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## LIST OF ACRONYMS

CDIP	Committee on Development and Intellectual Property
CIPA	Companies and Intellectual Property Authority
DAC	Development Assistance Committee
DCD	Department for Cooperative Development
FITS	Funds-in-Trust
ICS	Individual Contractor Services
IOD	Internal Oversight Division
IP	Intellectual Property
JPO	Japan Patent Office
MITI	Ministry of Investment, Trade and Industry
MTSP	Medium-Term Strategic Plan
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development's
PCT	Patent Cooperation Treaty
QuIP	Qualitative Impact Protocol
RNDS	Regional and National Development Sector
SDG	Sustainable Development Goals
TOC	Theory of Change
UNEG	United Nations Evaluation Group
WEP	Women in Innovation and Entrepreneurship Program
WIPO	World Intellectual Property Organization

#### **EXECUTIVE SUMMARY**

- 1. The Chobe Baskets Project (Botswana), launched in 2019, was an initiative proposed by the Companies and Intellectual Property Authority (CIPA) and the Ministry of Investment, Trade, and Industry (MITI) of Botswana, to create a collective mark for baskets made in the Chobe District, Botswana. The project was funded by the Japan Patent Office (JPO). After the World Intellectual Property Organization (WIPO) engaged with MITI, CIPA and JPO, a national consultant was hired for the process, which included a feasibility study and intermediary support between all stakeholders.
- 2. The project focused on Chobe District, Botswana which had an organized women entrepreneurs' group. They applied for trademark protection, created a cooperative union and an APEX board, and underwent three training sessions of four days each.
- 3. Although the branding was a significant milestone, the primary goal of the training was to teach participants how to start and finish baskets more effectively, improve their quality and competitiveness. The Department for Cooperative Development (DCD), MITI delivered the training, and "master weavers" from Maun, North-West District of Botswana were brought in to train the participants on the basket-making process.
- 4. Although the official launch of the brand was planned for 2020, the outbreak of COVID-19 delayed the project. The launch finally took place in November 2022, where the group sold, as reported by CIPA: "basket weaver went from selling in April 2021, 11,816 Botswana Pula to August 2022, 28,080 Botswana Pula more than twice the number of baskets previously sold, to Japan". Initially, there was a shop in Kasane Airport, where local hotels displayed the "Chobe Baskets" for sales to tourists, and tour operators drove into the villages to showcase the baskets to tourists. However, when the WIPO evaluation team visited the communities in November 2023, the optimism had waned as the airport shop remained closed and basket sales to tourists remained lower than pre-COVID pandemic levels.
- 5. Moving forward, the cooperative union should focus on marketing and commercialization of the Chobe baskets, leveraging as appropriate on available national government support or other international cooperating partners. The cooperative union should also proactively seek out business forums to gain insights from other organizations and learn to compete effectively. Introducing and integrating younger people to the basket weaving craft would also help in scaling up.
- 6. Detailed conclusions and recommendations are as included in Section 5 of this report.

<sup>&</sup>lt;sup>1</sup> As indicated in the UNESCO Periodic Report on the Convention for the Safeguarding of Intangible Cultural Heritage (cycle 2020-2024) <a href="https://ich.unesco.org/doc/src/Signed%20periodic%20report%20-%20Periodic%20report-62601.pdf">https://ich.unesco.org/doc/src/Signed%20periodic%20report%20-%20Periodic%20report-62601.pdf</a>. Also indicated in the WIPO Project Implementation Strategy – Branding Project for Chobe Baskets, document dated September 17, 2019, Kasane. Included as well in the WIPO Document WIPO/IP/BBK/19/INF/1, October 11, 2019. Across all WIPO and international documentation, the Maun weavers are referred to as Master Weavers.

#### 1. INTRODUCTION

- 7. WIPO's Medium Term Strategic Plan (MTSP) 2022-2026, as in all United Nations Organizations, is dedicated to advancing the 2030 Agenda for Sustainable Development. The plan recognizes the essential role of Intellectual Property (IP) in addressing the significant development challenges facing the world. 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"<sup>2</sup>.
- 8. To facilitate WIPO's learning process, the Internal Oversight Division (IOD), Evaluation Section conducted a comprehensive mapping analysis of 120 initiatives WIPO had planned or implemented between 2018 and 2022 involving women inventors and innovators. The mapping scope included initiatives developed before 2018 if, at the very least, a portion of them was implemented within the proposed timeframe.
- 9. Based on the mapping analysis, the evaluation of the Impact of WIPO's Support to Women Entrepreneurs was incorporated into the 2023 IOD Oversight Plan. Three initiatives were selected for an evaluation. These were :
  - (a) Traditional Knowledge Program for Indigenous and Local Community Women Entrepreneurship.
  - (b) Committee on Development and Intellectual Property (CDIP) Project on Increasing the Role of Women in Innovation and Entrepreneurship: Encouraging Women in Developing Countries to Use the IP System; and
  - (c) The Regional and National Development Sector Branding Project using IP for "Chobe Baskets" in Botswana.
- 10. Details of the Mapping Analysis can be found in Annex I.
- 11. This report presents the results of the evaluation of the WIPO Chobe Baskets Project and provides an overview of the methodology employed in the assessment. The report also includes recommendations and conclusions based on the findings. The evaluation was conducted from September 2023 to December 2023.

<sup>&</sup>lt;sup>2</sup> WIPO 2021 MTSP 2022-2026 (par.25, 53-54, 137). Moreover, innovation is a key theme across the 2030 Agenda and its SDGs.

#### 2. DESCRIPTION OF THE INTERVENTION

12. In Chobe, baskets have traditionally been made by women. Basket weaving is a livelihood strategy to obtain an income that contributes towards the basic needs of households. The knowledge of basket weaving has been passed down from mothers to daughters from generation to generation.<sup>3</sup>





Source: Chobe Baskets, Julia Engelhardt, WIPO

13. The baskets are made from leaves of Mokola palm trees which are native to the region. They are adorned with various patterns created by interweaving leaves colored with natural dye from indigenous plants.<sup>4</sup>



Source: Leaves of the Mokola palm are boiled with the natural dye. WIPO Picture

<sup>&</sup>lt;sup>3</sup> https://www.wipo.int/cooperation/en/funds\_in\_trust/japan\_fitip\_global/news/2020/news\_0002.html

<sup>4</sup> https://www.wipo.int/cooperation/en/funds in trust/japan fitip global/news/2020/news 0002.html

- 14. Women used to make baskets for home use, but nowadays, the baskets are marketed to tourists from around the world, who are attracted by the rich wildlife of the Chobe region. Before the project started, the production was fragmented, with small basket weaving cooperatives operating independently in their respective villages.
- 15. WIPO in collaboration with CIPA, the DCD and JPO, initiated the project with the aim to brand the Botswana Baskets to enable access to international markets. WIPO sent the feasibility study report on May 24, 2019, to its collaborators. The DCD together with CIPA met on May 29, 2019, and discussed the recommendations of the WIPO feasibility study and agreed with the following recommendations:
  - (a) To introduce stakeholders to relevant IP tools and concepts and the various routes for protection of brands;
  - (b) To promote the use of the IP system by producers of local handicrafts, specifically, baskets from the Chobe region of Botswana;
  - (c) To assist the Chobe basket weavers to obtain a collective mark and to use it for branding their baskets;
  - (d) To improve the quality of their baskets through training opportunities in the process of obtaining the mark; and
  - (e) To assist the producers to enhance the brand value of their products.
- 16. A draft working plan was received from WIPO through CIPA on July 3, 2019, and was approved. CIPA Regional offices affected by the plan were the Maun and Kasane regional offices<sup>5</sup>.
- 17. The decision was made to focus on the Chobe District due to the existence of a single organized group. This group applied for trademark protection and established a new cooperative known as "The Chobe Basket Weavers Cooperative Union Limited". The group also developed an APEX board in accordance with its bylaws.

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<sup>&</sup>lt;sup>5</sup> CIPA Annual Report 2019/2020

## A project timeframe has been depicted below:

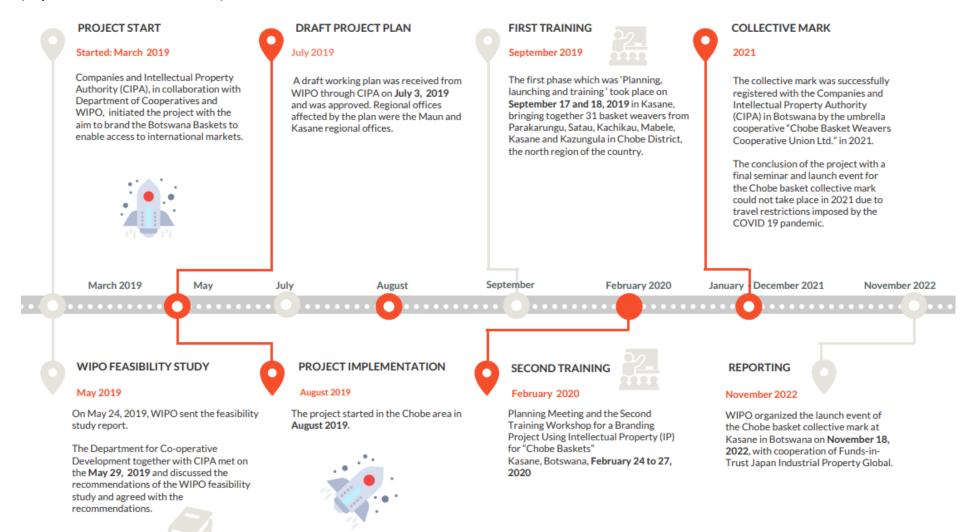


Figure 1: Map of Botswana

- 18. The project implementation started in the Chobe area in August 2019. The first phase which was "Planning, launching and training" took place on September 17 and 18, 2019 in Kasane, as depicted in Figure 1, bringing together 31 basket weavers from Parakarungu, Satau, Kachikau, Mabele, Kasane and Kazungula in Chobe District, the north region of the country<sup>6</sup>.
- 19. The objective was to plan and launch a project to brand Chobe baskets. Basket weavers learned the trademark system and discussed the quality standards and the grading system of their baskets. A Collective Mark was the IP tool relevant to the project.
- 20. The planning meeting and the second training workshop for a Branding Project Using IP for "Chobe Baskets" organized by WIPO in cooperation with the CIPA, the DCD, MITI of the Republic of Botswana and the JPO took place in Kasane, Botswana on February 24 to 27, 2020.

NGAMILAND

NORTH-EAST DISTRICT

CENTRAL DISTRICT

GHANZI alanu

KWENENG

KWENENG

KWENENG

KWENENG

KWENENG

SOUTH-EAST - DISTRICT

Source: Bathusi Lesolobe, South-South and Triangular Cooperation as a Mechanism for Enhancing Education in IP – The case of Botswana's Chobe Basket. Palm Consult, 2022

21. The project was executed in three well-structured phases, to provide the necessary support and resources to the women producers. Training<sup>7</sup> to basket weavers was consistently provided across all project phases.

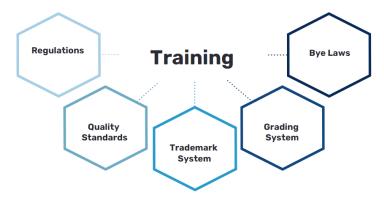


- 22. During the project, basket weavers participating in this project discussed the following:
  - (a) The organization of their new umbrella cooperative;
  - (b) The logo design for their proposed Collective Mark;
  - (c) Regulations on the use of the mark; and
  - (d) Quality standards and grading system to be adopted.

WIPO Project document, Chobe Basket Weavers Co-operative Union Limited. Branding Project Using Intellectual Property for Chobe Baskets in Botswana, Department for Co-operative Development, June 16, 2021, Gaborone.

23. The project gained momentum with three training sessions, each lasting four days with 31 participants representing groups of basket weavers, including five weavers from the six targeted villages. These sessions were held at a lodge in Kasane and covered a range of training components, as depicted in Figure 2.

Figure 2: Training components



Source: South-South<sup>8</sup> and Triangular Cooperation as a Mechanism for Enhancing Education in IP, The Case of Botswana's Chobe Basket, Bathusi Lesolobe, Palm Consult, Botswana. Figure prepared by IOD Evaluation Section

- 24. The DCD delivered the training whose main goal was to teach participants how to start and do a more advanced finishing of baskets, as well as improve their overall quality and competitiveness. Master weavers from Maun were brought in to train the participants but also to follow-up on the process of crafting the baskets.
- 25. The Collective National Mark was successfully registered with the CIPA in Botswana by the umbrella cooperative "Chobe Basket Weavers Cooperative Union Ltd." on January 15, 2021.9
- 26. The conclusion of the project with a final seminar and launch event for the Chobe Basket Collective Mark could not take place in 2021 due to travel restrictions imposed as a result of the COVID-19 pandemic.
- 27. As the restrictions were finally lifted in 2022, WIPO organized, in collaboration with the Botswana CIPA, the official project hand over and launch of the Collective Mark event at Kasane on November 18, 2022<sup>10</sup>.
- 28. The Chobe Baskets Project implementation was successfully concluded in December 2022. The project budget for WIPO's support amounted to 110,114 Swiss francs<sup>11</sup> from the Funds-in-Trust (FIT) Japan Global. In total, 128 women and seven men participated in the various project activities.

9

<sup>&</sup>lt;sup>8</sup> As defined by the United Nations: South-South cooperation is done through a broad framework of collaboration among countries of the South in the political, economic, social, cultural, environmental and technical domains. Involving two or more developing countries, it can take place on a bilateral, regional, intraregional or interregional basis. Through South-South collaboration, developing countries share knowledge, skills, expertise and resources to meet their development goals through concerted efforts. https://www.un.org/en/observances/south-south-cooperation-day

<sup>&</sup>lt;sup>9</sup> As confirmed by WIPO's Madrid Operations. This mark has been filed and registered in Botswana.

<sup>10</sup> https://www.wipo.int/cooperation/en/funds in trust/japan fitip global/news/2023/news 0003.html

<sup>&</sup>lt;sup>11</sup> As per financial data provided by the WIPO Division for Africa

CO-OPERATIVE	M	F
Kachempati Basket Weavers Marketing	0	21
Vuche-Vuche Basket Weavers Marketing	1	14
Chobe Women Arts & Crafts Multi-Purpose	0	10
Kazungula Arts and Culture Multipurpose Co-operative Society Limited	1	16
Tuchuvusa Arts and Crafts Multipurpose Co-operative Society Limited	3	38
Mohuhutso Multipurpose Co-operative society	0	16
Lwaavo Arts and Cultural Village Multi- Purpose Co-operative Society Limited	2	13
TOTALS	7	128

### (A) PROJECT MANAGEMENT

- 29. The Chobe Baskets Project was launched in 2019 to support branding of Chobe Baskets by assisting the producers in using an IP tool and create a Collective Mark, which was the IP tool relevant to this project, for the baskets made in the Chobe District. It was an initiative from the Botswana CIPA, the DCD and MITI who requested WIPO to support the branding for basket weavers. WIPO engaged with the Japan Patent Office (JPO) in the framework of the Japan Funds in Trust (FITs) to fund the project.
- 30. The project was managed by the WIPO Division for Africa located under the Regional and National Development Sector (RNDS), as depicted in Figure 3 below. A Botswana national consultant was considered an asset to the project, given his knowledge of both national and international IP laws, and his knowledge of the local language. Additionally, the consultant provided valuable insights into the cultural and governmental landscape of Botswana, and thereby facilitated the smooth execution of the project. The national consultant was contracted by WIPO to facilitate the process which included a feasibility study and being the intermediary between all the stakeholders in the Project.

Figure 3: Regional and National Development Sector Organigram



Source: WIPO Organigram, December 2023. Figure prepared by IOD Evaluation Section

### (B) PROJECT OBJECTIVES

- 31. The objectives of the project were:
  - (a) To help the basket weavers of "Chobe Baskets" to obtain a Collective Mark and to use it for branding their baskets; and
  - (b) To improve the quality of their baskets through training opportunities in the process of obtaining the mark.
- 32. The goal was that "Chobe Baskets" is recognized as a quality brand as a result of interventions proposed. The project aimed to contribute to the MTSP 2016-2021 and the MTSP 2022-2026. More details can be found in the Project's Impact Journey in the section below.

#### (C) THE IMPACT JOURNEY

33. The development of the project's **theory of change** was carried out 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 was the purpose of an impact journey of the Chobe Baskets Project?

- 34. In the absence of consolidated definitions for impacts and sustainability in the project's documents, the evaluation team defined in retrospective the Chobe Baskets Project impact journey in collaboration with the WIPO Division for Africa during the evaluation design process. The impact journey included the following:
  - (a) secondary impacts were defined as the high-level aspirations of the project's implementers and stakeholders (or the project's "North Star"); and
  - (b) primary impacts were defined as the project's accountability ceiling considering 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 toolkit.<sup>12</sup>
- 35. The evaluation team utilized the ODI framework as the basis for developing the WIPO impact journey tool.
- 36. The impact journey guided the project's evaluation. It supported the documentation of good practices, identification of limitations, and generation of lessons for the benefit of the Organization in the implementation of its MTSP 2022-2026. The detailed Impact Journey of the Chobe Baskets Project is presented below.

<sup>&</sup>lt;sup>12</sup> H. Tilley, L. Ball, C. Cassidy: Research Excellence Framework (REF) impact toolkit, Oversight Development Institute, UK, March 2018, Module 4 <a href="https://odi.cdn.ngo/media/documents/12319.pdf">https://odi.cdn.ngo/media/documents/12319.pdf</a>

Project Title	IP and Branding Strategy for Chobe Baskets (Botswana)										
Project Objective	To support branding of "Chobe Baskets" by assisting the producers in using an intellectual property (IP) tool; i.e., collective mark										
Contribution to MTSP	3.1. Wider and more effective use of WIPO's global IP systems, service knowledge and data (MTS 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)		ran eff dev	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		MMEDIATE RESULTS	INTERMEDIATE RESULTS		PRIMARY IMPACT		SECONDARY IMPACT	ENABLING CONDI		
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)	the lighter the project's rables; i.e., project that pathway is from strong to the pathway is from strong to the project has full or almost full responsibility, but should be able to influence directly in the pathway is from strong to the lighter project cannot influence or almost full or almost full responsibility, but should be able to influence directly in the project cannot influence or almost full or al		uld be oute	d be any, are invisible or		to "walk down" the expected impact pathway					
Planning and management	WiPO Regional Division for Africa established collaboration with Japan Funds-in-Trust (FITs). Japan Patent Office (JPO). Companies and Intellectual Property Authority (CIPA) and Department for Cooperative Development. Ministry of Investment, Trade and Industry (MITI)  WIPO established collaboration and partnership with other relevant stakeholders within and outside the Organization  The project was designed to address the needs of basket	stre coh imp thro	project promoted and ngthened collaboration and erence during its lementation, including ugh south-south and ngular cooperation	Stakeholders with		The Division responsis managing the project strengthened its known and capacities to progender-transformativinitatives within its Seacross WIPO, includif providing technical si and developing capa advance female entrepreneurship thre WIPO designs and implements more getransformative project argeting women inveand innovators from I	whedge mote recorder and record	WIPO's projects promoting women's entrepreneuship through IP are transformative and impactful, and contribute to the achievement of country-priorities and the MTSP's mission and vision		WIPO's systems, processes and mechanisms to support the design and implementation of the project at country level were fit-for-purpose, including in terms of flexibility, agility and decision-making: e.g. procurement. transfer of financial resources, partnership arrangements and knowledge management.  The project was fully integrated into the portfolio of the responsible Division and enriches it with knowledge, capacity, partnerships and/or other intangibles benefits.  Key members of the project team were equipped with resources, capacities, thematic knowledge and autonomy to manage its implementation: at least one had a great understanding of the region and community as	
	producers from the Chobe community of Kasane  Basket producers from different cooperatives were identified and selected as beneficiaries of the project	app upd	e project's activities and roaches were regularly lated based on emerging ds, evidence and lessons.	WIPO increased ti engaging in initiat protecting and pro from local commu- those produced b	ives aimed at omoting products unities, particularly	communities through south and/or triangul cooperation, which a	ommunities through south- outh and/or triangular opperation, which are vidence-based and built on			The project had adequate strategies and/or mechanisms for effective communication, cross-collaboration, partnership building, knowledge management and stakeholder engagement.	

