. As mentioned by one of the mentors: *"The program is running in English, and it is not easy to find participants who speak English."* Or, as shared by another participant, a toolbox could be translated into Spanish, giving the future WEP a regional reach. Speaking about Indigenous women as targeted beneficiaries, she also mentioned the importance of "using" this cycle to translate materials into Indigenous languages so Indigenous Peoples have sufficient tools to "make things happen".

Conclusion 8. During the outcome harvesting process, women's empowerment was mentioned in 12 per cent of the outcomes by the participants and in 21 per cent of the outcomes by the mentors. Some participants felt empowered because they “gained the confidence to seek guidance and information from the IP office, that can empower individuals to access their rights” and “the WEP team helped overcome the fear of talking to authorities.” These are good examples of empowering women to register their IP rights. However, it will take time to narrow the gender gap significantly.

Conclusion 9. Sustainability has not yet been reached, and the national IP offices need a more pivotal role in the WEP to ensure this. The WEP approach is very well appreciated and successfully improves individuals' IP skills, knowledge, and application for IP. However, if WIPO discontinues the program, it is unlikely that anyone else will pick up this tailor-made coaching approach and move it forward.

Conclusion 10. During the COVID-19 pandemic, the WEP team successfully implemented an online version of the program. However, the online approach did not yield the same effectiveness as the live versions. Due to the COVID-19 pandemic, the WEP team had to adapt their approach to delivering the workshops. They found a solution to keep the program rolling, choosing an online version. The Network Analysis WEP 2 (2021) had the smallest network density and as indicated by different participants during the outcome harvesting:

(a) *“Unfortunately, the WEP training (2021) was online and not in person. I find it important that such trainings are held in person, and I feel that I lost the opportunity to talk informally with others during lunches to bond stronger and to strengthen my network.”;*

(b) *“I feel lucky, as I was the only person who participated from Canada at that time. Unfortunately, I joined during COVID. Nonetheless I was able to follow up with some but sadly everyone is busy, thus I couldn't make a good connection with anyone.”*

Conclusion 11. During the evaluation, challenges were encountered in locating relevant program documentation on interviews, which led to significant delays in outcome harvesting and network analysis. While confidentiality between mentors and mentees is paramount, having an accessible filing system could facilitate easier retrieval of additional background information without compromising the confidentiality of the mentoring relationships. This approach would further streamline internal documentation and information retrieval processes.

(B) RECOMMENDATIONS

110. Based on the evaluation findings and conclusions, the following recommendations are proposed.

Recommendation 1: Ensure the sustainability of the WEP approach in future WEPs

The current WEP approach demonstrates effectiveness; however, there is a concern regarding its sustainability once WIPO discontinues the workshop delivery and mentor organization. Engaging regional and national IP offices in the WEP's workshop delivery and mentorship can establish a stronger foundation for long-term sustainability.

Priority: Medium

Recommendation 2: A gender analysis should be part of the program's situational analysis

Before initiating a new WEP batch, conducting a situational analysis that delves into participants' background information is advisable. This analysis should focus on understanding the challenges and concerns specific to women from different communities, particularly those in rural and indigenous areas. The situational analysis should also encompass communication and participation considerations, such as language barriers, the need for translators, and accessibility to technology in rural areas. Integrating these elements will enhance the program's responsiveness to diverse participant needs.

Priority: Medium

Recommendation 3: Make clear distinctions between IP and commercialization expectations for participants in future WEPs

To manage participant expectations effectively, it is crucial to delineate the distinctions between IP and commercialization before the program commences. Some participants prioritize the commercialization of their products, viewing it as the primary factor determining business sustainability. While IP is integral to securing long-term rights, this connection may only sometimes be apparent. Clarifying these aspects before the program's initiation will ensure that participants have accurate expectations and a comprehensive understanding of the program's objectives.

Priority: Medium

Recommendation 4: Implement a uniform filing system for enhanced transparency

The WEP program management would benefit from adopting a uniform filing system for improved document preparation, retention and retrieval when required. While confidentiality between mentors and mentees is paramount, having an accessible filing system could facilitate easier retrieval of additional background information without compromising the confidentiality of the mentoring relationships. This approach would streamline internal processes.