IMPACT	ACTIVITIES	IMMEDIATE RESULTS	INTERMEDIATE RESULTS	PRIMARY IMPACT	SECONDARY IMPACT	ENABLING CONDITIONS
Implementation	A local expert was identified and recruited to manage the project's implementation at community level  The project established tools and mechanisms for monitoring, documenting lessons and sharing knowledge  The project established tools and mechanisms for communication and dissemination of results  Prepared tailored material for training workshops and made arrangements to ensure active participation and collaboration  Established collaboration with master weavers as well as with basket producers from other regions and/or countries who benefit from collective mark  Established collaboration with national and/or regional stakeholders with experience in IP and related protection tools  Drafted written grading system, standards and regulations  Developed preliminary designs for logo, tag, sign and brochure	The project's results and lessons were shared with partners and relevant stakeholders at global, regional and country-level  Delivered training workshops focused on capacity development and knowledge sharing on IP protection tools  Delivered workshops focused on the development of the collective mark, including its standards and regulations	Basket weavers increased their knowledge and capacities on IP tools, and developed and/or accessed professional networks  Basket weavers from different cooperatives discussed and agreed on the following: organization of their new umbrella cooperative, logo	Governments and/or basket weavers from other communities, regions and countries express their interest in replicating and/or adapting the project's activities to brand local products, either with or without WIPO's direct support      The Government of Botswana felt ownership for the project's results, committing to sustain and upscale the outcomes and impacts achieved through the collective mark as well as to replicate the initiative in other communities and regions within the country, as appropriate      The cultural and socioeconomic value of baskets weaved in Chobe increased within the community, with more members recognizing them as a source of income and expressing their interest in joining the collective mark and/or in performing economic activities related to it; e.g., other women and youth      The socio-economic value of baskets weaved in Chobe increased and so did their	Tradition around Chobe baskets is revitalized, with new generations demonstrating increased interest in learning and passing down the art of basket weaving  Chobe baskets is revitalized, with new generations demonstrating increased interest in learning and passing down the art of basket weaving	Stakeholders within and outside WIPO know about the project; they are interested in the project's objectives, deliverables and approaches, and are willing to replicate and/or adapt them to local contexts and needs.  Global situation and country's socio-economic and political environment were conducive for the project's implementation.  The project design and selection of beneficiaries derivate from a comprehensive feasibility and/or needs assessments conducted in collaboration and/or consultation with national stakeholders, and its objectives and activities are aligned with and contribute to both the beneficiaries' needs and the country's' key development priorities.  Key partners and stakeholders had a legitimate interest in the project and were ready to comply with their expected roles and responsibilities during and after its implementation, including uptaking and enhancing the project's deliverables and results to sustain and upscale impacts.  Shortcomings were identified and discussed with key stakeholders on a regular basis through monitoring, evaluation and learning, and course corrections were timely.  Basket weavers had access to complementary assets and services, either individually or through the umbrella cooperative, as needed; e.g. relevant infrastructure, seed money or access to microfinance, knowledge in financial management and marketing, access to market,
	Prepared tailored material for training beneficiaries on the adopted standards and grading system      Prepared tailored material for training beneficiaries on the adopted standards and grading system      Delivered training focused on improving the quality of the baskets in line with the adopted standards and grading system      Delivered training focused on improving the quality of the baskets in line with the adopted standards and on the use of the collective mark      and quality standards and grading system to protect and promote the products to a larger audience.  Collective mark was registered with CIPA in Botswana by the umbrella cooperative "Chobe Basket Weaver Cooperative Union Ltd."  Weavers strengthened their capacities to weave and commercialize their baskets in line with the collective mark's quality standards		market reach, with baskets produced under the collective mark reaching other communities, regions and countries  The umbrella cooperative's participants became more self-confident and empowered with knowledge, skills, resources and networks to promote their products within and outside Chobe munities.	The number of collective marks to brand local products traditionally made by women increases, contributing to narrow the gender gap in entrepreneurship and to increase the local communities' livelihoods	Beneficiaries were rightly selected based on interest, willingness and need. They actively participated in the project's activities and felt ownership for its intermediate results and impacts; they are keen on sharing their experience with others, as needed.  Partnerships established within the scope of the project were relevant and valuable for the project's objectives, including to mobilize resources, transfer knowledge and promote access to networks.	

## (D) STRUCTURE OF THE REPORT

- 37. The report is divided into six sections, starting with an Introduction in Section 1. Section 2 provides a detailed intervention description, while Section 3 briefly explains the evaluation approach and methodology. Section 4 presents the main findings categorized by evaluation questions, and Section 5 concludes with recommendations. The report is accompanied by the table of recommendations and four 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; and
  - (d) Annex IV: Evaluation Questions Matrix.
    - (E) EVALUATION PURPOSE, OBJECTIVES AND SCOPE
      - (i) Evaluation purpose
- 38. The **purpose** of this evaluation was to serve as a tool for learning and to identify best practices that can be replicated in future projects aimed at supporting women entrepreneurs. To this end, the Chobe Baskets Project which had already been concluded, was expected to provide invaluable insights into the way forward.
  - (ii) Evaluation objectives
- 39. 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 for the period 2022- 2026. This exercise aims to support WIPO in improving the coherence and effectiveness of its projects aimed at addressing gender disparities in IP.
- 40. 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 underlying causes of gender disparities in IP, with the goal of achieving the WIPO strategy house and relevant SDGs; and
  - (c) To support decision-making projects pertaining to women's entrepreneurship in the IP field.

## (iii) Scope of the Evaluation

- 41. The IOD Evaluation Section worked closely with the Division for Africa at WIPO, the national consultant responsible for project implementation on behalf of WIPO, and in consultation with national partners.
- 42. Due to the unforeseen COVID-19 pandemic, several delays occurred beyond the control of the project implementers and communities. Consequently, the project implementation period was

extended from March 2019, when the project started, to December 2022, when it was completed. The scope of the evaluation covered the entire project period, and includes all activities implemented during that time. The evaluation team sought a more comprehensive understanding of the project outcomes by consulting with national stakeholders.

### (iv) Intended Users

The evaluation results will be used to inform the WIPO Division for Africa, the RNDS, the Director General, and staff members supporting women entrepreneurs' projects to make evidence-based strategic decisions.

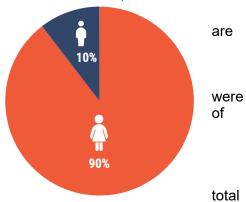
#### 3. EVALUATION APPROACH AND METHODOLOGY

- 43. The IOD Evaluation Section utilized a combination of quantitative and qualitative methodologies and tools to evaluate the impact of WIPO's Chobe Baskets Project. 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.
- 44. Consequently, the assessment only analyzed the outcomes of the population that benefited from the project. A non-experimental design is particularly useful 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 implementation <sup>13</sup>.
- 45. The evaluation fostered, inclusive participation of direct and indirect beneficiaries. Overall, 31 women benefited directly from the project trainings and 97 women, and seven men benefited indirectly as they were part of the targeted communities. 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 for the evaluation.
- 46. The work was divided into two phases. Phase 1 focused on the general program's implementation challenges and achievements. Phase 2 included a mission to Botswana to interview the weaver communities and other relevant stakeholders involved with the project.
- 47. In answering the evaluation questions, the evaluation team relied on multiple sources of primary and secondary data and used a mixed-method approach for data analysis, triangulation, and validation. It is important to note that the comprehensive data obtained from interviews cannot be shared as the evaluation process mandates preserving data confidentiality. As a result, only summaries of the analyzed data are provided in this report.

<sup>13</sup> London School of Economics Political Science: Public Policy Analysis (2023), Non-Experimental Design, London, UK

- 48. Primary data collection methods comprised:
  - (a) **Desk review** of 35 available and relevant documentation. The list of documents reviewed listed in Annex III.
  - (b) **Interviews**: As part of the evaluation process, key internal and external stakeholders interviewed. These were three WIPO staff, a total seven national collaborators, and 67 direct and indirect beneficiaries out of 135 direct and indirect beneficiaries, as depicted in Figure 4.
- 49. The evaluation process consulted 50 percent of the beneficiary population through focus group discussions and individual interviews using the Qualitative Impact Protocol (QuIP) methodology<sup>14</sup>. Specifically, there were:

Figure 4: Beneficiaries by Gender (Total number of beneficiaries: 135)



Source: Data gathered from evaluation consultations

- (a) Five group discussions with 54 community members;
- (b) Fourteen individual interviews with weaver community members in the six villages of the Chobe District; and
- (c) Seven individual collaborator interviews.
- 50. The views expressed in this report represent the perspectives of the stakeholders consulted.
- 51. **QuIP** is an impact evaluation approach that draws on contribution analysis without a control group that uses narrative causal statements elicited directly from intended project beneficiaries.
- 52. QuIP studies provide a valuable reality check of a theory of change for stakeholders to assess the social impact of their work. The evaluation process is designed to ensure that project beneficiaries' voices are heard and respected. Their experiences are at the center of the evaluation process, allowing them to share feedback openly and credibly.
- 53. The QuIP approach involves gathering evidence of a project's impact by collecting personal stories from intended beneficiaries. Respondents are asked to reflect on the changes in their lives over a specific period, sharing the main drivers of those changes and attributing them to various sources. This ensures a comprehensive understanding of the project's impact on the community.
- 54. The analysis focused primarily on assessing the following Pathways of Change in the five livelihood domains of: General Income, Voice and Influence, Household Relationships, Overall Wellbeing and External Relationships.
- 55. 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 that the evaluation was conducted in a professional and ethical manner, providing reliable and valid results.
- 56. The evaluation team applied the ENABLE approach<sup>15</sup>, which focused on building the commitment of stakeholders from the initial evaluation stage up to the design of recommendations.

<sup>14</sup> https://bathsdr.org/wp-content/uploads/2017/09/Revised-QUIP-briefing-paper-July-2017.pdf

WIPO Evaluation Section, IOD Ref: EVAL 2020-03, Evaluation of the Use and Impact of IOD Evaluation Section Recommendations, September 10, 2021, Geneva, Switzerland, page 21 <a href="https://www.wipo.int/export/sites/www/about-wipo/en/oversight/docs/iaod/evaluation/210910-evaluation-of-use-and-impact-o-iod-es-recommendations.pdf">https://www.wipo.int/export/sites/www/about-wipo/en/oversight/docs/iaod/evaluation/210910-evaluation-of-use-and-impact-o-iod-es-recommendations.pdf</a>

### (A) EVALUATION QUESTIONS

- 57. The evaluation assessed progress against the six OECD DAC<sup>16</sup> evaluation criteria of relevance, coherence, efficiency, effectiveness, impact, and sustainability.
- 58. The evaluation aimed to answer six core questions:
  - (a) Relevance: "the extent to which the intervention objectives and design respond to beneficiaries":
  - (b) Coherence: refers to "the compatibility of the intervention with other interventions in a country, sector or institution";
  - (c) Efficiency: refers to "the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way";
  - (d) 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";
  - (e) 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"; and
  - (f) Sustainability: refers to "the extent to which the net benefits of the intervention continue or are likely to continue".
- 59. The full list of evaluation questions is provided in Annex IV.
- 60. The report presents both conclusions relating to the successes and shortcomings of the work within the Chobe Baskets Project as well as observations intended to inform the future of the program beyond what was foreseen in the results framework.

#### (B) LIMITATIONS

61. The main limitations in this evaluation related to the limitation of time to visit all stakeholders in the capital of Botswana, Gaborone, combined with data collection in the Chobe Natural Reserve Area. In Chobe there was a time limit to cross the Natural Reserve which implicated that only a certain number of interviews and Focus group discussions could take place. However, the evaluation reached data saturation and the variety of sources allowed for an adequate level of triangulation. The evaluation process involved triangulating multiple data sources, including secondary data from the Division for Africa, project partners, and WIPO. Additionally, qualitative data from interviews with the Division for Africa, national consultants, national partners, beneficiaries, and focus groups were analyzed using the QuIP methodology to uncover deeper meanings within the data. Two evaluators gathered data in the Chobe region and during the data verification to minimize bias, providing different perspectives on the consultation assessment. Results from the consultations were verified through further consultations when deemed necessary. Overall, the evaluation process ensured a comprehensive and diverse data collection and analysis approach.

<sup>&</sup>lt;sup>16</sup> The Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)

#### 4. EVALUATION FINDINGS

(A) RELEVANCE<sup>17</sup>

## Finding 1. The Project responded to the needs of the beneficiaries; the intermediate project results were reached:

- 62. In the Chobe region, women who produce baskets face several challenges. The production is fragmented, with small weaving cooperatives operating independently in their respective villages, making it challenging to promote their products to a larger audience. Based on data resulting from the consultations, most of these women are single mothers with significant financial pressures to sustain their households and fulfill their child and family caring responsibilities. The lack of financial support from the fathers of the children puts single mothers in a vulnerable position. Due to the sensitive nature of the questions during the evaluation process, it was not always possible to explore why these women were single mothers, especially during group interviews, as not all women were open to discussing their personal experiences. However, some participants mentioned that they were separated from their partners, while in a few cases, their husbands had passed away. As basket production does not provide all the necessary financial resources, most women have a second job, either cleaning roads or working as housekeepers for other families.
- 63. These women entrepreneurs face limitations as most are not participating in the formal market and are unaware of the importance of IP rights, including branding and marketing their products. For example, the baskets' quality standards and grading systems have existed for many years as shared knowledge but have never been written down. Furthermore, most producers need vehicles to transport their products to other markets.
- 64. The WIPO Division for Africa designed the project closely with CIPA, the JPO, and the MITI. The project was initiated to address some of the needs and priorities of the communities in alignment with WIPO's strategic objectives and expected results:
  - (a) Result 1: The project's primary focus was assisting the basket weavers of "Chobe Baskets" in obtaining a Collective Mark and leveraging it to brand their products. **The Collective Mark was effectively registered** as a successful outcome, and the communities are utilizing the new logo.
  - (b) Result 2: The registration of the Collective Mark fostered a sense of unity among the communities, **enabling them to negotiate prices for their products more effectively**. Consequently, the number of members increased as more people recognized the benefits of joining these communities.
  - (c) Result 3: The project aimed to enhance the quality of their baskets by providing training opportunities in the process of obtaining the mark. The quality of the products significantly improved due to the training provided to the producers, adding value to their offerings. The training was delivered by basket weavers from Maun, who are renowned for the quality of their products. This approach ensured the training was hands-on and tailored to the community's needs. As a result of the intervention, the Chobe Baskets brand is now recognized across the country as a quality brand.

Finding 2. The project was relevant in relation to the Strategic Directions presented in the WIPO MTSP.

<sup>&</sup>lt;sup>17</sup> The extent to which the intervention objectives and design respond to beneficiaries needs, and priorities, and continue to do so if circumstances change.

- 65. The WIPO Strategy House, as defined in the WIPO MTSP 2022-2026 has four strategic pillars that aim to support and foster growth for various communities. These pillars encompass a wide range of initiatives and services to help individuals, governments, and communities such as those in the Chobe district.
  - (a) **Pillar 1** aims to raise awareness and educate people about the potential of IP to improve lives. This objective was slightly impacted by the COVID-19 pandemic, which had unintended consequences on the project's effectiveness. Nevertheless, it remained an essential goal of the project.
  - (b) **Pillar 2** emphasizes the importance of collaboration and partnership with stakeholders to support the future development of communities as was done in the Chobe district. This approach brings people together to share ideas, resources, and knowledge to achieve common goals. Here reference is made to the partnership between the pivotal partner (JPO), the facilitating partner (WIPO Division for Africa) and the beneficiary partners (CIPA Kasane and Gaborone and MITI in Gaborone).
  - (c) **Pillar 3** aims to provide high-quality IP services, which was made possible with the support of the consultant working on behalf of WIPO. The Department of Cooperatives also played a crucial role in this process by helping communities understand and register the Collective Mark.
  - (d) **Pillar 4** focuses on leveraging IP as a tool for growth by supporting government bodies, communities, and individuals. The Collective Mark was registered to ensure that the IP is protected and utilized effectively.

# Finding 3. The project supported women's empowerment. However, the project did not tackle the underlying reasons for gender-based disparities.

- 66. In many traditional households, women were expected to work on household chores. Their contributions to activities such as weaving, growing crops, or caring for cattle were not considered profitable and thus not recognized as a job. This led to a situation where, when the women in Chobe were asked about their work during consultations, most would say they did not work. However, upon further questioning, they would list the various activities they engaged in to earn a livelihood. It is important to note that the work done by women in these traditional settings is not only vital for the family's survival but also contributes significantly to the community's well-being.
- 67. During the QuIP data collection, the focus was on the domain of voice and influence, and women mentioned that participating in the weaver communities had increased their confidence in expressing themselves. By participating in these communities, women were able to gain new skills, meet new people, and learn about their rights and responsibilities. This empowered them to speak up for themselves and become leaders in their communities. This is a positive step towards achieving gender equality and empowering women to actively participate in their communities.

## (B) COHERENCE<sup>18</sup>

entrepreneurs.

Finding 4. The Project was in line with other of WIPO's initiatives in supporting women

68. The Women in Innovation and Entrepreneurship Program (WEP)<sup>19</sup> and the Chobe Baskets Project share a common goal: to enhance global communication and engagement and promote awareness and understanding of the potential of IP to improve peoples' lives worldwide, as outlined

<sup>&</sup>lt;sup>18</sup> Refers to "the compatibility of the intervention with other interventions in a country, sector or institution.

<sup>19</sup> For more information about the WEP please visit the following link: https://www.wipo.int/tk/en/women\_entrepreneurs/

in the MTSP 2022-2026. However, while WEP operates under the Traditional Knowledge Division, Global Challenges and Partnerships Sector of WIPO, the Chobe Baskets Project was focused on a specific product in a particular community of women in Botswana. To achieve this, the project had a dedicated national consultant who served as the focal point throughout the project's lifespan and provided the necessary support to the rural communities.

- 69. Furthermore, it is worth noting that the Chobe Baskets Project resembles the Taita Basket Branding Project in Kenya<sup>20</sup>. Valuable insights from the latter initiative were imparted to the former during the first training workshop on Branding Project utilizing IP for Chobe Baskets in September 2019. It is noteworthy that the JPO also backed the Taita Basket Branding Project.
- 70. Considering the Chobe Baskets Project lifespan which, in a normal situation, would have been for one year, the project learnt from previous internal practices and replicated the good practices in the Taita Basket Branding project.
- 71. The Chobe Baskets Project, carried out by WIPO, was executed in partnership with local stakeholders to establish collaborations and identify expertise needed for effective implementation. The project serves as a great example of triangular<sup>21</sup> cooperation, which was essential for its success. According to the OECD<sup>22</sup>, the three main components of this cooperation, as depicted in Figure 5, are:
  - (a) The **beneficiary partners** CIPA and MITI who requested support from WIPO to address the challenges phased by the communities of basket producers in Chobe;
  - (b) The **pivotal partner** in this case JPO who has also the experience and the knowledge in tackling similar challenges and shares its resources and expertise to help others do the same; and
  - (c) The **facilitating partner**, in this case WIPO who has the experience and the knowledge in international IP system but also helps connect the partners, as it has a long-standing relationship with the national institutions in Botswana. In addition, it provided financial and technical support.

<sup>&</sup>lt;sup>20</sup> https://www.wipo.int/cooperation/en/funds in trust/japan fitip global/taita basket branding.htm I

<sup>&</sup>lt;sup>21</sup> As described by the United Nations, another modality of South-South cooperation is Triangular cooperation, a collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management and technological systems, as well as other forms of support. <a href="https://www.un.org/en/observances/south-south-cooperation-day">https://www.un.org/en/observances/south-south-cooperation-day</a>

<sup>&</sup>lt;sup>22</sup> OECD, Triangular Co-operation: Why does it matter? Paris, <a href="https://www.oecd.org/dac/dac-global-relations/">https://www.oecd.org/dac/dac-global-relations/</a> Triangular%20Booklet%20A5%20pages.pdf

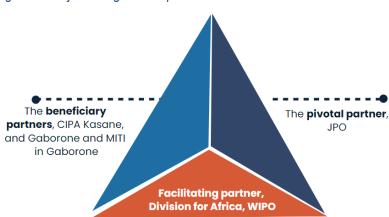


Figure 5: Project triangular co-operation

## Finding 5. Effective communication between partners was a notable feature of this project.

72. A key element that played a critical role in ensuring the success of the project was the presence of a highly skilled national consultant who personally oversaw and implemented the project and the responsiveness of the local partner, CIPA.

(C) EFFICIENCY<sup>23</sup>

#### Finding 6. The project made contributions to all four WIPO MTSP 2022-2026 pillars.

- 73. The WIPO Strategy House, as defined in the WIPO MTSP 2022-2026 has four strategic pillars that aim to support and foster growth for various communities. Paragrah 65 above expounds on their applicability to the Chobe Baskets Project.
- 74. The communities successfully delivered two orders of baskets to Japan. One was in April 2021 with a value of 11,816 Botswana Pula and the second in August 2022 of 28,080 Botswana Pula. Later in December 2023 there was a third order of 7,480 Botswana Pula. To aid in their sales efforts, they established a shop in Kasane International Airport, and local hotels proudly displayed the unique "Chobe Baskets" to attract tourists. Additionally, tour operators would venture into the nearby villages to showcase the baskets, giving the women who made them the opportunity to sell their creations. However, when an evaluation team visited the area in November 2023, they discovered that these initiatives were no longer in place. Sadly, the team found little optimism among the locals in terms of selling their baskets. This was attributed to the drop in sales during the COVID-19 pandemic as tourism came to a standstill. Post the pandemic, the hotels did not stock the Chobe baskets due to sales decline and compounded with decline in the number of tourists, the tour operators did not venture into the villages to showcase the baskets.
- 75. The Evaluation team had originally planned to visit and interview a few hotels and tour operators to learn about local sales possibilities, but due to a tight flight schedule, they were unable to do so.
- 76. When planning for future, it is important to consider the long-term sustainability of any project. To achieve this, it is essential to prioritize marketing awareness for branded products and intergenerational collaboration, particularly when it comes to scaling up. This means bringing together people from different age groups and backgrounds to ensure that everyone's unique perspectives and experiences are considered. The younger generation can bring fresh ideas, like leveraging on

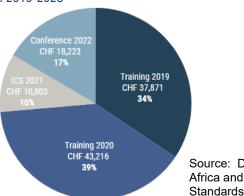
<sup>&</sup>lt;sup>23</sup> Refers to "the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way."

online marketing, and perspectives that can help ensure the long-term success of projects, such as the one in Botswana, while also promoting IP accessibility.

## Finding 7. Value for Money was partly reached.

- 77. Value for Money, as defined in the project's impact journey, is a consideration for any project or organization, and it is often measured through the three E's: Economy, Efficiency, and Effectiveness.
- 78. **Economy** refers to the appropriate quantity and quality of inputs purchased at the lowest possible cost. In this case, it is positive that working with a national consultant helped to reduce additional costs that would have been required to bring the communities together. This ensured that the project was cost-effective and efficient.
- 79. Overall, WIPO invested 110,114<sup>24</sup> Swiss francs in the project. The funds were allocated as depicted in Figure 6 below.

Figure 6: Project budget allocation 2019-2023



Source: Data provided by the WIPO Division for Africa and the International Classifications and Standards Division

- 80. The project had 31 direct beneficiaries, who were the community representatives of the project and 104 indirect beneficiaries, who were community members that did not attend the trainings but learnt and acquired the knowledge from their community representatives. The total 135 (128 female and seven male) Chobe community members were distributed in six villages in the Chobe region namely: Parakarungu, Satau, Kachikau, Mabele, Kasane and Kazungula and seven cooperatives.
- 81. In consideration of the need to provide support to communities and facilitate relations between the tripartite, the national consultant (Individual Contractor Services ICS) expenditure over the four-year span of the project was 10,803 Swiss francs. The cost per beneficiary was approximately 80 Swiss francs<sup>25</sup> for the duration of the project.
- 82. The total training expenditure was 81,087 Swiss francs. The direct training cost per direct beneficiary was 2,615 Swiss francs, while the cost per direct and indirect beneficiary was 600 Swiss francs for the entirety of the project. Unfortunately, the evaluators were unable to establish benchmarking for cost per direct and indirect beneficiary due to the lack of easily available comparison data. It is recommended that future projects include information about such costs.

<sup>&</sup>lt;sup>24</sup> Data provided by the WIPO Division for Africa and the International Classifications and Standards Division on February 6, 2024

<sup>&</sup>lt;sup>25</sup> ICS total expenditure amounts to 10,803 Swiss francs divided by 135 beneficiaries.

- 83. **Efficiency** is about how well the inputs are converted into outputs. In this case, the inputs, such as training, Collective Mark, and the creation of an overarching cooperative, were all successfully implemented, which justify the investments made to this intervention.
- 84. **Effectiveness** refers to how well the outputs of the project achieved its objectives. The project's effectiveness was challenged due to the COVID-19 pandemic and decline in tourism and therefore sales, which caused a significant setback in terms of the benefits of full commercialization post the branding of the baskets. However, it is worth noting that before the pandemic, the project had already achieved several results such as improved quality of the baskets and the registration of the Chobe Basket brand. This resulted in an increase in price of the baskets, which consequently resulted in increased revenue generated by the sales of baskets, and the women involved in the project reported feeling empowered by the approach adopted by the project.
  - (D) EFFECTIVENESS<sup>26</sup>

### Finding 8. The Primary Impacts were partially reached.

The cultural and socio-economic value of baskets weaved in Chobe increased within the community, with more members recognizing them as a source of income and expressing their interest in joining the Collective Mark and/or in performing economic activities related to it, e.g., other women and youth.

- 85. It was observed that there was a noticeable surge in the level of interest shown by women in various communities towards the Chobe baskets. However, the participation of younger women in these communities was relatively low. This might indicate a gap in the awareness and understanding of the significance of the baskets, as well as disinterest among the younger generation in taking up basket weaving as a trade.
- 86. As indicated above, the COVID-19 pandemic impacted on the project's progress as well as the restrictions and safety protocols imposed several challenges to the implementation of the project such as the reduction of tourists in the villages.

The socio-economic value of baskets weaved in Chobe increased and so did their market reach, with baskets produced under the Collective Mark reaching other communities, regions, and countries.

- 87. The prices of the baskets increased due to the improvements in weaving techniques acquired by the training the weavers received, which enhanced the quality of the baskets and increased their desirability. As a direct result of this, before the COVID-19 pandemic, the tourists showed a keen interest in purchasing these baskets, and many hotels in Kasane started displaying them to their guests. This increased visibility led to higher sales for the basket weavers. The evaluation team could not quantify the number of baskets sold as community members did not keep or share records of their sales and information was based on memory recollection of sales before and after the COVID-19 pandemic.
- 88. Unfortunately, as reported by the community members, the COVID-19 pandemic had a significant negative impact on the business, as tourism dwindled, and sales decreased as a result. In November 2023, the situation had improved but it was not back to the level of pre-COVID-19 levels.

<sup>&</sup>lt;sup>26</sup> 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."

The umbrella cooperative's participants became more self-confident and empowered with knowledge, skills, resources, and networks to promote their products within and outside Chobe.

89. Throughout the process, the participants underwent a transformation that left them more self-confident and empowered<sup>27</sup>. They gained new skills and knowledge that helped them to build their confidence and take control of their lives. However, as already indicated above, the COVID-19 pandemic resulted in a sharp decline in marketing opportunities to tourists for these women, causing many to struggle to sell enough baskets to sustain their livelihoods.

### Finding 9. The secondary Impacts are not yet reached.

"Chobe baskets" is recognized as a quality brand worldwide.

90. After considering the impact of the COVID-19 pandemic, as indicated above, the evaluation team concluded that any future intervention in these communities will need to reassess the feasibility of the Secondary Impact. Based on the consultations, it appears that the primary market for the baskets lies within the area of Kasane, especially tourists visiting Kasane and may extend to a slightly wider region that includes tourists visiting Livingstone in southern Zambia. The Cooperative Union will need to carefully consider how it can effectively penetrate this market and ensure that its products meet these consumers' specific needs and preferences.

Tradition around Chobe baskets is revitalized, with new generations demonstrating increased interest in learning and passing down the art of basket weaving.

91. The impact that WIPO and its cooperating partners were striving for may be difficult to achieve because the younger generation is not as involved as the cooperating partners and WIPO would like them to be. This lack of involvement can be attributed to several factors including interest in the basket weaving craft and the ability to make a sustainable income on sales therefrom. However, during a focus group discussion with a group of young people between the ages of 19 and 28, it became clear that they recognize the potential of the internet as a tool for business. They acknowledged that it is possible to find a market online and are interested in exploring this avenue further.

The number of Collective Marks to brand local products traditionally made by women increases, contributing to narrow the gender gap in entrepreneurship and to increase the local communities' livelihoods.

# Finding 10. The results are aligned with the Program of Work and Budget and MTSP 2022-2026

- 92. The project followed the four WIPO Strategic Pillars, as depicted in Figure 4, of this report.
  - (a) **Strategic Pillar 1:** This objective was achieved through the training process that the project undertook. WIPO was able to demonstrate the positive effects of IP by sharing real practical examples such as the Taita Basket Branding Project in Kenya and connected the communities with the communities in Maun, Botswana, who are recognized in the country as the finest basket weavers.
  - (b) **Strategic Pillar 2:** The successful completion of the project was made possible through a tripartite collaboration, which was facilitated by WIPO. This collaboration was instrumental in achieving the desired results. However, it is also important to acknowledge the significant contributions made by the local partner CIPA in Kasane and the national consultant who played a pivotal role in the project implementation.

<sup>&</sup>lt;sup>27</sup> Chobe baskets graphic 4: Voice and Influence

(c) **Strategic pillar 3**: This was accomplished by applying for the Collective Mark and logo, as depicted in Figure 7, for the "Chobe Baskets". The Collective Mark will help to ensure that only authorized producers can use the brand and that consumers can be confident that they are purchasing a genuine product.

Figure 7: Chobe Baskets Logo



(d) **Strategic pillar 4**: CIPA with the support of WIPO provided assistance and support to the weaver communities in Botswana in their efforts to increase their cash income. CIPA was instrumental in supporting communities by facilitating the sale of "Chobe Baskets". One of the primary ways the organization did this was by partnering with tour operators to attract tourists to these villages. CIPA also helped community members showcase their products in local hotels, providing easier access to tourists. Additionally, the organization established connections between the airport shop and the communities to further enhance sales. By helping to increase the demand for "Chobe Baskets", CIPA can continue helping to provide a sustainable source of income for these communities, which in turn would help to promote economic growth and development in the region.

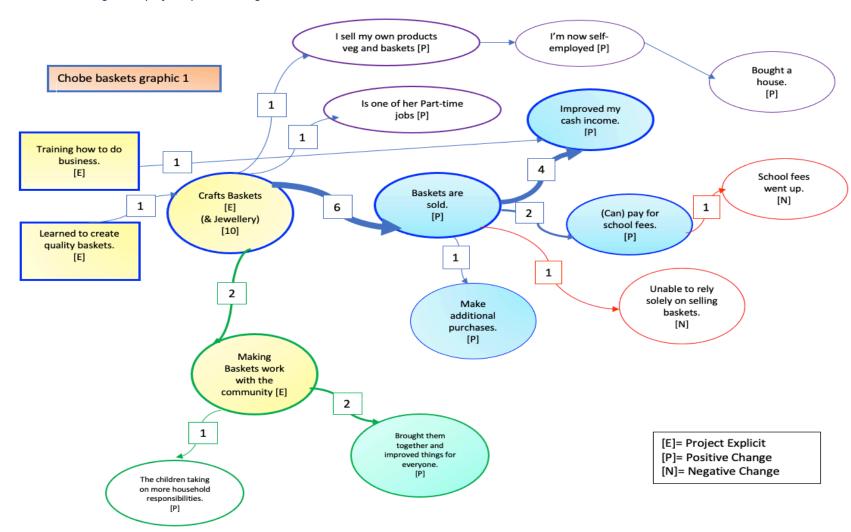
### (E) IMPACT

93. 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 referred to the secondary impacts which 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 11. The project was well on its way to going to reach impact.

94. After completing the initial steps of project implementation, everyone involved was filled with a sense of enthusiasm and belief that this project would not only be successful but would also make a significant difference for women living in the Chobe area. The weaving skills of the community members improved, and they even created a Collective Mark with a logo that would represent the project. As the project progressed, more community groups joined in, and the project's success seemed inevitable. However, when the COVID-19 pandemic hit, the whole market fell apart, and the project's future became uncertain. Stakeholders' consultations revealed the project specific changes as observed by the beneficiaries, as depicted in Figure 8.

Figure 8: QuIP flow diagram of project specific change



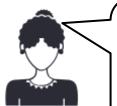
# Finding 12. The project did not fully reach the impact the communities were expecting.

- 95. The success of any business or community project largely depends on the expectations set in advance. In this regard, consulted stakeholders indicated that during the inception of the Chobe Baskets Project, the communities were informed that obtaining a Collective Mark would significantly increase the value of their products and make it easier to sell them. While branding is undoubtedly a crucial step in promoting any product, it should not be the only step taken.
- 96. Initially, the project had a promising start. The Chobe Baskets shop at the Kasane International Airport was receiving a good number of customers, and tourists visiting the local hotels had the opportunity to purchase the branded baskets. Additionally, tour operators would take the tourists to the villages, where they would be warmly welcomed with traditional dance and smiles and given a chance to purchase the branded baskets of their liking.
- 97. However, things took a turn for the worse with the onset of the COVID-19 pandemic. As reported by WIPO's national consultant in March 2020, the cooperatives were no longer sharing the shop at the airport citing the inability to pay the rental and the distance of the shop from their base. Moreover, the number of tourists visiting the villages reduced significantly<sup>28</sup>, as this was the peak of the pandemic. Consequently, the hotels also had a lower stock of the Chobe Baskets, which further affected the sales of the branded baskets. The evaluation team visited Kasane in November 2023, and the shop at the airport was still closed.

<sup>&</sup>lt;sup>28</sup> WIPO Progress Report, Phase II, Chobe Baskets Branding Project, March 3, 2020

## Finding 13. Addressing of the key causes of gender disparities

98. During the QuIP interviews, which focused on the domain of Voice and Influence, the project team found that the women in the Chobe Baskets Project experienced a typical pathway of change. They reported having group meetings where they could share their ideas and receive encouragement from other members. This provided the women with a platform to speak up and express themselves more confidently. As a result, their ability to express themselves and their confidence increased.



"Since becoming a member of the weavers-community we have group meetings to share our ideas. The group encourage the members which gives women the opportunity to speak up. It feels comfortable to share ideas because you know people are listening. This has increased the ability of women to express themselves and their confidence."

QuIP Flow Diagram Voice and Influence.

99. The opposite was also mentioned, one of the women clearly stated:



"I enjoy being part of the weavers' community but due to the absence of proper business possibilities my self-confidence has taken a hit.

QuIP Flow Diagram Voice and Influence.

100. Further results from the consultations are depicted in the QuIP flow diagram Voice and Influence, see figure 9 and figure 10 (on well-being) below-

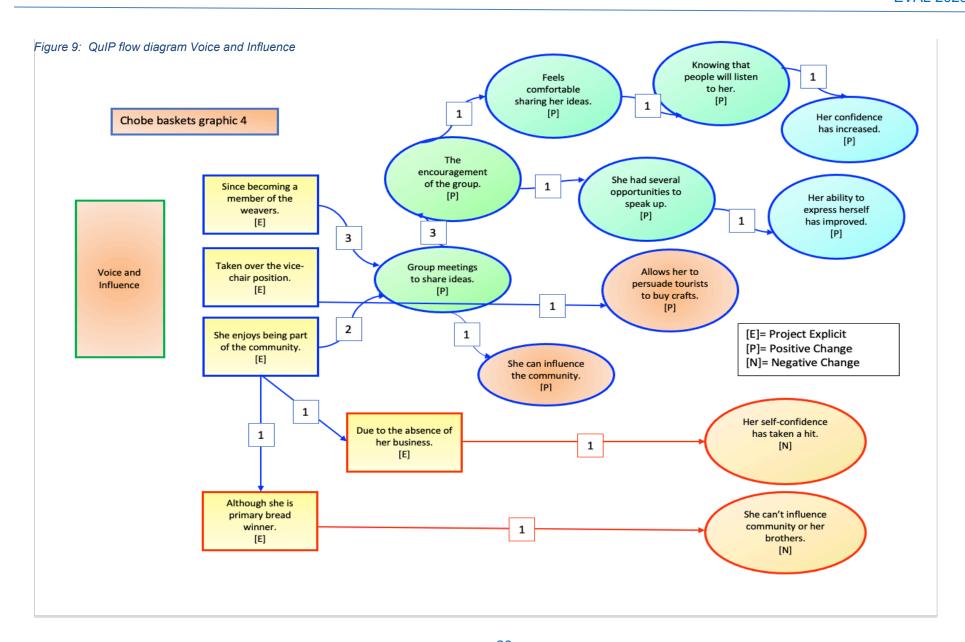
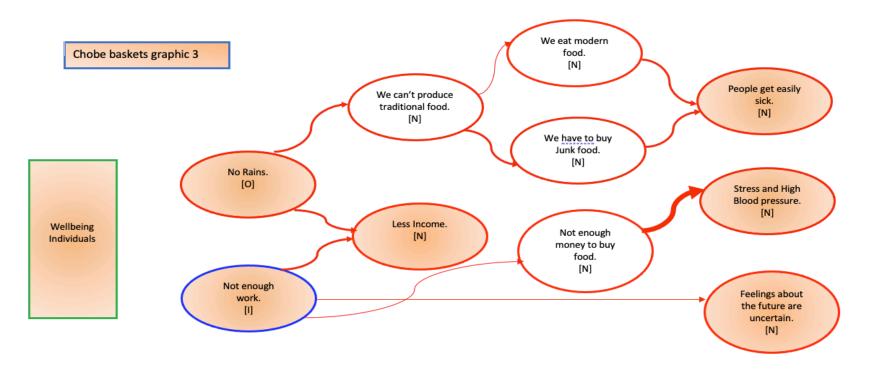


Figure 10: QuIP flow diagram of well-being of individuals



[O]= Outside/ External

[I]= Project Implicit

[P]= Positive Change

[N]= Negative Change

#### (F) SUSTAINABILITY

101. 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."<sup>29</sup>

## Finding 14. Sustainability has not been reached.

102. While the COVID-19 pandemic was a major influencer, there have been other external factors such as wild animals destroying the crops and serious droughts which have reduced the yields of the farmers<sup>30</sup>, as depicted in the mapping figure 11 below, that have been affecting the livelihoods of the people living in the area. The introduction of new legislation has allowed wild animals to roam freely, which has led to the destruction of crops owned by farmers in and around the Chobe Natural Reserve. Moreover, the last few years have witnessed a significant decrease in rainfall, which has further exacerbated the situation for farmers as it has affected the natural habitat of the area.

103. To create a different source of income for the communities living around the Chobe Natural Reserve, the Chobe Baskets Project was launched. The project aimed to provide an excellent opportunity for the people to earn additional income. Unfortunately, the COVID-19 pandemic had a severe impact on the tourism industry, which has been the primary market for the Chobe Baskets Project. With the reduction in tourism, the communities have been left struggling to generate the additional income they were relying on through the sale of the branded baskets.

<sup>&</sup>lt;sup>29</sup> OECD (2021), Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris, page 71 <a href="https://doi.org/10.1787/543e84ed-en">https://doi.org/10.1787/543e84ed-en</a>.

<sup>&</sup>lt;sup>30</sup> QuIP Flow Diagram External influences outside the Project Area

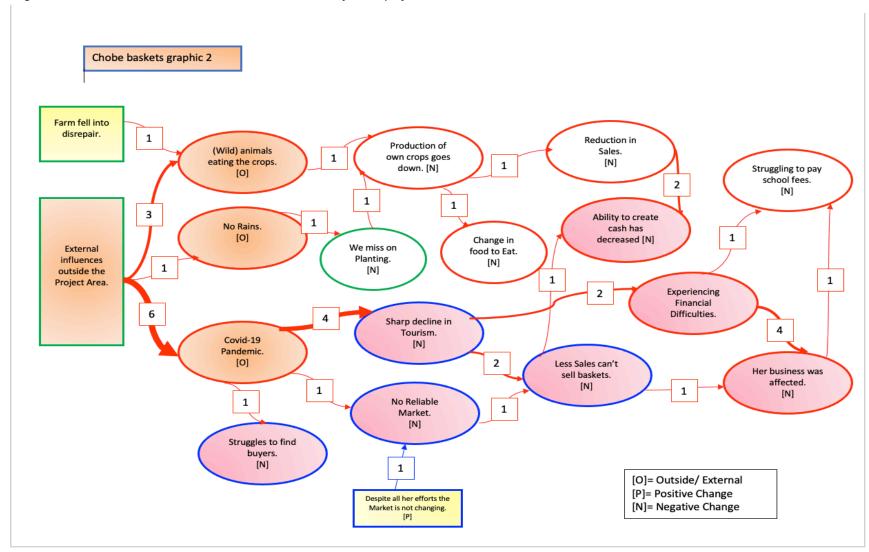


Figure 11: External influences with effects on the sustainability of the project

#### 5. CONCLUSIONS AND RECOMMENDATIONS

(A) CONCLUSIONS

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

Conclusion 1. The project's idea, the Impact Journey and the implementation took off. There was a lot of enthusiasm among the participants and the training on IP, registration of the Collective Mark (IP) and the Cooperative and increasing the skills of the women weavers through training from master weavers to improve the quality of the "Chobe Baskets" successfully improved the value of the baskets and created a recognizable market for the "Chobe Baskets".

Conclusion 2. The women participating in the Chobe Baskets Project were empowered and the project improved their Voice and Influence. However, this seems to be more of an unintended outcome of the Project. In the Impact Journey there is mention of: "contributing to narrow the gender gap in entrepreneurships", but this is on the highest level (Secondary Impacts) and there was no evidence for special activities to deliberately work on gender equality (gender-transformative approach) or evidence for a gender analysis which took place in advance.

Conclusion 3. The project faced a challenge in the form of little engagement from younger people who were not attracted to the production of baskets as it was not considered a single source of gainful employment and, therefore, income. The income from basket weaving needed to be increased to sustain their livelihoods or families. Consequently, persuading the younger generation to take up basket weaving as a profession was daunting as they needed to see a sustainable source of livelihood in it.

Conclusion 4. Effective communication between partners was a notable feature of the project. The presence of a national consultant who personally implemented the project proved to be a significant factor in its success.

**Conclusion 5.** The COVID-19 pandemic had an 'unintended' impact on the project outcomes. It not just delayed the official launch of the project from 2020 till November 2022, it also changed the whole market situation for the Chobe Baskets Project. The tourism industry completely changed from March 2020 up till November 2022 and, as of November 2023, the market for the "Chobe Baskets" had not reached pre-COVID-19 levels and the original expectations at the project onset. Based on the evaluation consultations and evaluators observations the Chobe weaver communities had a few challenges, namely:

- (a) The language barrier for communicating with the tourists;
- (b) The need for continued training in commercialization including activating online marketing and sales;
- (c) Advertising was an issue; and
- (d) Intergenerational issues, there is a big challenge within the weavers' communities since there are no young people engaged (or not enough), most of the women are already over 60 years old. For the sustainability of the communities' work, they need engagement from younger ones.

Conclusion 6. A correct understanding of the difference between branding (IP) and commercialization is needed. It was noted that the members of the community believed the creation of the Collective Mark and the logo would automatically result in successful commercialization of the product as reflected by increased sales. It was inferred that the branding would increase the price and the market for the "Chobe Baskets".

Conclusion 7. As the income resulting from basket sales and other sources of livelihood has decreased in the aftermath of COVID 19, this has impacted the well-being of the community, which has decreased over the years. The decline in revenue due to decreased sales of baskets, coupled with a lack of precipitation, which has impacted the cropping season, has made it increasingly difficult for communities to cultivate their traditional crops. Due to insufficient cash flow, these communities are unable to purchase traditional foods and must instead resort to purchasing "modern" or "junk" foods, which can easily lead to illness.<sup>31</sup>

## (B) RECOMMENDATIONS

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

## Recommendation 1: Development of an exit strategy<sup>32</sup> as per WIPO guidance

Before finalizing a project, the Division for Africa should have an exit strategy with a special focus on both the impact and the sustainability of a project.

Priority: Medium

Recommendation 2: Ensure that, for future projects, the difference between the registration of the IP and branding and commercialization of products is made clear.

When the project was explained to the local communities it was explained that creating a Collective Mark would increase the recognition around the quality of the "Chobe Baskets", secondly it would increase the price and finally there was an opportunity for selling the baskets internationally. This last feature was highlighted by the two orders which were made through the involvement of the JPO in the launch of the Project.

For many members of the weaver's community, it was not clear that the marketing of the product needed additional attention.

Priority: Medium

<sup>31</sup> See Figure 10 Wellbeing of Individuals

<sup>&</sup>lt;sup>32</sup> As defined by the WIPO Guidebook for the Preparation, Implementation and Evaluation of Development Agenda Projects: The sustainability strategy explains how proponent Member State(s) see that the outputs of the DA project can continue benefitting stakeholders after the project is completed and the resources and measures that are needed to achieve that. In project management, this term is also referred to as an "exit strategy". file:///C:/Users/engelhardt/Downloads/Development%20Agenda%20Guidebook E%20(2).pdf

# Recommendation 3: A gender analysis should be part of the project's situational analysis.

The project had a positive effect on empowerment for women. However, for the future it would be advisable to proactively undertake a gender analysis to map out in advance what could be the effects on reducing the gender gap.