Priority: Medium

ANNEXES

Annex I.	Learning from the implementation of WIPO initiatives aimed at empowering women entrepreneurs.
Annex II.	Evaluation Terms of Reference
Annex III.	Reference List Desk Review
Annex IV.	Evaluation Questions Matrix
Annex V.	Network Analysis Survey

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TABLE OF RECOMMENDATIONS

No	Recommendations	Priority	Person(s) Responsible	Other Stakeholder(S)	Management Action Plan	Deadline
1.	Ensure the sustainability of the WEP approach in future WEPs <u>Closing criteria</u> The WEP team provides support and quality control focusing on expanding upon WEP model to facilitate scaling up the program.	Medium	WEP team IP offices in participating Pacific Islands Countries	IP Office Australia IP Office New-Zealand INTA ILO ITC	- Increase Communication and Collaboration Channels with National IP Offices of the countries of the participants, before, during and after the Program - Facilitate online participation from interested IP Offices - Implement Mentoring and Matchmaking Engagement with interested IP Offices	December 31, 2025
2.	A gender analysis should be part of the program's situational analysis <u>Closing criteria</u> New WEPs include a situational analysis with the following: • Target group's needs and expectations including background information. • Challenges and concerns specific to the target group.	Medium	WEP Team		- Reinforce the situational analysis during the selection process of the participants understanding specific needs, expectations and background information - Gender analysis to be incorporated as part of the preparation of the WEP - During training phase: more time allowed for sharing challenges, needs and aspirations, in formal and informal settings.	December 31, 2025

No	Recommendations	Priority	Person(s) Responsible	Other Stakeholder(S)	Management Action Plan	Deadline
	Communication and participation considerations, such as language barriers, the need for translators, and accessibility to technology in rural areas.				- During mentorship and matchmaking phase: continue organizing clinics and booster with participative approach. - For WEPs organized in more than one language, consider continue organizing IP sessions in multiple languages as needed. Endeavor to use facilitators and speakers fluent in more than one language.	
3.	Make clear distinctions between IP and commercialization expectations for participants in future WEPs <u>Closing criteria</u> Participants' information materials made clear distinctions.	Medium	WEP team	ITC	- Set up clearly the objectives of the Program, including its limitations, in the Call for Expressions of Interest - Continue to include presentations and practical work during the workshops on IP and Commercialization - Gather participant feedback on the clarity of IP and commercialization information provided.	December 31, 2025
4.	Implement a uniform filing system for enhanced organization <u>Closing criteria</u>	Medium	WEP Team		- Put together information that is missing. - Develop a Trello Board with standardized categories for all relevant WEP documentation.	December 31, 2025

No	Recommendations	Priority	Person(s) Responsible	Other Stakeholder(S)	Management Action Plan	Deadline
	Provide records of filled information for WEPs completed in 2025, This should include theory of change, list of stakeholders including collaborators and beneficiaries with contact details, feasibility reports, monitoring reports, progress reports, and financial data for projects completed by the end of 2025					