Priority: Medium

Recommendation 4: A uniform filing system for project data would be beneficial for the Division.

It was a challenge to find the relevant project documentation to prepare the evaluation team for the mission to Botswana. A defined and institutionalized project filing system would be beneficial.

Priority: Medium

#### 6. 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				

#### 7. ACKNOWLEDGMENT

IOD at WIPO would like to thank all those who contributed to this evaluation, led by Julia Engelhardt, with the support of Martina de Vries and Wilm van Bekkum.

The evaluation benefited from the inputs of many stakeholders, including:

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Reviewed and Approved by: Julie Nyang'aya, Director, IOD, WIPO

#### **TABLE OF RECOMMENDATIONS**

No	Recommendations	Priority	Person(s) Responsible	Other Stakeholder(S)	Management Action Plan	Deadline
1.	Development of an exit strategy as per WIPO guidance  Closing criteria  Provide exit strategies of all projects going forward.	Medium	Director, Division for Africa		Reflecting on the Chobe Baskets Project, the Division for Africa has gained valuable insights that will inform the exit strategies of ongoing and future projects. Recognizing the importance of adaptability in the face of unforeseen challenges such as the COVID-19 pandemic and environmental factors, the division will ensure that future projects take into account likely scenarios and have contingency plans in place. These plans will include strategies to diversify income sources and mitigate the impact of external threats. Furthermore, the division will place a stronger emphasis on the sustainability of projects, ensuring they continue to benefit communities even after their conclusion. These lessons learned will be incorporated into the division's framework for continuous learning and improvement in exit strategies, developed in accordance with WIPO's overall guidance, to ensure the long-term success and impact of projects.	December 31, 2024

No	Recommendations	Priority	Person(s) Responsible	Other Stakeholder(S)	Management Action Plan	Deadline
2.	Ensure that, for future projects, the difference between the registration of the IP and branding and commercialization of products is made clear.  Closing criteria  Provide records (presentations or documents) explaining the difference for projects starting in 2024 and going forward.	Medium	Director, Division for Africa		The Division for Africa recognizes the importance of clearly distinguishing between the registration of IP and the commercialization of products. We will aim to provide explicit communication about the additional marketing efforts required for successful commercialization, beyond the establishment of branding elements. In light of this, going forward, the division will ensure that the difference between IP registration, branding, and commercialization is made clear to all stakeholders from the outset. This will be communicated to the involved IP experts and will also be included as a key component in the planning and implementation of projects.	December 31, 2024
3.	A gender analysis should be part of the project's situational analysis.  Closing criteria  Provide records of gender analysis for gender related projects starting in 2024 and going forward.	Medium	Director, Division for Africa		In future initiatives and projects, we will incorporate a gender-transformative approach from the outset. This will include conducting a comprehensive gender analysis during the project's situational analysis phase. Such an analysis will help us anticipate potential impacts on reducing the gender gap and ensure that activities are designed with gender equality in mind. By doing so, the empowerment of women and the improvement of their voice and influence can become an intentional and central	December 31, 2024

No	Recommendations	Priority	Person(s) Responsible	Other Stakeholder(S)	Management Action Plan	Deadline
					outcome of the project, rather than an unintended byproduct. This approach will enhance the effectiveness and impact of our future projects.	
4.	A uniform filing system for project data would be beneficial for the Division.  Closing criteria  Provide records of filled information for projects going forward. 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 going forward.	Medium	Director, Division for Africa		The Division of Africa will apply the lessons learned from the challenges faced during the mission to Botswana by implementing a uniform filing system for project data. This system will be defined and institutionalized in shared drives to ensure easy access to relevant project documentation. It will include records of information for projects completed in 2024, such as the theory of change, a list of stakeholders (including collaborators and beneficiaries with contact details), feasibility reports, monitoring reports, progress reports, and financial data. By doing so, we will streamline the preparation process for the evaluation team's future missions and evaluations. This approach will enhance the effectiveness and impact of our future projects.	December 31, 2024

**Evaluation Series: Learning for Impacts** 

Learning from the Implementation of WIPO Initiatives aimed at Empowering Women Entrepreneurs



IOD Ref: EVAL 2022-03 May 17, 2023 IOD Evaluation Section

# Executive Summary

Transforming the world begins with enhancing the impact of initiatives that support women entrepreneurs. This mapping exercise is an information tool that enables the way forward for new generation of interventions.

It is part of the first phase of an impact evaluation of women entrepreneurs initiatives at the World Intellectual Property Organization (WIPO). It was conducted with the goal of identifying the interventions that will be reviewed during the second phase of the evaluation.

This report is also intended to help WIPO managers to prioritize initiatives to support women entrepreneurs and assist staff members in their implementation. The mapping exercise provided an overview of WIPO women entrepreneurs initiatives implemented between 2018 and 2022.

The report identified preliminary lessons that could help WIPO enhance its impact on strategic pillars, new Intellectual Property Gender Action Plan (IPGAP), Sustainable Development Goals (SDGs), and, most importantly, the benefits for women entrepreneurs.

The Evaluation Section team thanks all staff members involved in implementing initiatives to support women entrepreneurs and the nominated focal points for their support and collaboration during this exercise.

#### Key Insights

This mapping exercise identified lessons to enhance WIPO's support for closing the gender gap in entrepreneurship. In a nutshell, the main takeaways of the mapping exercise are the following:

In the past years, WIPO staff supported women entrepreneurs despite limited strategic guidance and sufficient resources; they acquired expertise that is valuable for WIPO's current strategic directions, which are more people-centered and consistent with the 2030 Agenda for Sustainable Development;

WIPO's support for women entrepreneurs has evolved and matured over time, and so has the number of relevant initiatives. However, the mapped initiatives were neither designed to be gender transformative nor were implemented with sufficient internal coherence limiting their programmatic footprint. Moving forward, this will need to change to enhance the depth, scale and sustainability of impacts;

WIPO's role is unique in the United Nations system and strategic for the achievement of the SDGs. Promoting more transformative and coherent initiatives that address the root causes of gender inequalities in entrepreneurship and inspire leadership and staff to "work as one" and "shape the future" would not only improve WIPO's contribution to gender equality but also its value proposition as organization.

The Medium-Term Strategic Plan (MTSP) 2022-2026 and the new IPGAG provide WIPO with the long-needed strategic framework to address past challenges and guide WIPO towards achieving "better and more sustainable impacts" to "improve the lives of everyone, everywhere".

#### Background

WIPO's MTSP for 2022-2026 underscores its commitment to the 2030 SDGs, recognizing the pivotal role of intellectual property (IP) in tackling major global development challenges. WIPO is aware of its responsibility to make a positive impact on people's lives worldwide, with gender inequality being one of the most significant developmental roadblocks.

Regrettably, the Coronavirus disease (COVID-19) pandemic has stalled progress made between the Millennium Development Goals (MDGs) era and the SDGs era, disproportionately affecting women entrepreneurs, who have historically faced inequalities. Limited women's participation in innovation and their underrepresentation in IP contribute to persistent disparities in entrepreneurship.

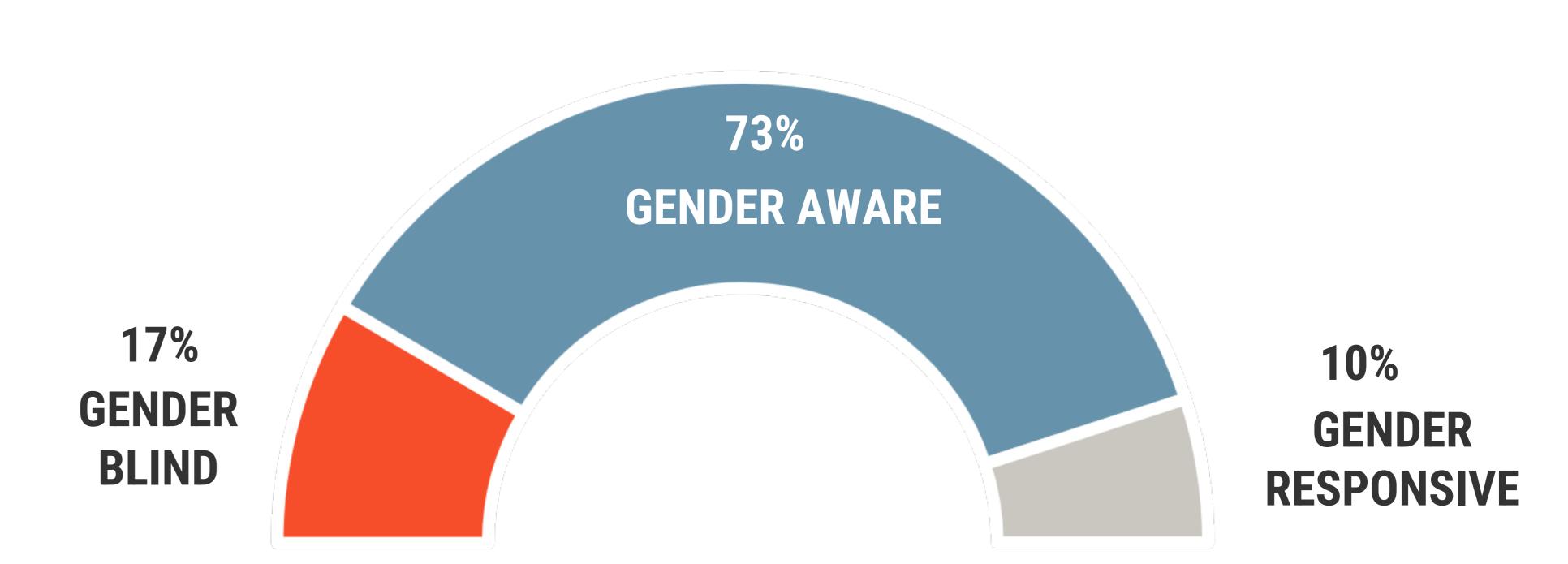
This situation has a detrimental impact on individuals, communities, and societies, as innovation is a significant catalyst for job creation and economic growth. WIPO aims to address this issue and strive towards closing the gender gap in entrepreneurship.

#### Lessons identified during the mapping

The mapping exercise resulted in a number of significant findings, including:

- WIPO women entrepreneurs' initiatives have the potential to greatly contribute to achieving the SDGs;
- · WIPO women entrepreneurs initiatives are fully in line with their strategic goals, particularly with the newly developed IPGAP, which plays a crucial role in driving the Organization towards unprecedented achievements. However, WIPO needs to go beyond its current gender-aware initiatives and address the root causes of gender inequalities in entrepreneurship. Developing more transformative initiatives that prioritize gender equality can make a significant difference. The analysis of WIPO initiatives using the Gender Transformation Acceleration Tool (GTAT) is shown in Figure 1:

Figure 1: WIPO Initiatives by GTAT (120 initiatives between 2018 and 2022)



Source: Analysis based on 120 Initiatives provided by WIPO Sectors between July and September 2022.

· WIPO has developed significant expertise in initiatives supporting women entrepreneurs. Under new leadership, the Organization has recognized the importance of integrating these efforts into its wider projects aimed at fostering innovation, advancing IP rights, and addressing gender issues. This shift has resulted in a positive correlation between effective leadership and progress in the realm of women's entrepreneurship initiatives;

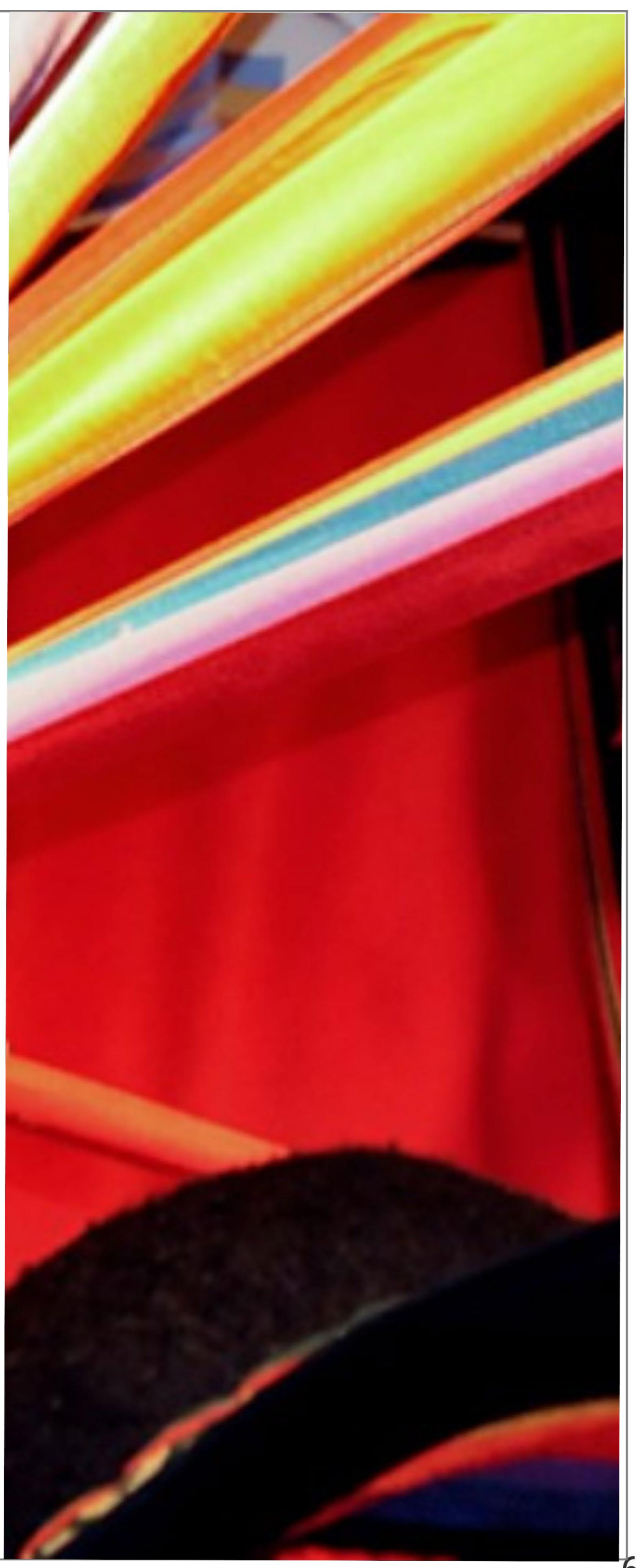
- There is significant support from various Sectors within WIPO to close the gender gap, particularly from the Regional, National, and Development Sector, that is followed by the Global Challenges and Partnerships Sector;
- To achieve a suitable equilibrium between expanding outreach and maintaining geographical relevance it is necessary to ensure that initiatives reach the right audience and also cater to its specific needs and preferences based on its specific context. This delicate balance requires careful consideration and planning for effective execution of the initiatives;
- Explicit project expectations and requirements are needed to improve the design, quality, and effectiveness of the initiatives;
- · Additionally, the project-based approach could benefit from a more structured financing process. Currently, project processes are handled on a case-by-case basis, which can lead to inefficiencies. To address this it is suggested that a more structured financing process be implemented;
- It has been noted that collaboration among WIPO Sectors is sometimes considered a partnership, with national IP institutions identified as the primary WIPO partner in 60 per cent of partnership cases. While their contributions are highly valued, having a diverse range of partners is crucial to make a significant impact;

- None of the initiatives was able to provide a detailed action plan. Having clear action plans with roles and responsibilities would be helpful in improving the ownership of those involved in implementing initiatives;
- Finally, sharing knowledge is crucial in fostering collaboration, innovation, and learning across different Sectors. Unfortunately, these practices often take a backseat due to high workload levels and increasing demand for WIPO services.



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# List of Acronyms

CDIP	Committee on Development and Intellectual Property
DAC	Development Assistance Committee
GDP	Gross Domestic Product
GTAT	Gender Transformative Accelerator Tool
IOD	Internal Oversight Division
IP	Intellectual Property
IPGAP	Intellectual Property Gender Action Plan
MDGs	Millenium Development Goals
MTSP	Medium-Term Strategic Plan
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PCT	Patent Cooperation Treaty
PPP	Public-Private-Partnership
QuIP	Qualitative Impact Assessment Protocol
ToRs	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group

### Definitions

The following definitions are included to facilitate the reading of the document and to clarify some of the concepts used in WIPO.

**Awareness-raising** "is a process that seeks to inform and educate people about a topic or issue to influence their attitudes, behaviors, and beliefs towards the achievement of a defined purpose or goal." (1) It can mobilize the power of public opinion in support of an issue and thereby influence the political will of decision-makers. (2)

Depending on the topic, awareness-raising efforts may include the following initiatives: issuing press releases, briefings, and commentaries; disseminating reports, studies, and publications; making written or oral submissions to parliamentary committees and inquiries; working with the media; holding public meetings and events; convening conferences and workshops, and creating and contributing to educational materials. (3)

Capacity building Capacity-building is defined as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world). This process is often delivered through technical assistance, short/long-term training, and specialist inputs (e.g., computer systems). The process may involve the development of human, material, and financial resources. (4)

An essential ingredient in capacity-building is the transformation that is generated and sustained over time from within; transformation of this kind goes beyond performing tasks to changing mindsets and attitudes. (5)

**Sustainability** refers to the extent to which the benefits of the initiatives continue or are likely to continue. (6) For the WIPO case, the evaluation team assessed the likelihood an initiative could be sustainable. Based on the provided data, initiatives aimed globally without sufficient financial resources and limited support from external partners are less likely to be sustained over time.

**Activities** are actions taken or work performed through which resources are mobilized to produce specific outputs, e.g., seminars, workshops, publications, meetings, training, etc. (7)

**Outputs** are changes in skills, abilities, and capacities of individuals or institutions or the availability of new products and services that result from completing activities within the Organization's control. (8)

**Outcomes** represent changes in the institutional and behavioral capacities for development conditions between completing outputs and achieving goals. (8)

Impact is the powerful effect that something has on somebody and/or something. (9) According to the United Nations Development Group (2011): Impact implies changes in people's lives. Such changes are positive or negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, sociocultural, institutional, environmental, technological, or other. (8)

## 1. Introduction

# Women entrepreneurs: WIPO's strategic directions to address persistent challenges.

WIPO's MTSP 2022-2026 is dedicated to advancing the 2030 Agenda for Sustainable Development. The plan recognizes the essential role of IP in addressing the significant development challenges facing the world. 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". (10)

The 2030 Agenda makes a transformative promise: "Leave no one behind." To tackle the world's major development challenges, and for the benefit of all, WIPO must ensure that its work helps historically marginalized groups catch up those who have experienced greater progress. One such group is women, who have been left behind in many ways. To address this issue, SDG 5 is dedicated to promoting gender equality. (11)

435 million

were living on less than USD 1.90 a day in 2021(11)

The issue of **gender inequality** stands as one of the significant challenges to global development and one of the most widespread discriminatory practices. While progress has been made towards closing the gender gap between the MDGs and the start of the SDGs, the COVID-19 pandemic has contributed to regressing some advancements (12,13,14).

Female entrepreneurs have always navigated unique challenges stemming from societal biases, less access to financial resources, and limited access to social capital such as support networks. (15, 16)



Only 16%

of inventors named in international patent applications (2022 estimates, 17)



UP to \$5
trillion

is what closing the gender gap in entrepreneurship could add to the global economy (18)

Women's underrepresentation in innovation and IP also constitutes significant challenges for gender equality in entrepreneurship. In 2022, women participated in 31 per cent of the Patent Cooperation Treaty applications and represented 16 per cent of listed inventors. While the global trends show an increasing participation of women in patenting, women inventors will not reach parity before 2061 at the current pace and inclusion conditions. (17)

In addition to being detrimental to individuals, communities, and societies, the persistent challenges faced by women inventors and innovators hold countries' development back. For example, the United State's gross domestic product (GDP) per capita could have increased by 2.7% per cent in 2020 if the patenting shortfall of female holders of engineering and science degrees had been eliminated. (19) An analysis conducted by the Boston Consulting Group in 2019 demonstrated that the global GDP could have risen by 3 to 6 per cent if women and men had participated equally as entrepreneurs. (18)

The COVID-19 pandemic and recent economic downturns have disproportionally impacted women, contributing to widening the gender gap in many sectors and fields. (13,14) The harsh reality is that job losses and reduced income caused by global crises have significantly affected women, including entrepreneurs. (15) For example, the COVID-19 pandemic hit feminized sectors the most, and women faced significant difficulties adapting their business operations in response. (13,14)

To help the world get back on track to achieve gender equality and make further progress towards sustainable development, stakeholders at all levels should promote comprehensive and coherent initiatives in line with the Shared UN System Framework for Action on Leaving No One Behind. (20, 21, 22)

WIPO has the mandate and expertise to tackle the challenges faced by women inventors and innovators worldwide. By strategically positioning itself as part of the solution, WIPO plays a critical role in driving innovation, which in turn generates employment opportunities and spurs economic growth. Intellectual Property is at the heart of this process, and WIPO can help women succeed in this important field (16,17,21); no wonder it has been included in the 2030 Agenda and the SDGs as a driving force for sustainable development.

The MTSP 2022-2026 offers WIPO a fresh opportunity to move towards this direction. It requests the Organization to shift its work to a project-based approach, enhance collaboration, and favor quality of initiatives over quantity to reach positive impacts that could directly improve the "lives of everyone, everywhere" and promote a "better and more sustainable future". (10) Likewise, the recently launched IP and Gender Action Plan and the newly created IP and Gender Program are likely to accelerate progress in the right direction.

WIPO's Initiatives to advance women's entrepreneurship: look back to move forward Although the previous MTSPs did not require WIPO to contribute directly to gender equality, WIPO has long been putting efforts into creating initiatives aimed at increasing women's participation in the IP system to narrow the gender gap in entrepreneurship.

Reflecting on the challenges, lessons, and successes is essential to develop more impactful initiatives for women inventors and innovators in the framework of the MTSP 2022-2026, as learning from the past is an effective way to move forward.