**ANNEX I: LEARNING FROM THE IMPLEMENTATION OF WIPO INITIATIVES AIMED AT
EMPOWERING WOMEN ENTREPRENEURS**



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report_Learning from

ANNEX II: EVALUATION TERMS OF REFERENCE



ICS ToRs Impact
Evaluation Women I

ANNEX III: REFERENCE LIST DESK REVIEW

1. Practical Workshop on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities, WIPO/IPTK/GE/23/INF/1 PROV. Geneva, Switzerland, September 2023
2. Practical Workshop on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities, WIPO/IPTK/GE/3/21/INF/1, Geneva, Switzerland, October 4, 2021
3. Practical Workshop on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities, WIPO/IPTK/GE/19/INF/1, Geneva, Switzerland, November 5, 2019
4. Wendland, R. Forsgren, D. Zografos, Introduction to Intellectual Property, TKD, WIPO, Geneva, Switzerland
5. WIPO, 2023-2024 WIPO Training, Mentoring and Matchmaking Program on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities, Geneva, Switzerland, 2023
6. D. Rinallo, TKD, Women WIPO, TKD, WIPO Workshop on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities
7. WIPO, Building Respect for IP, Practical Workshop on IP for Women Entrepreneurs from Indigenous Peoples and Local Communities November 12, 2019, Geneva
8. J. Hoyos, SheTrades, Initiative, International Trade Centre (ITC), Practical Workshop on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities, WIPO, November 11, 2019
9. G. Beate, Leadership Coaching for Women Entrepreneurs from Indigenous Peoples and local Communities, WIPO, Geneva, November 13, 2019
10. J. Engelhardt and A. Ruiz Villalba, Evaluation of the Use and Impact of IOD Evaluation Section Recommendations, WIPO, Evaluation Section, EVAL 2020-03, September 10, 2021, Geneva, Switzerland
11. D. Hales, An Introduction to Triangulation, UNAIDS, Monitoring and Evaluation Fundamentals, Geneva, Switzerland
12. OECD (2021), Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris, <https://doi.org/10.1787/543e84ed-en>.
13. IMP-ACT, (Qualitative in-depth individual impact assessment protocol (QUIP), Practice Notes, ISSN: 1740-4711 • NUMBER TWO • 2004
14. H. Tilley, L. Ball, C. Cassidy, Research Excellence Framework (REF) impact toolkit, Overseas Development Institute, UK, 2018
15. WIPO Medium Term Strategic Plan (MTSP) 2022-2026, Program and Budget Committee, Thirty-Second Session, Geneva, June 7, 2021
16. London School of Economics Political Science: Public Policy Analysis (2023), Non-Experimental Design, London, UK
17. WIPO, Guidebook for preparation, implementation and evaluation of Development Agenda projects, Geneva, Switzerland
18. UNEG, Ethical Guidelines for Evaluation
19. UNEG, Norms and Standards, 2016
20. WIPO Core Values and Organizational Competencies, Geneva, Switzerland
21. R. Wilson-Grau, Outcome Harvesting, Principles, Steps and Evaluation Applications, United States of America, 2019
22. S. Yang, F. Keller, and L. Zheng, Social Network Analysis – Methods and Examples, Sage Publications, United States of America, 2016
23. Stephen Borgatti, Martin Everett, Jeffrey Johnson. 2018. Analyzing Social Networks, Sage Publishing.

ANNEX IV: EVALUATION QUESTION MATRIX

Evaluation question and sub-questions	Methods	Sources
111. 1. Relevance. Relevance refers to “the extent to which the intervention objectives and design respond to beneficiaries ” ³⁰ , global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.”		
1.1. To what extent is/was the project relevant to the emerging needs of women entrepreneurs and the strategic directions presented in the MTSP 2022-2026?	1.1. Outcome Harvesting, WEP-Workshop	• MTSP 2022-2026; Outcome Harvesting
1.2. The level to which the initiatives have tackled the underlying reasons for gender-based disparities and supported women’s empowerment.	1.2. Outcome Harvesting, and desk review	• WIPO Intellectual Property (IP) and Gender Action Plan; Challenges for Women Inventors and Innovators in Using the Intellectual Property System – A literature Review.
1.3. Did the Theory of Change/ Logic of Intervention hold true?	1.3. Interviews and desk review	• Theory of Change
2. Coherence: refers to “the compatibility of the intervention with other interventions in a country, sector or institution.		
2.1 To what extent are/were WIPO’s initiatives to support women entrepreneurs coherent with other interventions being conducted by other sectors?	2.1. Interviews, desk review.	• Learning from the Implementation of WIPO Initiatives aimed at Empowering Women Entrepreneurs
2.2 To what extent are/were WIPO’s initiatives externally harmonized and complementary with in-country interventions while avoiding duplication of effort?	2.2. Interviews, desk review.	
2.3 To what extent are/were the projects likely to build effective internal and external partnerships?	2.3. Interviews, desk review	
3. Efficiency: refers to “the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.”		
3.1. To what extent are the projects’ structure and operational processes likely to be fit for purpose in the framework of the Program of Work and Budget, and MTSP 2022-2026?	3.1. Outcome Harvesting, WEP-Workshop	• MTSP 2022-2026; Outcome Harvesting
3.2. Are there any good practices or lessons we can learn from project management and operationalization practices from WIPO and outside of WIPO (from other UNOs, IPO, Regional IPO, or others)?	3.2. Interviews, desk review.	• Project management Approaches

³⁰ Beneficiaries is defined as, “the individuals, groups, or organisations, whether targeted or not, that benefit directly or indirectly, from the development intervention.” Other terms, such as rights holders or affected people, may also be used.