To conduct a learning-oriented impact evaluation, an overview of the existing initiatives is necessary to, among others, define the evaluation's scope and methodology, refine the evaluation's questions, raise significant hypotheses to test, and identify some successful (or flagship) initiatives from which WIPO could potentially learn the most. However, mapping these initiatives in a structured and systematic manner to enable the conduct of the proposed evaluation is not an easy task, as indicated in the methodological section.

In line with the WIPO's core values, the WIPO Internal Oversight Division (IOD) Evaluation Section has taken on this challenge in collaboration with all WIPO Sectors. The "Impact Evaluation of WIPO's Support to Advance Women's Entrepreneurship" will provide WIPO's management and staff with two useful products: this mapping report and an evaluation report. This report includes: (i) rationale, objectives, scope and methodology of the mapping; (ii) an institutional overview of WIPO's support to advance women's entrepreneurship, with preliminary indications on its relevance, efficiency and coherence; and (iii) identification of the most successful initiatives to undergo an impact evaluation in the next module.

# 2. Mapping's rationale and objectives

#### What is "mapping" and what does it involve?

Mapping is a methodical approach employed to systematically review, categorize, analyze, and summarize existing information pertaining to a specific topic of interest. The objective is to provide an overview of related issues, concepts, elements, and their interlinkages. (23) It is important to note that a mapping exercise does not necessarily provide evidence-based findings.

In the context of this assignment, mapping was conducted with the goal of: (i) identifying all initiatives across the Organization that have provided support to women inventors and innovators between 2018 and 2022; (ii) categorizing these initiatives based on the type of support offered; (iii) analyzing and synthesizing these initiatives in relation to the MTSP 2022-2026; and (iv) identifying initial challenges, lessons, and best practices that have permeated the mapped initiatives in order to provide a strategic 'snapshot' of WIPO's support aimed at advancing women's entrepreneurship between 2018 and 2022.

# What are the benefits of mapping for WIPO's future directions on women entrepreneurs?

In today's global landscape, it is imperative that multinational entities expect their staff to be both proactive and reactive while holding themselves accountable for their actions. Nonetheless, it is equally vital to take a moment to ponder over past decisions and their consequences.

Developed with the aim of facilitating such self-reflection, this mapping exercise will provide an opportunity to scrutinize, contemplate, and evaluate WIPO's previous endeavors to support women's entrepreneurship. The IOD Evaluation Section, in conjunction with the various WIPO Sectors, will utilize this exercise as a means of rekindling its commitment to further and increase women's participation in the business world.

WIPO has undertaken numerous initiatives to support female entrepreneurship over time. However, these initiatives have not been compiled and analyzed in a centralized location making them difficult to access.

To make well-informed decisions and enhance the Organization, it is essential to evaluate and categorize these initiatives thematically. This mapping exercise will provide a comprehensive overview of the situation, enabling targeted impact evaluation in relevant areas.

Moving forward, it will be beneficial to conduct evaluations of past initiatives to learn from mistakes, overcome challenges, and identify factors that promote success. An evidence-based approach will enable the Organization to advance towards achieving its Strategy House.

# 3. Mapping approach

#### What was defined as "initiative"?

Any action, activity, plan, project and/or program developed within and/or implemented by WIPO with the objective of supporting female entrepreneurship.

#### Which initiatives were mapped?

All initiatives planned or implemented by WIPO between 2018 and 2022 that have involved women inventors and innovators. Initiatives developed before 2018 were also included in the mapping scope if at least a part of them was implemented within the proposed timeframe.

## To which criteria and questions did the mapping respond?

The impact evaluation's Terms of Reference (ToR) included a list of questions and sub-questions following the United Nations Evaluation Group (UNEG) and the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC) criteria that will be fully responded with evidence-based findings in the second module of the impact evaluation.



# 4. Methodological approach

#### Approaches and considerations

The impact evaluation's ToR was prepared by the IOD Evaluation Section in collaboration with Sector Leads and focal points designated by them for the assignment starting with the first module.

Within the mapping's scope, tailored and flexible approaches were adopted to address the Sectors' specific needs and expectations. The IOD Evaluation Section promoted a consultative process to facilitate learning.

This mapping complies with the UNEG Norms and Standards for Evaluation and the UNEG Ethical Guidelines for Evaluation. Therefore, the data was treated and reported with complete confidentiality. It also utilized the DAC evaluation criteria of relevance, efficiency and coherence to summarize and report information.

The IOD Evaluation Section relied on qualitative methods for data collection: structured desk research, in-depth interviews and workshops. It adopted qualitative and quantitative approaches for data analysis.

The responses provided in this report on the relevance, efficiency and coherence of WIPO's support to advance women's entrepreneurship are indicative; they will be tested and validated in the second module of the impact evaluation to provide evidence-based findings, conclusions and recommendations.

The mapping exercise took place between August 2022 and March 2023, and was done in collaboration with the WIPO Sectors' designated focal points.

The mapping exercise followed four steps: identification, categorization, analysis and synthesis. It also identified three best practices that would be part of the impact evaluation of the second module. A timeline with the mapping process can be found in Annex 2. The total number of documents reviewed and people consulted throughout the mapping process is indicated below:



Step 9. Tidentification of initiatives the launch of module one and comprised three phases:

#### Phase 1: WIPO's Business Intelligence

The IOD Evaluation Section searched for and compiled all the initiatives included in the WIPO Business Intelligence containing the words "entrepreneurs", "entrepreneurship", "women" and "female" by Sector; cancelled and postponed activities were not considered.

Eighty-six entries were found. The following limitations were identified: (i) initiatives implemented before 2020 were not available; (ii) information provided was insufficient for categorization and analysis; and (iii) some initiatives had more than one entry, and it was not always possible to distinguish initiatives from entries.

#### Phase 2: Designated Focal Points

A list with the identified entries compiled by Sectors was shared with the designated focal points for review and completion. The data requested to address the limitations encountered in phase one included the following:

- (a) Description of the initiative, actions involved in the implementation and timeframe of implementation;
- (b) Geographical coverage, audience, beneficiaries and beneficiaries' selection criteria;
- (c) Partners and stakeholders involved, including within WIPO (cross-collaboration);
- (d) Concept note or ToR for each initiative;
- (e) Framework to manage the initiatives' implementation;
- (f) Monitoring and/or evaluation frameworks or reports;
- (g) Initiative's expected results and its links to the WIPO's Expected Results.

#### Phase 3: Additional desk research

The revised list contained 120 initiatives, but many were still lacking substantial information for categorization and analysis according to the GTAT and Bond's frameworks. Departing from this revised list, the IOD Evaluation Section actively went in search of missing information on the internet and the WIPO intranet to conclude the identification phase.

#### Step 2. Categorization of initiatives

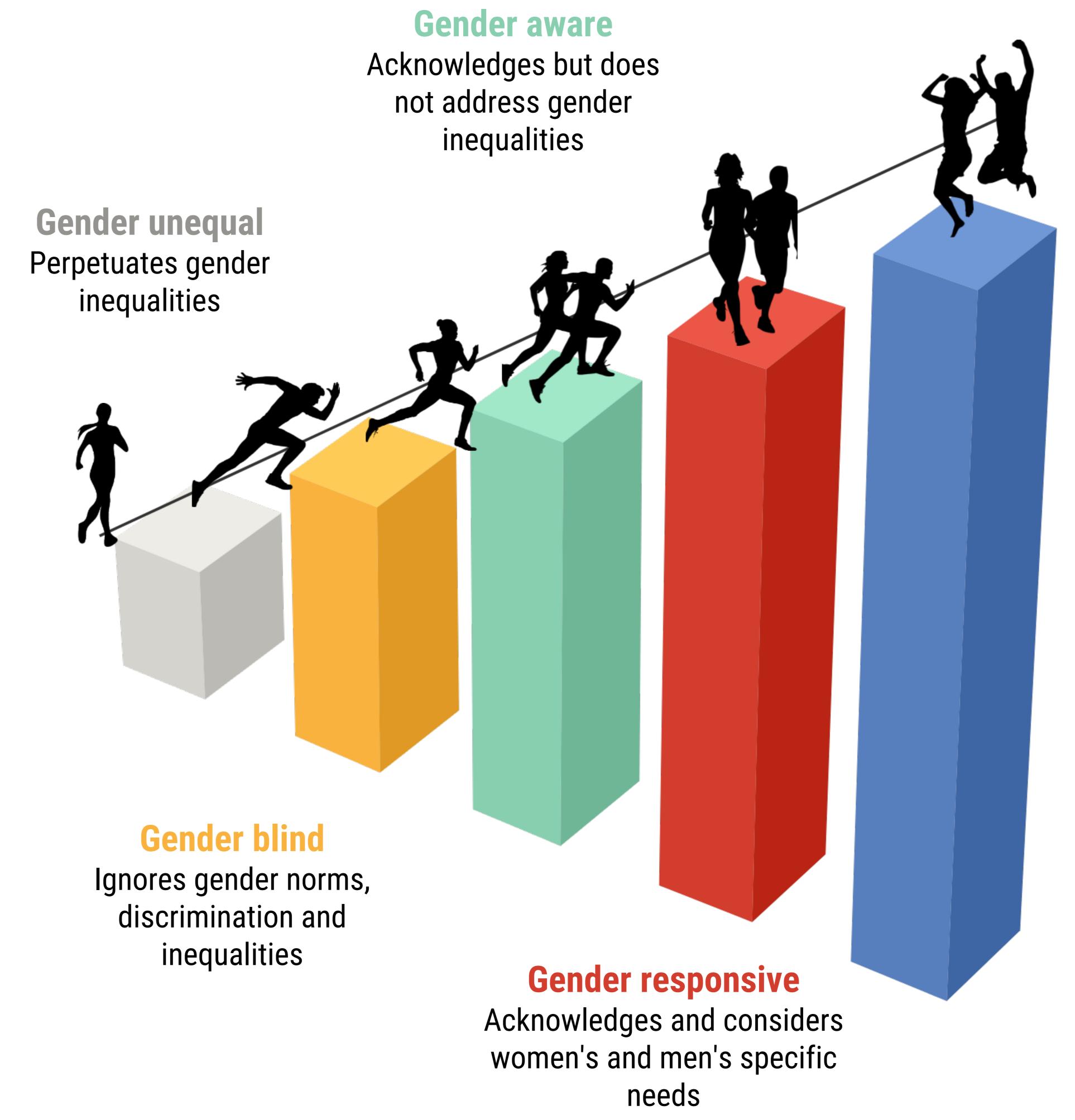
The IOD Evaluation Section applied GTAT to categorize and analyze the initiatives identified. (24) A gender-transformative approach aims to support gender equality by addressing its driving causes. It applies to initiatives, policies and strategies that seek to critically reflect on and transform social norms and institutional practices that create and reinforce disparities between women and men. (25)

Gender-transformative initiatives go beyond merely engaging women, raising awareness on gender-related issues. They seek to create a fundamental shift in attitudes and behaviors within a particular society or context, and hence have more potential to promote positive impacts. (25) Therefore, the more gender-transformative a mapped initiative is, the more likely it is to produce positive impacts on women's entrepreneurship.

Figure 2: GTAT's core elements

#### **Gender Transformative**

Addresses the causes of genderbased inequalities and works to transform harmful gender roles, norms and power relations

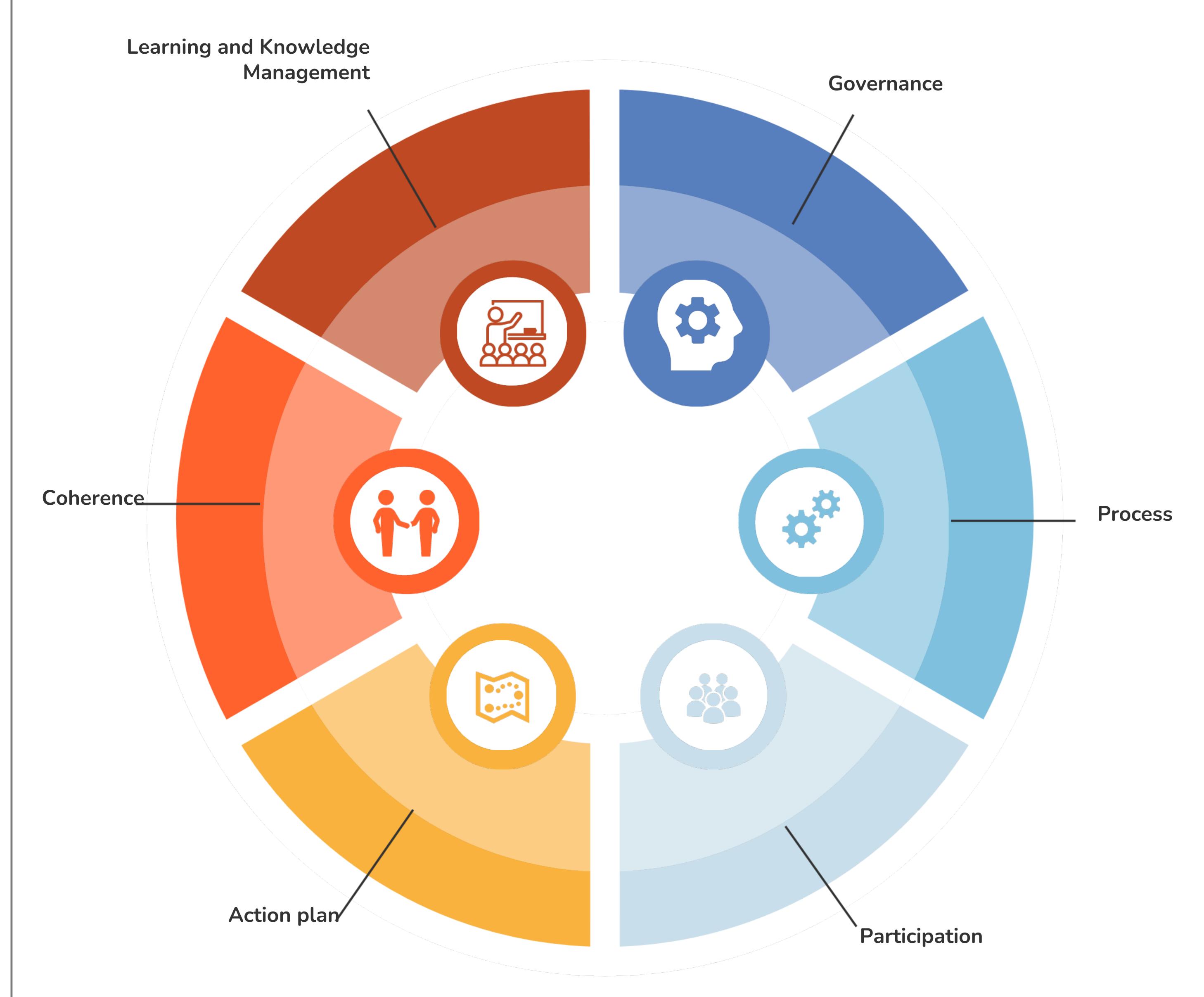


Source: UNFPA and UNICEF. 2021. Gender-Transformative Accelerator Tool. New York.

#### Step 3. Analysis of information

The IOD Evaluation Section analyzed 120 initiatives identified and categorized them using the Bond's Principles of Best Practice for Program Management. (26)

Figure 3: Bond's Principles of Best Practice for Program Management



Source: https://www.bond.org.uk/resources/international-development-project-management-principles-of-best-practice/

#### Governance

Projects are well governed, with links to organizational strategy and good leadership. Factors include strategy alignment, buy-in, leadership, needs assessment, and continued validity.

#### Process

Precise, consistent project management. Factors include guidance, documentation, financial processes, planning, quality.

#### Participation

A wide range of stakeholders is meaningfully involved in the project. Factors include communication, partners, beneficiaries, transparency, and cross-sectoral collaboration.

#### Action plan

Action plans are important for decision-making and increased accountability and ownership of stakeholders. Factors include tasks, roles and responsibilities, skills, conditions needed to be in place, resources, milestones, and timeframe, among others.

#### Coherence

The compatibility of the intervention with other interventions in a country, sector or institution.

#### Learning and Knowledge Management

There is an emphasis on learning and making changes to the project as a result. Factors include capturing lessons, communicating, learning, adapting, and decision-making based on learning.

# Step 4. Synthesis of information and identification of best practices

Departing from the analysis, the IOD Evaluation Section

synthesized the information according to relevance, efficiency, and coherence; this is also how the IOD Evaluation Section reports the mapping in the following sections of the report.

After the synthesis, the IOD Evaluation Section identified a few best practices of WIPO's support to advance women's entrepreneurship based on the following criteria:

- Gender-responsive with the potential to be transformative - addressing root causes of gender inequalities in entrepreneurship;
- · Promoted partnerships beyond the traditional ones;
- Monitored using monitoring tools;
- Were coherent and replicable;
- · Were likely to be sustained over time;
- · Undertook a stakeholders' identification analysis; and
- Had a realistic coverage considering the existing resources.

Three initiatives were selected in collaboration with the Sectors and business units responsible for their implementation to undergo an impact evaluation in the second module.

#### Table 1: Limitations and mitigation measures

Limitations	Mitigation measures
Limited common understanding of designing and monitoring gender transformational initiatives resulting in poor data quality	Improving understanding within the time limitations: Assisting focal points with much needed clarification. Provision of detailed explanatory note for delivering the data.
Data is not accessible on time and challenging to retrieve	The evaluation team clustered all initiatives using the WIPO Business Intelligence Dashboard and shared them with the business units for verification and completion.
Fear and rejection to impact evaluation. Some business units have never been exposed to an evaluation, and WIPO does not have a widely spread culture on impact evaluations.	Do not harm approach: Allow time for staff to get used to the learning approach rather than focusing solely on accountability.

# RELEVANCE

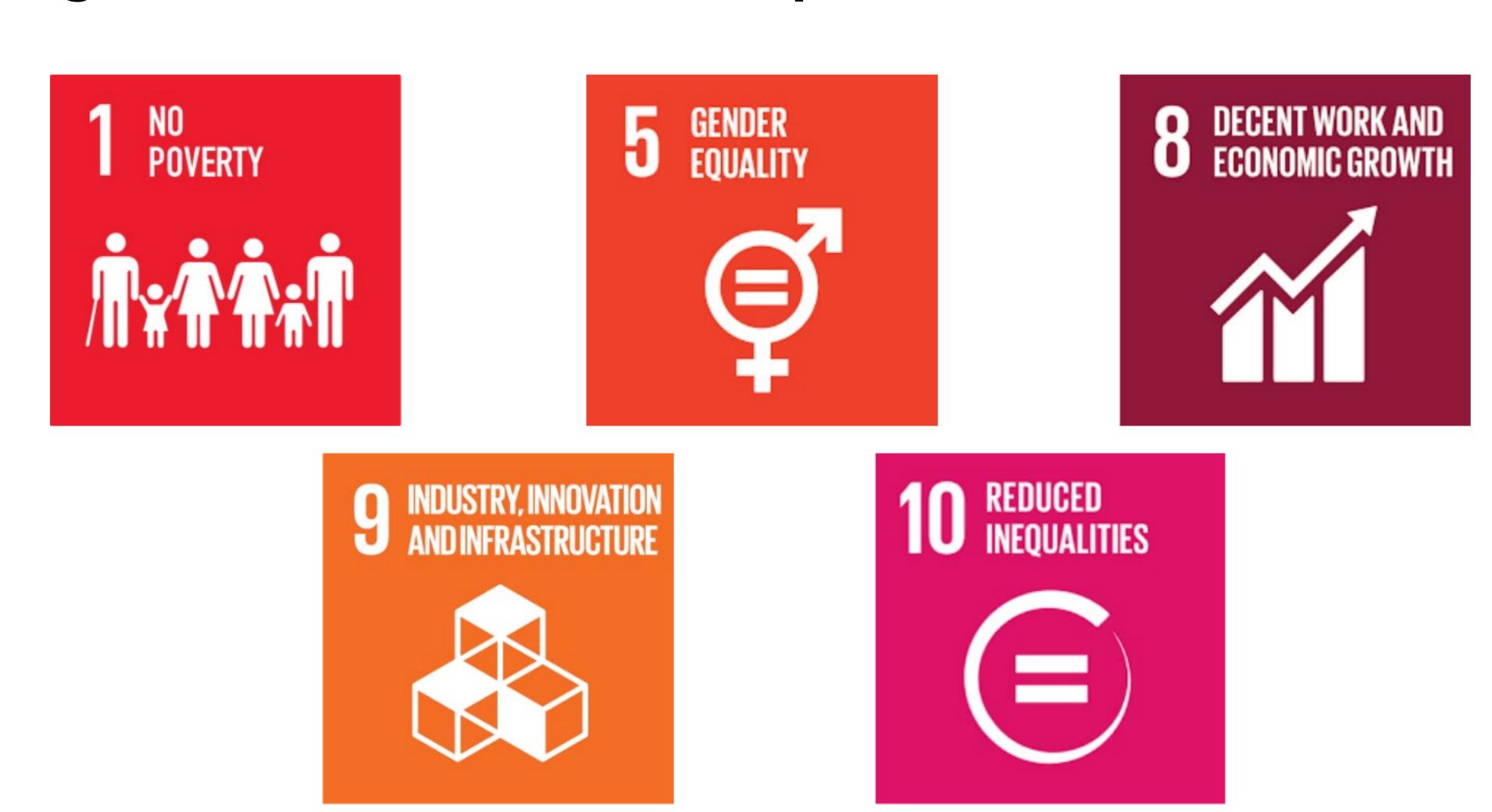


# Question 1: To what extent are the mapped initiatives likely to continue to be relevant to the emerging needs of female entrepreneurs?

Women entrepreneurs in WIPO have the potential to make a significant contribution to the achievement of the SDGs. These initiatives can pave the way for progress and positive impact towards a better future.