And What would be the optimal approach for improving the project management procedures and practices at WIPO? 3.3. To what extent was expenditure guided by Value for Money principles?	3.3. desk review.	Budget of the project
4. Effectiveness: refers to “the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.”		
4.1. To what extent have initiatives achieved or are likely to achieve the planned results as defined in their respective impact journey (Theory of Change)?	4.1. Outcome Harvesting, WEP-Workshop	Theory of Change, Outcome Harvesting
4.2. Have they produced or are likely to produce unintended results?	4.2. Outcome Harvesting, WEP-Workshop	Outcome Harvesting
4.3. Are results aligned with the Program and Budget and MTSP 2022-2026?	4.3. Interviews	
5. Impact: refers to the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people’s well-being, human rights, gender equality, and the environment.		
5.1. What is the overall impact of the projects in relation to their outcome/purpose? What does a positive impact mean to these projects?	5.1. Outcome Harvesting, Interviews.	Theory of Change, Outcome Harvesting
5.2. To what extent have they achieved or are likely to achieve intended or unintended impacts, positive or negative?	5.2. Outcome Harvesting, Interviews.	Theory of Change, Outcome Harvesting
5.3. Do they address the key causes of gender disparities in IP?	5.3. Outcome Harvesting, Interviews.	Outcome Harvesting, WIPO Intellectual Property (IP) and Gender Action Plan.
5.4. To what extent do the assumptions underpinning their impact narrative remain valid in the MTSP 2022-2026?	5.4. Interviews	MTSP 2022-2026; Outcome Harvesting
6. Sustainability. refers to “the extent to which the net benefits of the intervention continue, or are likely to continue. Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time.”		
6.1. What does sustainability mean to the sampled projects?	6.1. Outcome Harvesting, Interviews.	Outcome Harvesting
6.2. Did the projects enhance local ownership and capacity to influence gender dynamics?	6.2. Outcome Harvesting, Interviews.	Outcome Harvesting
6.3. To what extent are the impacts resulting from the projects likely to be sustainable?	6.3 Outcome Harvesting, Interviews.	Outcome Harvesting

ANNEX V: NETWORK ANALYSIS SURVEY

LANDING/INTRO PAGE

Welcome to the WIPO Women Entrepreneurs Program Survey

This survey should take 10-15 minutes to complete. Your responses are confidential: Your name will not appear in any documents or reports and will not be linked to the responses you share. Survey results will be used for program improvement.

Please be as honest as possible. Honest responses will help us improve the WIPO program for future cycles of women entrepreneurs.

If you agree to participate in the survey, click the blue "Start Survey" button below to begin.

SECTION INTRO:

Your Project's Network

This section will ask you one question about people who have helped your project.

Question 1

Which organizations or individuals have you and your community relied on in the past to advance your project?

Please say what organizations/individuals and how they have helped you

SECTION INTRO:

You and Other WIPO Women

This section will ask you questions about your contact with other women entrepreneurs who have participated in the WIPO program. Click the blue button "continue" to begin.

Question 2

Who are you? Please select only yourself from the following list of women. The list is organized first by cycle and then alphabetically by first name.

While you identify yourself in this part of the survey, the results presented to WIPO will be anonymized. You will not be directly associated with any of the answers you share in this survey.

Question 3

Which of the following women have you been in touch with since your WIPO workshop?

Choose ALL the women with whom you have had contact. If you have not been in touch with any women, scroll down to the bottom and select "none of the above."

Question 4 [pipe answers from Q3]

How often have you been in touch with each of the following women since starting the program? Choose one best answer per row for each woman.