WIPO's women entrepreneur initiatives are key for the advancement of WIPO's MTSP, IP Gender Action Plan, and the implementation of the 2030 Agenda and SDGs, as emphasized by the UN SDG. Women entrepreneurs are crucial in achieving the SDGs, and WIPO's support contributes to their success, ultimately leading to the fulfillment of these global goals.

Figure 4: Sustainable Development Goals



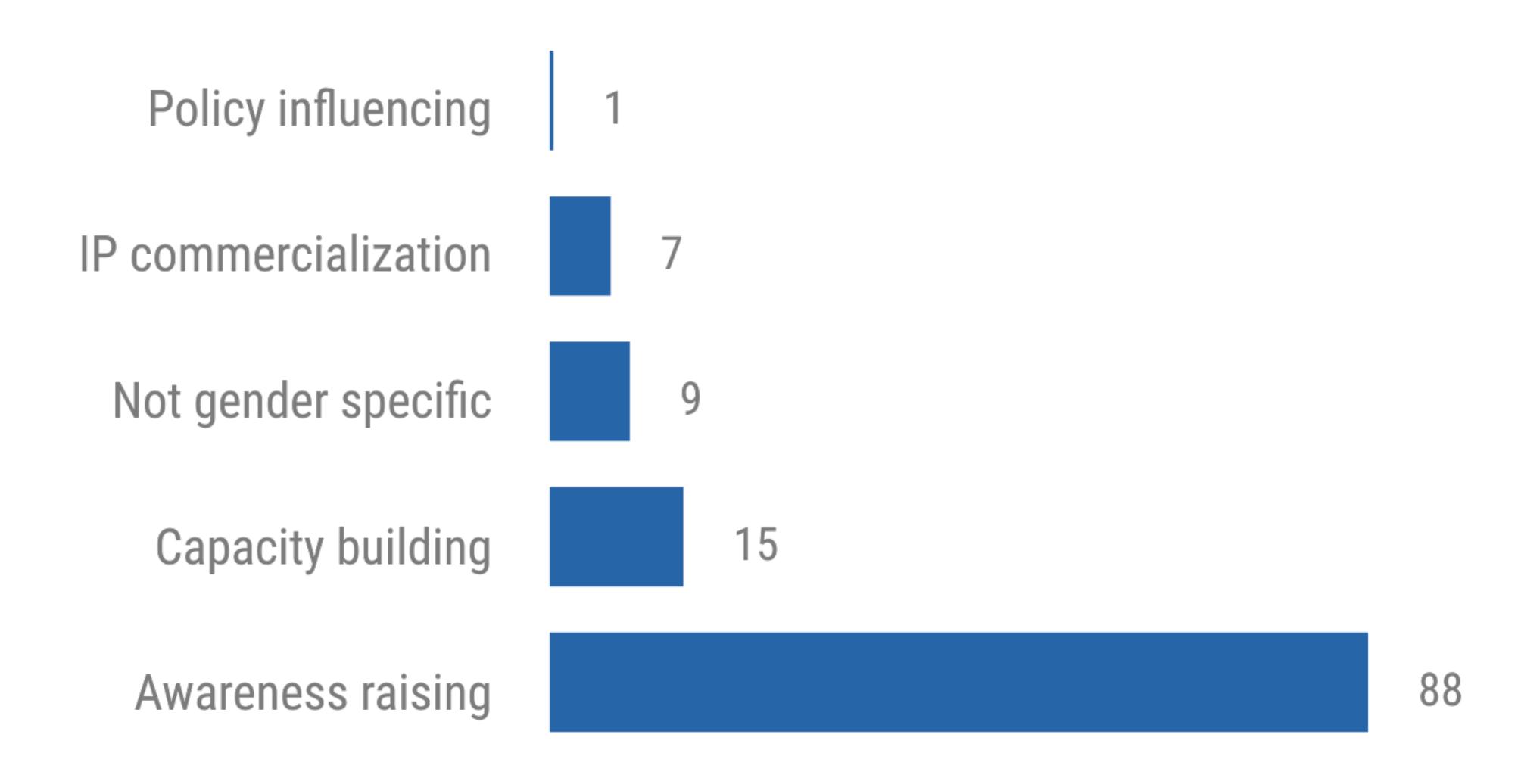
The IP support provided to women entrepreneurs helps reduce inequalities, then "the higher the level of gender equality in law in a country, the higher its share of women entrepreneurs". (27)

The strategic goals of WIPO are fully supported by its initiatives, which in turn drive the Organization towards the achievements in IPGAP, which, in particular, plays a crucial role in this process.

The launch of the WIPO IPGAP in June 2022 was a significant step towards increasing women's engagement in IP and innovation. Along with the development process, new leadership, MTSP 2022-2026, and high-profile initiatives, it has led to a heightened awareness among the WIPO staff.

By prioritizing awareness-raising and capacity-enhancing initiatives for women entrepreneurs, 86 per cent of WIPO's efforts are geared towards promoting their representation in patent-intensive fields. These initiatives are crucial in helping them expand their professional networks and comprehend the importance of the IP registration.

Figure 5: Initiatives by Topic



#### WOMEN ENTREPRENEURS FRAMEWORK 2020-2022

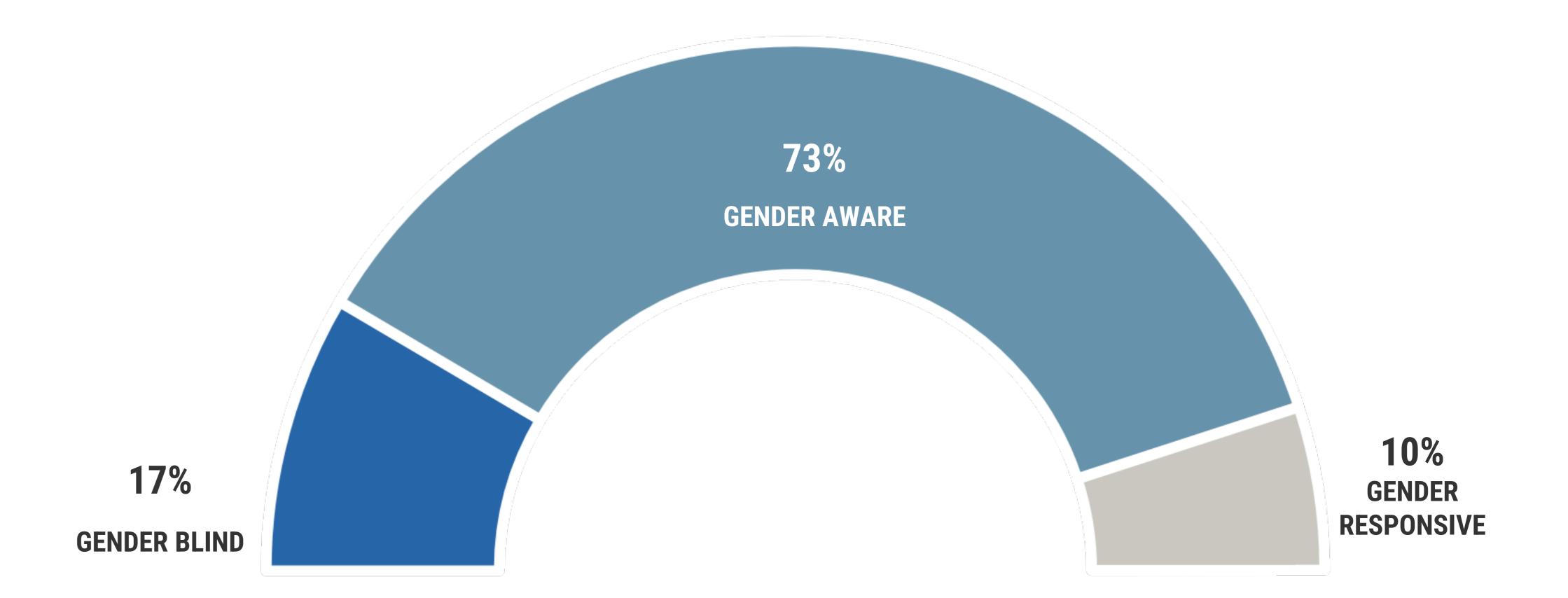
#### WIPO LEADS THE DEVELOPMENT OF AN IP ECOSYSTEM THAT PROMOTES AND ENCOURAGES WOMEN'S ENGAGEMENT IN IP AND INNOVATION A WORLD WHERE INNOVATION AND CREATIVITY BY WOMEN ANYWHERE IS SUPPORTED BY IP, FOR THE GOOD OF EVERYONE STRATEGIC PILLAR 2 STRATEGIC PILLAR 1 STRATEGIC PILLAR 3 STRATEGIC PILLAR 4 Bring people together Reach out worldwide to Provide high quality IP Support governments, enterprises, communities and partner with explain the potential for and individuals to use IP as a tool for growth and services, knowledge and stakeholders to shape IP to improve the lives of data that deliver value to sustainable development the future of the global IP everyone, everywhere users around the world ecosystem SG4 -Coordination and Development of Global SG3 -Facilitating the SG8 - A Responsive SG7 -Addressing IP in SG1 -Balanced Evolution IP Infrastructure Use of IP for Communications SG2 -Provision of Relation to Global Policy of the International Development Interface between Premier Global IP Normative Framework for Issues WIPO its Member 4.1 More effective use of IP to support growth Intellectual Property Services States and all and development of all Member States and their III.2. Enhanced human Stakeholders relevant regions and sub-regions, including VII.1 IP-based platforms resource capacities able to through the mainstreaming of the Development and tools for knowledge deal with the broad range 2.2 WIPO brings the Agenda recommendations transfer, technology 1.1 More effective of requirements for the international community VIII.1 More effective adaptation and diffusion effective use of IP for communication and together to proactively from developed to communication to a broad engagement world-wide development in address emerging issues IV.1.02 - No. of national, sub-regional and developing countries, and diverse public about to raise awareness of and developing countries, and policy challenges at regional projects, including those implemented particularly least intellectual property and increase knowledge about LDCs and countries with the global level relating through partnership frameworks, that have developed countries, to WIPO's role the potential of IP to economies in transition to IP, innovation and achieved their expected benefits or completed address global challenges improve the lives of creativity important milestones everyone, everywhere III.2.02 - No. of VIII.1.01 - Increased traffic IV.1.03 - No. of national, sub-regional and participants in training to the website of WIPO VII.1.01 - Participation of regional projects, including those implemented II.2.02 - Potential Internal and capacity-building External Offices I.1.01 - No. of unique stakeholders in WIPO's through partnership frameworks, that have activities on GRs, TK platforms such as WIPO visitors to the WIPO achieved their expected benefits or completed and/or TCEs who obtain a VIII.5. WIPO effectively website and the websites of important milestones GREEN and WIPO Re: 50% or higher score in a interacts and partners with the External Offices Search short multiple choice 2.4 Effective interaction UN and other IGO substantive questionnaire and partnerships with processes and negotiations 4.2 Development of balanced and effective IP, the UN, IGOs and NGOs innovation and creative ecosystems in Member in support of global goals III.4 Strengthened States to which IP can cooperation arrangements VIII.5.01 - WIPO's contribute with institutions in contributions reflected in developing countries, relevant UN and IGO IV.2.02 - No. of Member States, sub-regional and LDCs and countries in reports and documents regional IP offices using WIPO tools and transition tailored to their from targeted processes methodologies for the enhancement of their IP II.4.02 - No. of WIPO needs and Innovation Eco-system initiatives in partnership with the UN and other **IGOs** III.4.01 - No. of countries that have taken steps to 4.3 Increased IP knowledge and skills in all improve their technical Member States capacities or to modernize their copyright and/or CM IV.3.02 - Level of satisfaction of participants in infrastructures WIPO training and skills development programs 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully IV.4.01 - Potential Internal PI 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully IV.4.08 - DA Project Developed by IOD Evaluation Section, September 2022

There is a need for WIPO to go beyond its current initiatives and tackle the root causes of gender inequalities in entrepreneurship. Developing more transformative initiatives that prioritize gender equality can make a significant difference.

With the development of the IPGAP, WIPO has established a solid basis which has resulted in impressive progress towards a transformative approach, particularly in supporting women's entrepreneurship. However, there are a few gender-blind initiatives due to the limited availability of needs assessment reports. This became evident during the mapping exercise. It is noteworthy that WIPO's initiatives are demand-driven, with national stakeholders pre-assuming needs assessments before requesting WIPO's support.

By the end of 2022, an impressive 73 per cent of WIPO's initiatives -were designed from a gender-aware perspective. While these initiatives acknowledge the need for support for women entrepreneurs, it is necessary to consider that they may not fully address the unique challenges faced by these women in their specific contexts. Therefore, more needs assessment of the target group is crucial to ensure that WIPO's initiatives align with their actual needs. Overall, WIPO has taken positive steps towards supporting women's entrepreneurship, and with continued assessment and collaboration these efforts can be even more effective.

Figure 6: Percentage of WIPO Initiatives by Type of Gender Response Taken



WIPO has been making strides in incorporating gender initiatives into its planning. However, there is still work to be done to eliminate gender-blind activities and increase the number of gender-responsive and transformative ones. With proper planning and support WIPO will be on the right track to achieving transformation.

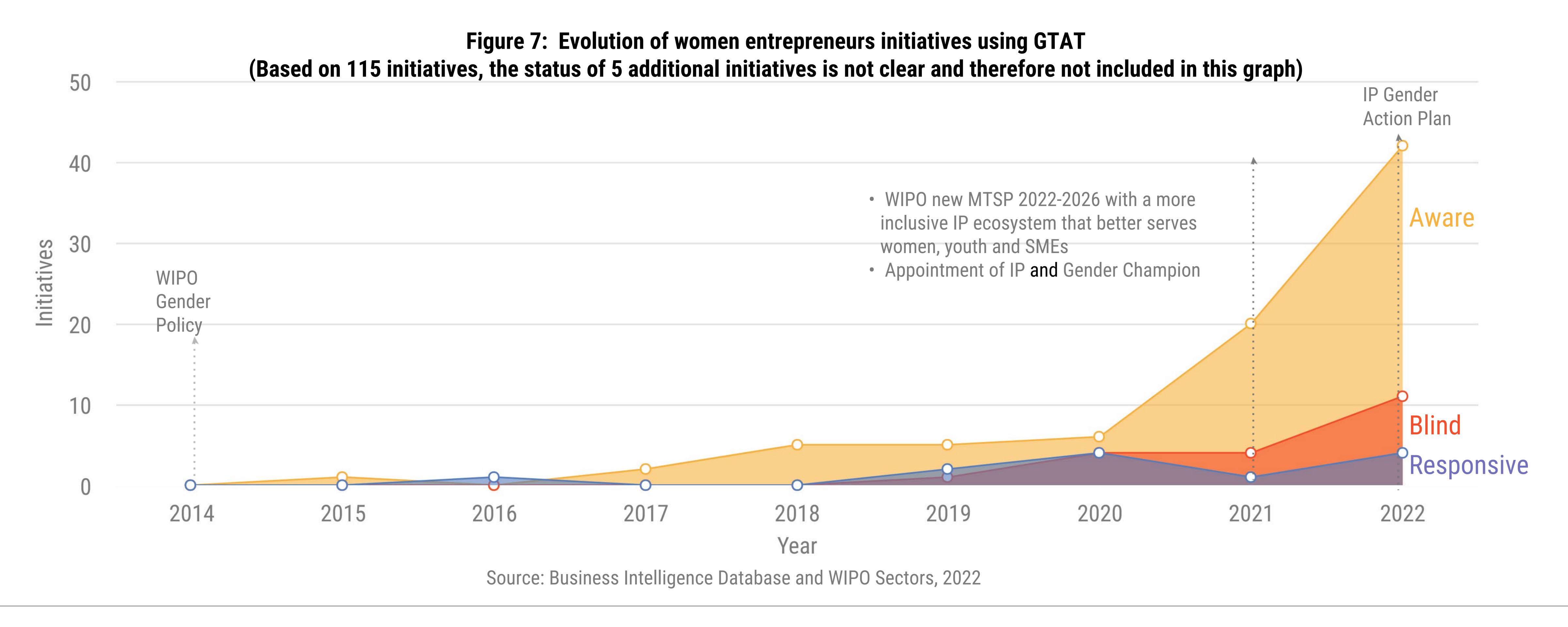
Moving forward, it will be beneficial for the WIPO Sectors to receive strategic guidance during the design process to ensure appropriate needs assessments of target groups, operationalization of the IPGAP, and addressing specific challenges faced by women entrepreneurs in the patenting process.

The WIPO Committee on Development and Intellectual Property (CDIP) report (16) provides valuable recommendations that can help WIPO overcome barriers such as the lack of access to funding, financial and administrative obstacles, and gender bias in IP law. These recommendations are timely and can help guide WIPO's work.

#### WIPO's leadership and staff dedication are exemplified to empower women entrepreneurs.

Over the past five years, WIPO has acquired significant expertise in women entrepreneurs initiatives. With a recent change in leadership, the Organization has realized the importance of incorporating these initiatives into its broader efforts to enhance innovation, IP, and gender issues. This transformation has led to a positive correlation between leadership transitions and the advancement of women entrepreneur initiatives.

The increase in support for women entrepreneurs is the result of several factors, including the dedication of the WIPO Director General, the introduction of the new MTSP 2022-2026, and growing interest from Member States. Leadership plays a critical role. The appointment of a Sector Lead as IP and Gender Champion and a Senior Advisor in IP and gender helps drive the progress. Additionally, staff has come to appreciate the importance of integrating initiatives to support women entrepreneurs into their plans, which has contributed to this positive change.

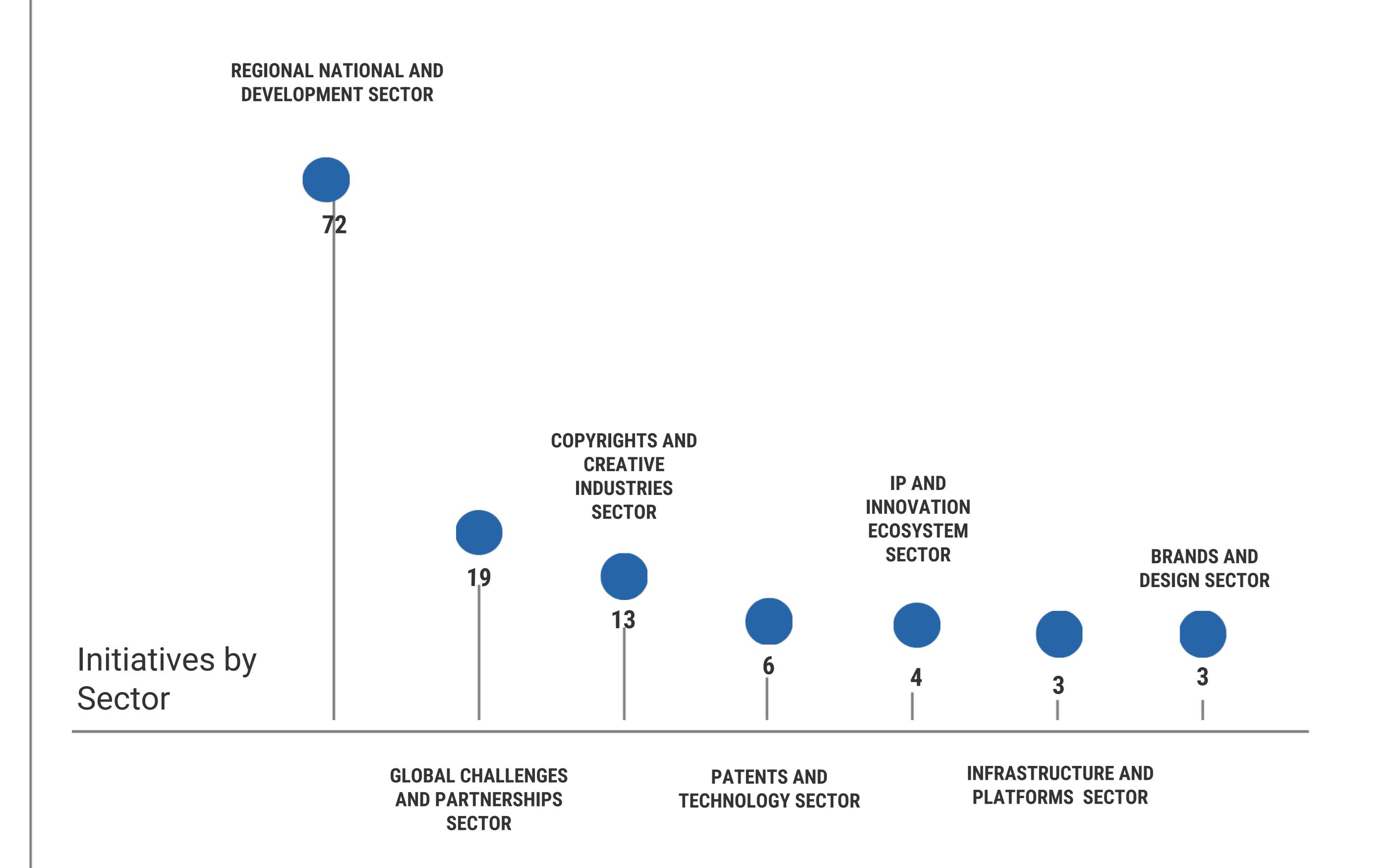


#### High-level buy-in across WIPO Sectors

There is significant support from various Sectors within WIPO to close the gender gap, particularly from the Regional, National, and Development Sector, that is followed by the Global Challenges and Partnerships Sector.

Notably, there has been an increase in attention towards supporting women entrepreneurs, with other Sectors now incorporating this type of aid into their plans, as depicted in Figure 8 below.

Figure 8: Initiatives by Sector



Some Sectors have been instrumental in promoting women entrepreneurs' initiatives, while others have shared valuable lessons learned to further this cause. Some initiatives worth mentioning include the Traditional Knowledge Division in the Global Challenges Sector, which includes the Women Entrepreneurs Program for Indigenous Women.

This initiative is particularly significant because it addresses the specific needs and priorities of indigenous women entrepreneurs and has the potential to be a transformational project.

Another noteworthy initiative is the WIPO IPGAP led by the Patent and Technology Sector, which provides strategic guidance on IP and Gender for the first time in WIPO's history.

Additionally, the IP for Business Division's initiative on increasing the role of women in innovation and entrepreneurship encourages countries to use the IP system. This initiative was one of the first to raise awareness about the role of women in IP and the existing IP Gender Gaps. It has provided solutions for addressing these issues and has become the basis for developing other initiatives.

The Department for Economics and Data Analytics has also provided groundbreaking work within the IP and Innovation Ecosystem Sector.

In the Regional, National, and Development Sector, various initiatives are dedicated to empowering women entrepreneurs to commercialize their IP. One example is the IP-based branding project for Chobe Baskets in Botswana.

#### To achieve a suitable equilibrium between

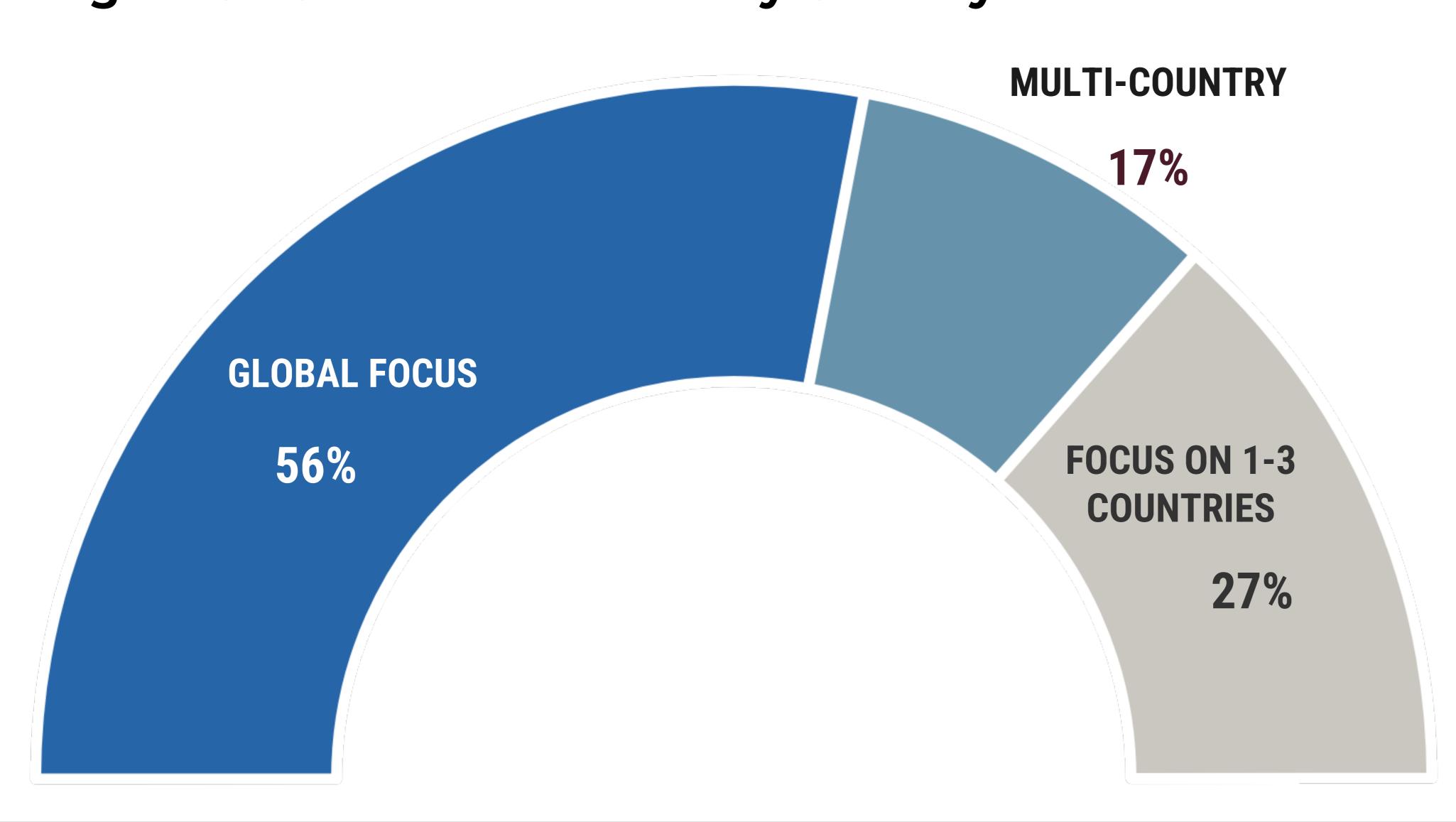
expanding outreach and maintaining geographical relevance it is necessary to ensure that initiatives reach the right audience and also cater to its specific needs and preferences based on its specific context. This delicate balance requires careful consideration and planning for the effective execution of initiatives.

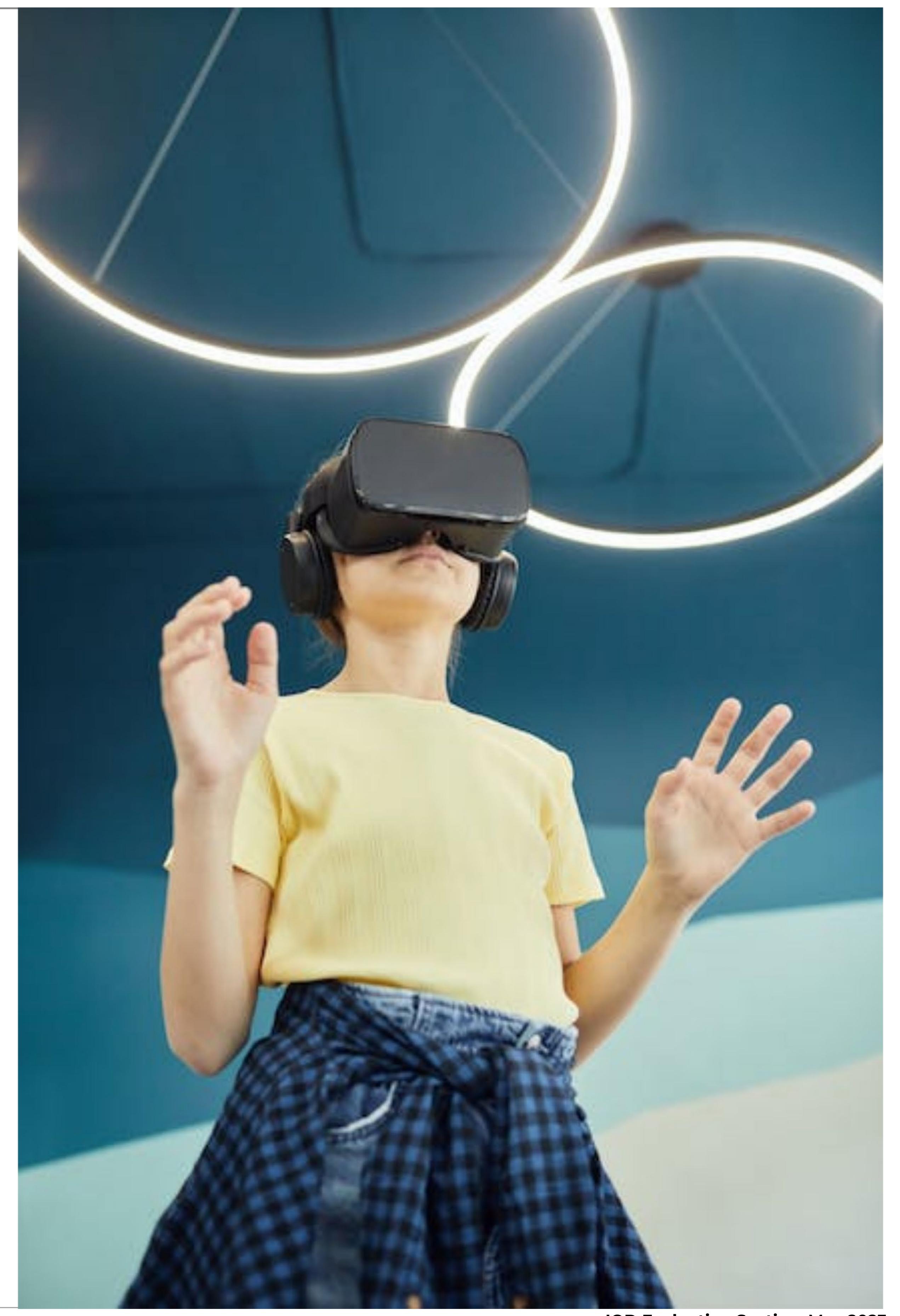
In 2022, more than half of the initiatives focused on a global scale, with the majority being related to building capacity and raising awareness. While it may seem like a practical approach to address multiple countries and stakeholders simultaneously, this method has its limitations.

The context in which stakeholders and end beneficiaries operate varies from one location to another, making it challenging to consistently replicate or transfer practices and lessons learned.

Aspects that impact women entrepreneurs are often intricate and country-specific, and language and cultural differences also play a significant role. This can make it difficult for individuals to understand the information being communicated.





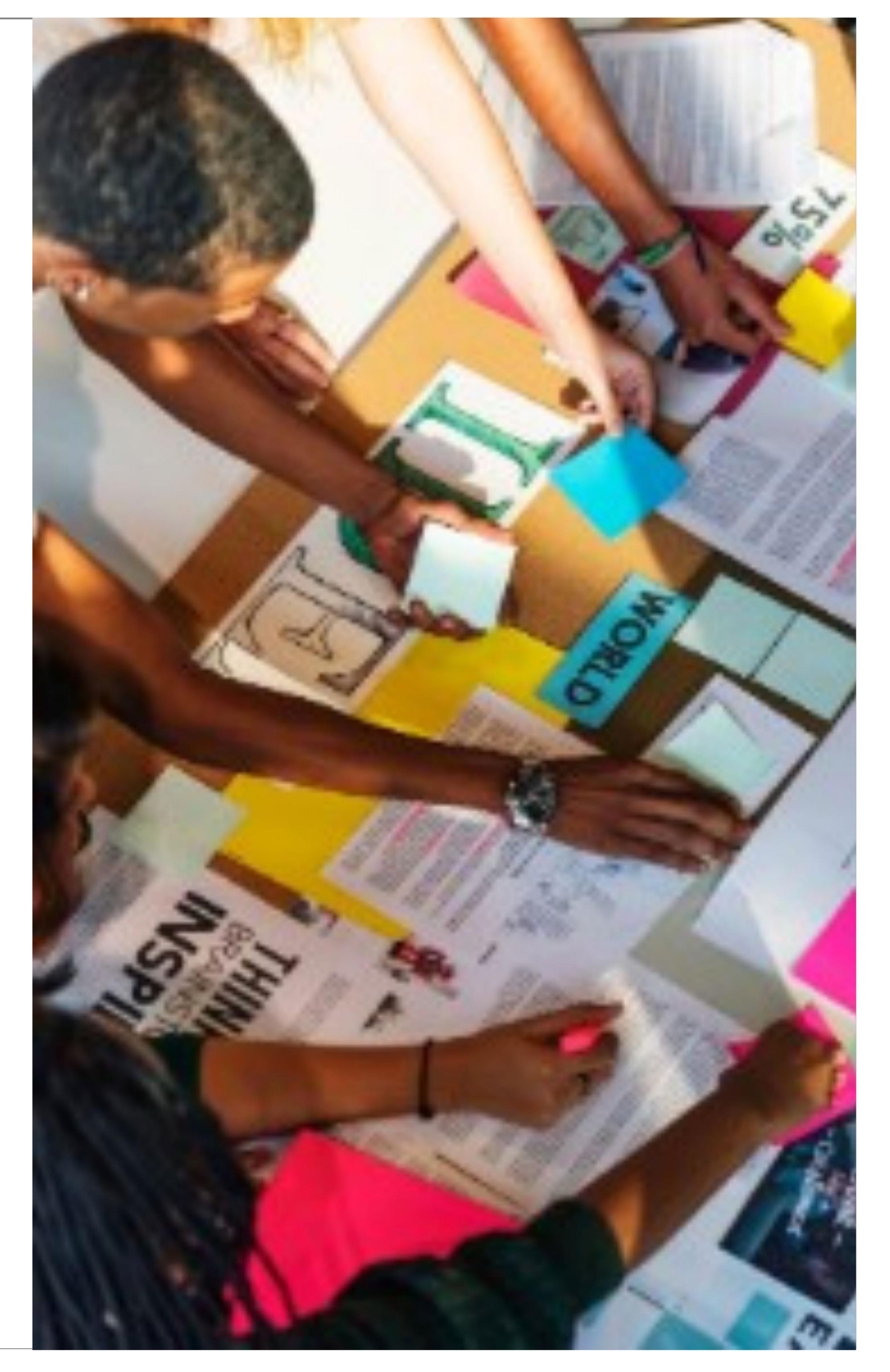


# Question 2: How to increase the gender initiatives relevance when moving forward? Over the past three years, WIPO has made great strides in

reducing the gender gap in IP. This is a challenging but achievable goal, and WIPO has taken steps to move forward with this agenda. Looking ahead, IOD has several suggestions to build on their progress:

- Implement the IPGAP strategy;
- Follow the recommendations provided in the WIPO CDIP report on increasing the roles of women in innovation and entrepreneurship, encouraging women in developing countries to use the IP system;
- Establish a shared understanding of a project-based approach, rather than one-off activities;
- Enhance the capacity of WIPO staff in designing gendertransformative initiatives;
- Train staff on feasibility studies, stakeholder mapping, analysis, and needs assessment;
- Equip staff with monitoring and self-evaluation skills, including assessing the impact;
- Develop project design capacity to address the root causes of inequalities and national priorities specific to women entrepreneurs.

These measures will help WIPO continue to move forward in reducing the gender gap in IP and promoting equality.



# COHERENCE



# Question 1: To what extent have the mapped initiatives observed internal coherence?

This section provides an overview of the mapped initiatives on the question of internal coherence. In particular, this question expounds the degree of synergies, interlinkages and collaboration of the mapped initiatives across the Organization.

Synergies, collaboration and learning exchange across initiatives are key enablers of positive and sustainable impacts. The more coherent they are among themselves, the stronger their alignment with and contributions to WIPO's strategic directions will be.

Organizations' mandates and strategic directions serve multiple purposes, including driving their staff to work coherently; i.e., work towards the achievement of the same goals in an effective and efficient manner. As set out in the 2030 Agenda and its SDGs, internal coherence is necessary to achieve better and more sustainable impacts; among others, it does so by fostering synergies, eliminating duplications of efforts and managing trade-offs. (20)

Within the scope of this exercise, internal coherence is the glue that holds together the different initiatives aimed at supporting women inventors and innovators: it supports the conversion of individual work into a collective effort. "WIPO's support to advance women's entrepreneurship" – the title of this assignment – presupposes internal coherence by treating standalone initiatives as part of a strategic program.

The more cross-sectoral learning and collaboration an initiative involves, the more it will align with WIPO's efforts to support female entrepreneurs, the more positive and sustainable impacts it will achieve, and the more it will contribute to the WIPO's mandate and strategic directions.

The internal coherence of the mapped initiatives in terms of synergies and interlinkages has been limited, but it is worth noting that silos are not exclusive to these initiatives or to WIPO.

Notwithstanding the perceived benefits of internal coherence and the robustness of the WIPO's core values in encouraging it, particularly "Working as One" and "Shaping the Future", internal coherence of and among the mapped initiatives was limited.



Less than 20%

of the mapped initiatives reported internal collaboration

Little collaboration across WIPO was observed by the mapping; it also noted little synergies and exchange of experience and/or knowledge among the mapped initiatives. Moreover, the fact that this mapping was the first attempt at identifying, categorizing, analyzing and systematizing these initiatives across WIPO to draw lessons and guide learning corroborates this observation, so do the challenges to conduct it.

The review of the WIPO's Performance Management and Staff Development System conducted in 2021 by the Price Whitehouse Coopers (PWC) identified cultural traits for the achievement of WIPO's strategic objectives that were directly linked to insufficient internal coherence; e.g., tendency towards siloes, competition and lack of internal collaboration; perception that there is no room to "learn from failure"; tendency to stick to "the way things have always been done"; focus on task-completion and adherence to budgets rather than on the delivery of real value; and emphasis on productivity over real impacts. (28)

However, it is worth noting that the emphasis on internal coherence as a mean for sustainable development is somewhat new; it has gained more importance and visibility with the 2030 Agenda and its SDGs.

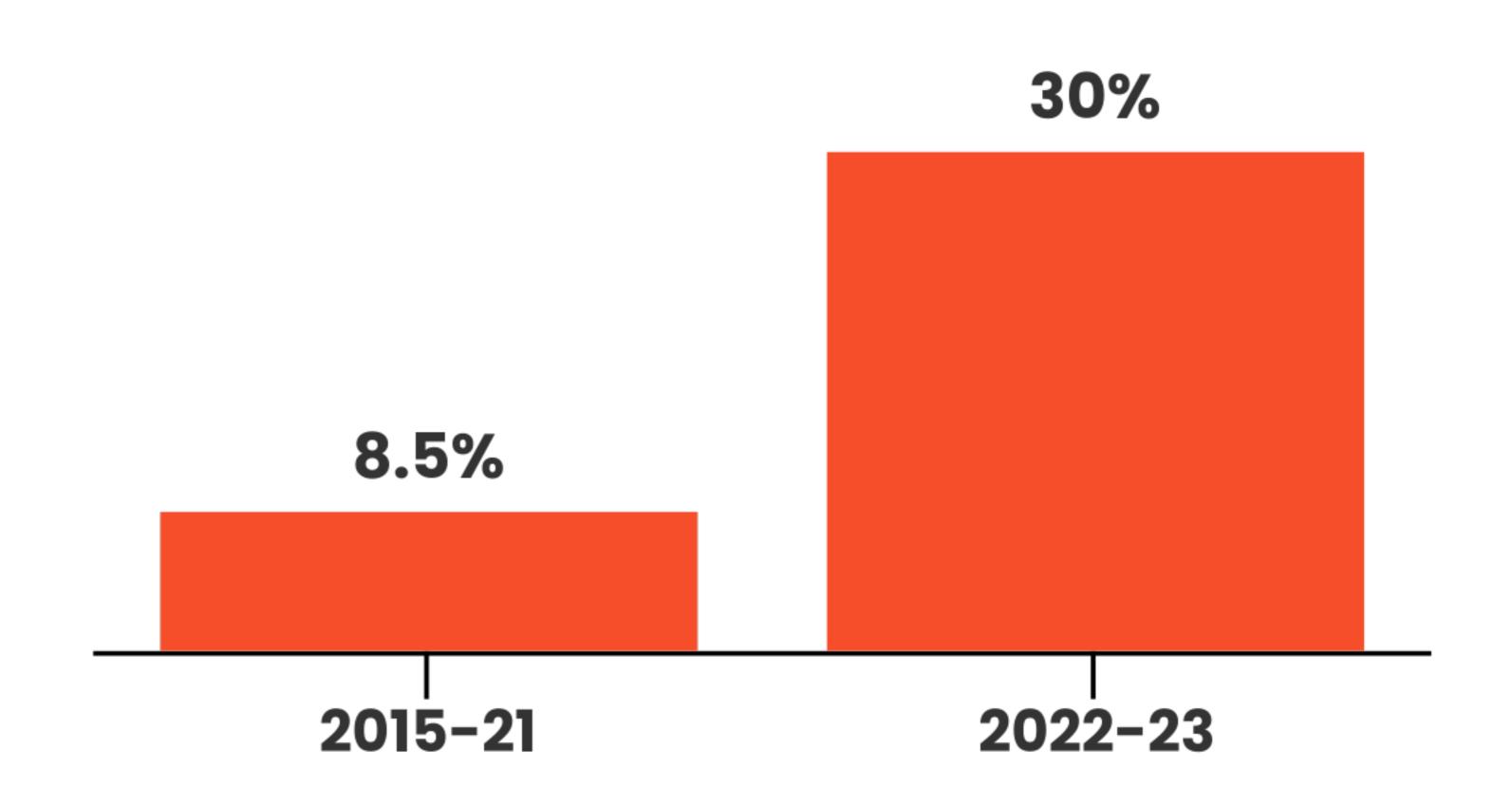
From high transaction costs to interpersonal relations, the fact is that organizations of all sizes face challenges to work coherently, including within the UN System. (29) Therefore, considering that this is a learning-oriented exercise, WIPO's capacities to make improvements despite these long-term systemic challenges are equally important.

Despite the short time since its adoption, the MTSP 2022-2026 has already promoted noteworthy improvements; progress in this regard is likely to be accelerated with the advent of the IPGAP.

The MTSP 2022-2026 has promoted not only more genderaware and gender-responsive initiatives but also more cross-collaboration to support their implementation.

Forty-seven per cent of the mapped gender-aware and gender-responsive initiatives were designed in the framework of the MTSP 2010-2015 and MTSP 2016-2021, with only 8.5 per cent reporting some degree of cross-collaboration. Fifty-three per cent of initiatives were designed in the framework of the MTSP 2022-2026; 30 per cent of them observe cross-collaboration.

Figure 10: Percentage of Gender Initiatives designed under two different MTSPs



The IPGAP adopted in 2023 is likely to accelerate progress in this regard. In addition to being directly integrated with the MTSP 2022-2023, it includes internal collaboration at its foundation. Internal coherence comes across as an essential condition for WIPO to achieve its mission under the IPGAP; i.e., "lead the development of an IP ecosystem that promotes and encourages women's engagement in IP and innovation". (30) Among others, it proposes a WIPO IP and Gender Working Group to support horizontal communication, coordination and alignment across all of WIPO's Sectors that will meet regularly to cross-share information with the overall goal of cultivating sustainable and replicable best practices through avoiding duplication, communicating experiences and lessons learned, and coordinating logistics.

# Missio

# Question 2: To what extent would the mapped initiatives interact through the WIPO's Strategy House if implemented nowadays?