Once or twice a week
Once or twice a month
Once or twice a year

Question 5 [pipe answers from Q3]

Which of the following best describes your contact with each of the following women?
Choose one best answer per row for each woman.

We have exchanged information only
We have advised one another
We have partnered on a project together
None of these

Question 6

Which of the following channels of communication have been the most useful to you for staying in touch with other women entrepreneurs from the WIPO program?

Please rank your choices with the most helpful at the top and the least helpful at the bottom.
Please rank your choices: 1 = the most useful channel and 5 = the least useful channel

WhatsApp chat/ Text message
WhatsApp call/ Phone call
Social media (Facebook, Instagram, X (Twitter), etc.)
Email
On-line meeting (Zoom, Google Meet, Jitsi, Teams, etc.)
In-person meeting
Other (please specify)

Question 7

To what extent do you agree with the following statements about you and your connections with other women in the WIPO program?

Choose one best answer for each statement row

Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree

I have made new professional connections because of my contact with other women participants
I have improved my business as a result of information, tools, or advice shared by other women participants

I have collaborated with one or more women participants on a business project

I have learnt new things on how others are running their business that are applicable to my case

I am more confident in my own capacities as an entrepreneur woman thanks to knowing other women's businesses

Question 8

What motivates you to stay in touch with the other women WEP participants?

Write your answer in your own words

SECTION INTRO:

You and WIPO Mentors and Matches

This section will ask you questions about your contact with your WIPO mentors and anyone they connected you with during the matching phase of the program. Click the blue button "continue" to begin.

Question 9

How frequently have you and your WIPO mentor been in touch since starting the program?
Choose one best answer

- Weekly
- Monthly
- Every three months
- Every six months
- Never

Question 10

Rate how helpful your WIPO mentor has been to you and your project (5 stars = extremely helpful, 1 star = not very helpful)
Please be honest. Honest ratings will help us improve the program for other women.

Question 11

Which of the following has your mentor done for you?
It's okay if they have not done any of the following. In that case, choose "none of the above".

- Shared tools or resources with me
- Connected me to other people or organizations
- Advised me about using Intellectual Property in my project/business
- Guided me through implementing Intellectual Property
- None of the above
- Other [please specify]

Question 12

Have WIPO program staff or your mentor connected you to anyone else (people or organizations)?
Yes
No

Question 13 [display question if select Yes in Q12]

Who else have you connected with through WIPO staff or your mentor?
List the organizations or people and briefly say what you connected about.

SECTION INTRO:

About You and Your Project

This section will ask you about where you are on your Intellectual Property journey and what other supports you need. Click "continue" to begin.

Question 14

Which of the following Intellectual Property steps have you and your community/association taken? (Reminder: Intellectual Property protection mechanisms include trade marks, collective marks, certificates, and geographic indicators).

It's okay if none of the steps have been taken. In that case, select "None of the above."

I have shared information on the benefits of Intellectual Property (IP) with my community/association

My community/association has started talking about IP mechanisms

My community/association has selected an IP protection mechanism to pursue

My community/association has started the paperwork on an IP protection mechanism

My community/association has filed paperwork on an IP protection mechanism

My community/association has been granted protection via an IP mechanism

None of the above
Other (please specify)

Question 15 [display only if options 3-6 selected in Q14]
Which Intellectual Property mechanism(s) did your community select?
Choose as many as you like

Trade mark
Collective mark
Certificate
Geographic indication
Other (please specify)

Question 16
Have you used what you learned in the WIPO Women Entrepreneurs Program to do any of the following for your community's enterprise?
Please be honest. Do not select answers that were not affected by what you learned from the WIPO program.

Improve social media presence
Create better marketing materials
Create a logo or brand
Develop a project implementation strategy
Develop a funding search strategy
Achieved better Intellectual Property protection
None of the above
Other (please specify)

Question 17
In your own words, how has participating in the WIPO Women Entrepreneurs Program helped you and your community's project?
Please share the things that stand out.

Question 18
What could WIPO do to improve its program for indigenous women entrepreneurs like you and their communities?
Please share your honest opinion. Your name will not be associated with your answer.

[End of Annexes and of Document]

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