Figure 11: WIPO's Strategic House

This section provides an overview of the mapped initiatives' internal coherence. In particular, this second question elaborates on the consistency of the objectives and approaches of the mapped initiatives with WIPO's mandate and strategic directions. It also sheds light on their compliance with international norms and standards, which will be further explored in the second module through an impact evaluation.

If implemented today, most of the mapped initiatives would not interact through the WIPO's Strategy House, which could hinder the achievement of its mission and vision. However, ongoing and future initiatives are likely to benefit from the IPGAP and the newly created IP and Gender Program due to their potential to foster a programmatic footprint of WIPO's support to advance women entrepreneurship.

The mapping shows that past and ongoing initiatives could have contributed to the strategic pillars, particularly one and four. Moreover, a few of these initiatives may have achieved positive impacts despite the lack of internal coherence owning to other enabling conditions. However, it is very unlikely that they would interact through the Strategy House if implemented today.

A world where innovation and creativity from anywhere is supported by IP for the good of everyone WIPO leads the development of a balanced and effective global IP ecosystem to promote innovation and creativity for a better and more sustainable future Support Provide high Bring people governments, Reach out together and quality IP enterprises, worldwide to partner with Communities, services, explain the individuals to use stakeholders to knowledge and potential IP to shape the future data that deliver IP as a tool improve the lives of the global value to users for growth of everyone, around the world sustainable IP ecosystem everywhere development

#### Foundation

In addition to the lack of gender-transformative approaches, they were largely scattered around various Sectors and business units with little to no programmatic footprint. Insufficient synergies and collaboration across WIPO in the design and implementation of these initiatives would also hinder their consistency with the Strategy House. PWC (2021) reviewed the alignment of WIPO's culture with its strategic aspirations and concluded that the culture traits enabling collaboration were low.

Empower our people to work effectively, collaboratively and innovatively

by providing them with the right resources, training and environment

Moving forward, limited consistency with the Strategy
House could undermine WIPO's compliance with its
mandate and strategic directions and prevent further
progress towards more impactful and sustainable results in
the framework of the MTSP 2022-2026.

To reduce this risk, WIPO initiatives will need to improve consistency with the collaborative element embedded in the foundation of the Strategy House. Additionally, converging individual initiatives into a strategic program would be an effective and efficient way to improve consistency with the MTSP 2022-2026.

This mapping exercise looks back with the only purpose of supporting WIPO to move forward, and the future is promising. In addition to the fresh perspective brought by the MTSP 2022-2026 and its Strategy House, both the IPGAP and the newly created IP and Gender Program are likely to help WIPO strengthen the internal coherence of its support to advance women's entrepreneurship. In fact, the IPGAP was develop to be intrinsically connected with the MTSP 2022-2026.

There is also an opportunity to strengthen the staff's commitment to the WIPO's core values of "Working as One" and "Shaping the Future", as both presuppose internal coherence. After all, the staff needs to cultivate openness, collaborate with colleagues, and share While it is difficult to examine the mapped initiatives' knowledge and expertise to comply with these values, external coherence through a mapping, it is possible to affirm that the MTSP 2022-2026 and the IPGAP further improve WIPO's consistency with the 2030 Agenda and the UN system, which could lead to better and more impactful initiatives for women inventors and innovators in the coming years.

External coherence implies looking at the fit of an initiative within a broader system, and mapping is not the ideal method to examine it; hence, external coherence will be further analyzed in the second module.

However, through desk review it is possible to confirm that the MTSP 2022-2026 makes clear connections between WIPO's strategic directions and the 2030 Agenda, and that these connections have been strengthened by the recently launched IPGAP.

Moreover, it is possible to observe that the MTSP 2022-2026 reinforced the importance of WIPO's participation in the UN system, which must act coherently to maximize resources and deliver results for gender equality in its contributions to the achievement of the SDGs; (31, 32) WIPO has a strategic role to play in promoting gender equality through innovation.

The MTSP also replaced "IP system" with "IP ecosystem", recognizing the importance of engaging and working with multiple actors at global, regional and country levels in a coherent manner. This is particularly relevant in view of the importance of and growing interest for innovation and policy coherence as means for sustainable development. (32) In a nutshell, observing consistency with international norms and standards as well as with partners' policies and initiatives could help WIPO improve its strategic positioning within the 2030 Agenda's collective efforts; the current setting is very conducive in this regard. Both the MTSP 2022-2026 and the IPGAP are likely to boost WIPO's programmatic efforts in promoting gender equality through innovation, and this could also be an opportunity to increase the visibility of these efforts among partners and stakeholders.

# EFFICIENCY



# Question 2: To what extent are the mapped initiatives' structure and operational processes likely to fit for purpose in the MTSP 2022-2026? And Why?

Explicit project expectations and requirements are needed to improve initiatives' design, quality, and effectiveness.

In 2022, a significant portion of women entrepreneurs WIPO initiatives were focused on individual projects. However, WIPO has identified a need to work more closely with Member States and stakeholders to shift towards a project-based approach. This change will prioritize ongoing projects over one-off initiatives, resulting in long-lasting benefits for individuals, businesses, and the IP ecosystem. (33)

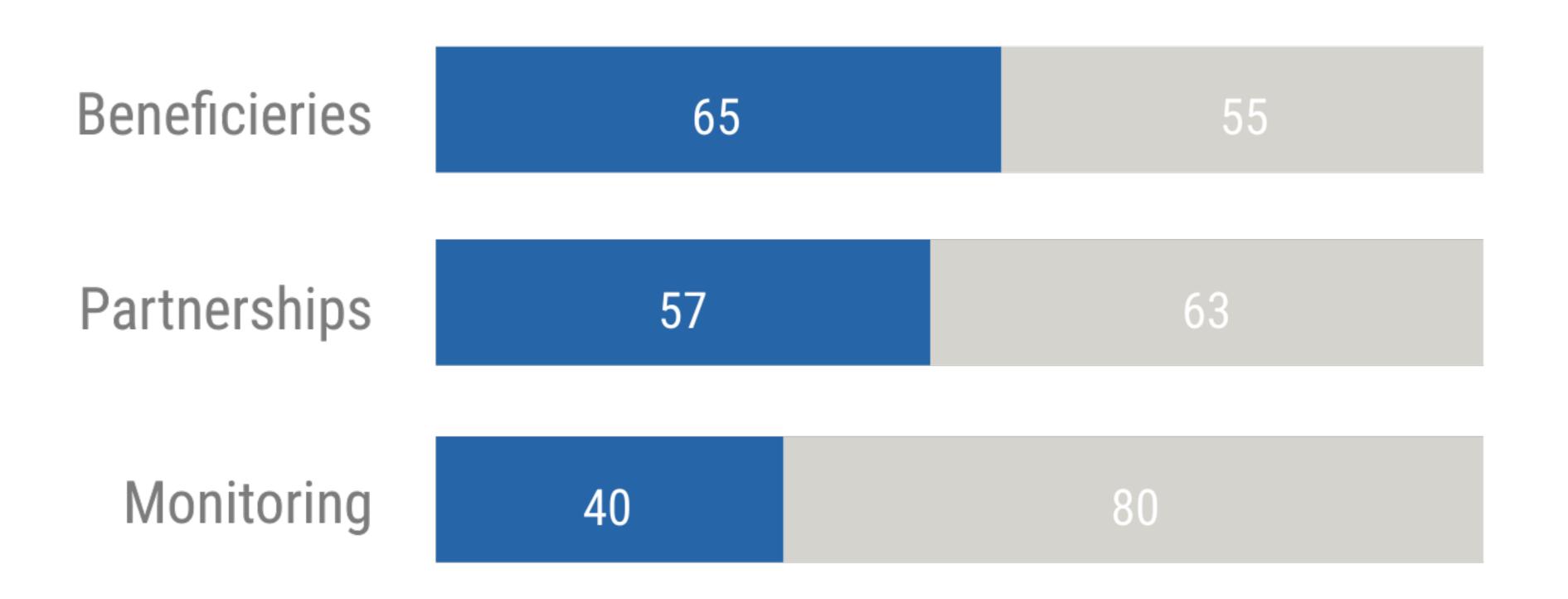
**Documentation**: During the mapping exercise, it was noted that there were inconsistencies in the quality and availability of data related to various initiatives. Some initiatives lacked systematic documentation, and the standards for required information varied among business units. However, it was observed that the CDIP projects had clear standards for documentation, which was helpful for monitoring and reporting purposes. For initiatives outside the CDIP, there is room for improvement in establishing consistent documentation standards.

The diagram shows that some initiatives were successful in providing comprehensive planning documentation, monitoring, and evaluation reports, while others only offered a high-level overview of data from business intelligence dashboards.

Although all initiatives are required to follow the approval procedures, reporting and documentation requirements differ across various business units. To ensure consistency, it would be beneficial to establish clear guidelines on project documentation and implement processes and tools to facilitate the accessibility of initiative data outside the CDIP.

Figure 12. Percentage of Initiatives with existing documentation

Documentation of Initiatives



It is encouraging to note that nearly half of the initiatives had a brief description of their beneficiaries and partners available. However, there is room for improvement as comprehensive documentation of their beneficiaries and partners was not easily accessible during the desk review process. In a third of the cases, monitoring reports were provided, which is a positive step towards ensuring transparency and accountability.

**Financial processes**: During the WIPO mapping process, it was concluded that the project-based approach could benefit from a more structured financing process. At present, project processes are handled on a case-by-case basis, which can lead to inefficiencies. To address this, it is suggested that a standardized financing procedure be established, which will help to streamline the process and ensure successful project implementation.

To ensure a successful project outcome and meet reporting obligations, it is crucial to establish exit strategies that promote a seamless transition. This approach also enables an accurate evaluation of the beneficiaries' needs leading to effective solutions.

Quality of projects: During the desk review, the evaluation team found that WIPO could benefit from additional guidance to improve the quality of its projects, especially those focused on gender transformation. While WIPO currently has some resources available such as the "Guidebook for preparation, implementation, and evaluation of Development Agenda projects" and the tools provided through the WIPO Results Based Management Cycle, there is an opportunity to incorporate recommendations from the IPGAP and literature review on Challenges for Women Inventors and Innovators using the IP System. These steps can help WIPO develop better guidance and standards, resulting in even greater success in its future work.

Having a well-defined plan is fundamental when starting a project. It is important to understand how the change will take place and what resources will be required to support it.

To accomplish this, using tools such as ToC, the logframe, or the impact pathway can be very helpful in identifying and mitigating risks, defining potential benefits for the intended audience, and clarifying any underlying assumptions. By implementing a comprehensive ToC, we can enhance our decision-making abilities and increase the likelihood of achieving success in our projects. It is crucial that we utilize these tools to drive positive change and create meaningful impacts within our communities. Further details regarding the ToC can be found on page 41. The UN Secretariat provides examples of how such online guidance or written guidance could look under the following link: https://hr.un.org/project-management/templates

#### Project Management Templates

These templates are designed to provide practical support for staff members assigned to do the dayto-day project work. You will find standard terms used in project management, the roles and responsibilities to be defined, standards of project management, guidance for the use of planning tools and methods, tips and relevant practical notes, and standard forms and checklists to be used.



Benefit Management Approach



Business case



Configuration Item



Daily Log



Change control approach



Issue Register



Lessons Log



Lessons Repo



Project Plan



Communications management approach



Issue Report



Product description

# Partners' diversification is needed to enhance the impact and sustainability of WIPO's initiatives.

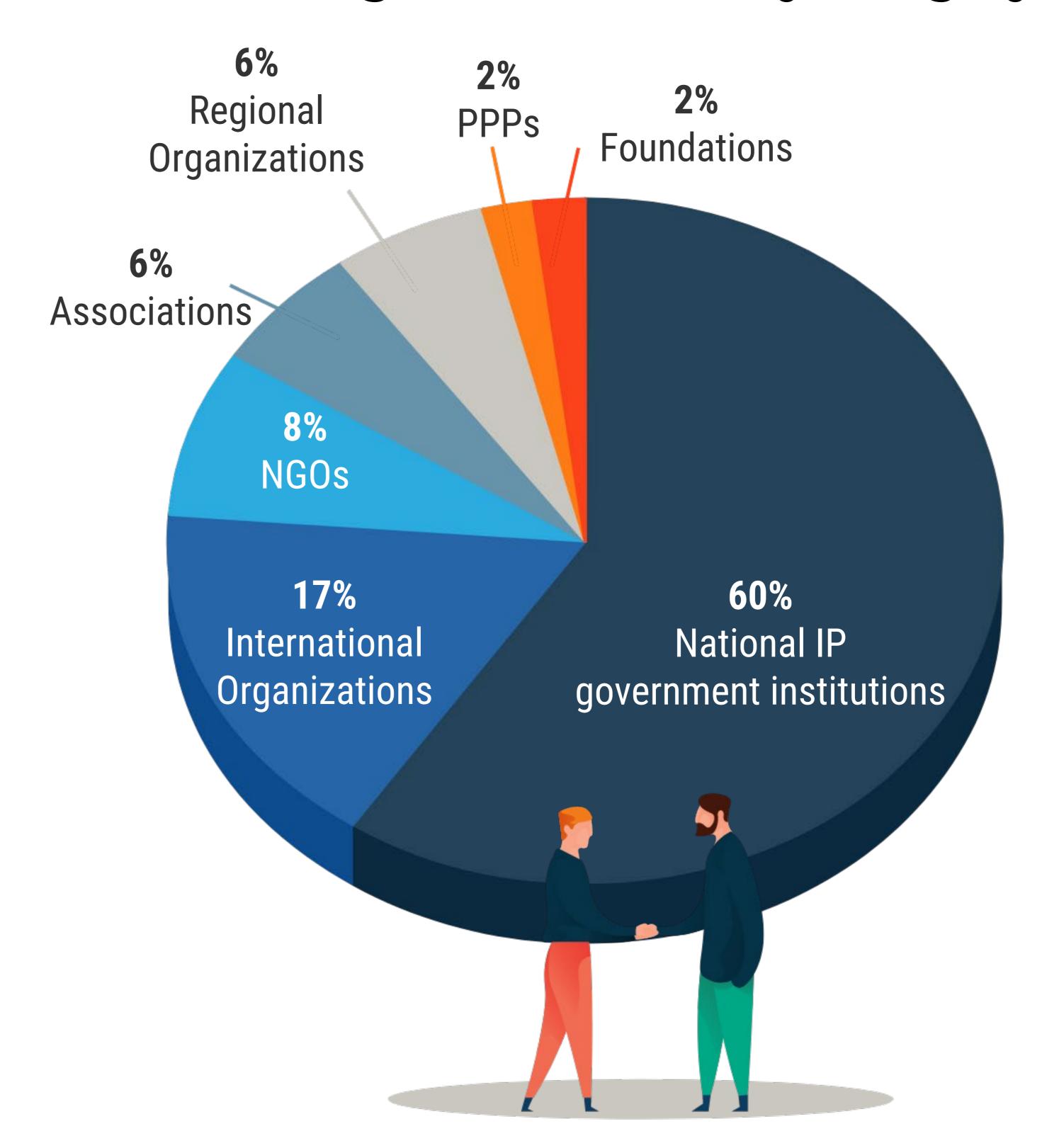
The WIPO MTSP 2022-2026 focuses on bringing people together and partnering with stakeholders to shape a better future for the global ecosystem. Partnerships play a significant role in achieving WIPO's mission of leading the development of a balanced and inclusive global IP ecosystem. WIPO recognizes that it can only achieve this mission by collaborating with partners to ensure that IP can support Member States in creating jobs, attracting investments, driving enterprise growth, and ultimately developing economies and societies for a better, more sustainable future. The WIPO Standard Operating Procedures on Partnership Arrangements involving the transfer of WIPO financial resources reflect the importance of partnerships in achieving this mission. (34)

Women entrepreneurs face complex challenges, and access to finance is a significant obstacle. However, with WIPO's potential to create linkages between national stakeholders and financial institutions, WIPO can contribute towards overcoming obstacles. Access to finance is a significant hurdle, but partnerships are the key to success.

Based on the desk review, WIPO has implemented 54 per cent of its initiatives through different types of partnership, and it will continue to prioritize them in future projects. In partnership with other institutions, WIPO will work together towards a sustainable future for the IP community. WIPO initiatives often involve collaboration with National IP offices. However, in more than a half of the initiatives, partnerships, and collaboration were made more prominent and participatory by certain Sectors.

There seems to be some miscommunication within the Organization about the definition of partnerships. Sometimes, collaboration among WIPO Sectors is considered a partnership. National IP institutions have been identified as the primary WIPO partner in 60 per cent of partnership cases. Their contributions are highly valued by the Organization and its stakeholders. However, having a diverse range of partners is crucial to make a significant impact. It is worth noting that in certain cases, the involvement of institutions in meetings or webinars was mistakenly perceived as a partnership.

Figure 13. Percentage of Initiatives by category of partnerships



Source: IOD Evaluation Section

Action plans: During the mapping exercise, none of the initiatives was able to provide a detailed action plan. However, it is understood that not every one-off initiative requires one, and each business unit knows who is responsible for what. Despite this, having clear action plans with roles and responsibilities would be helpful in improving the ownership of those involved in implementing initiatives. A project-based approach would benefit from more clarification of objectives and bringing stakeholders together to reflect and learn. In short, having a well-defined and detailed action plan can help everyone involved to work more efficiently and effectively.

Not enough of attention is paid to learning and knowledge management, which reduces the effectiveness and efficiency of WIPO. However, issues are not necessarily related to a lack of knowledge management systems but rather to limited time, as demands are high and little or no time can be dedicated to these activities.

WIPO MTSP 2022-2026 has prioritized the provision of high-quality IP services, knowledge, and data that add value to users worldwide. The foundation strives to enable its personnel to work efficiently, collaboratively, and creatively by providing adequate resources, training, and an enabling environment. These strategic objectives align with the principles of learning and knowledge management.

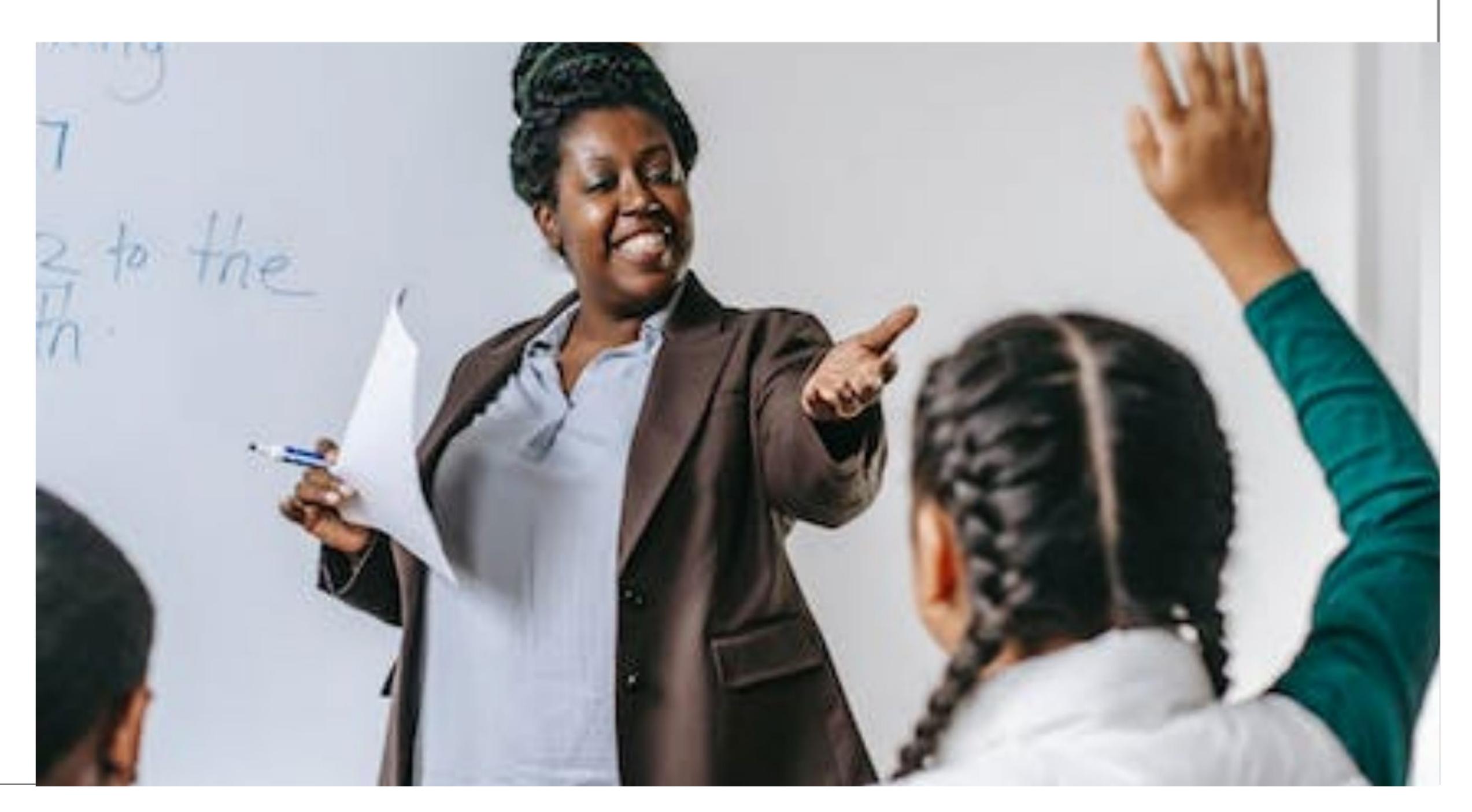
Sharing knowledge is crucial in fostering collaboration, innovation, and learning across different sectors.

Unfortunately, these practices often take a backseat due to high workloads and increasing service demands.

Consequently, a vast amount of data is generated, but not all of it can be strategically utilized for decision-making purposes.

During the mapping process, it became apparent that there was room for improvement regarding WIPO's initiatives for women entrepreneurs. It was unclear who was responsible for each initiative and its ultimate goals. The mapping also revealed that WIPO would benefit from enhanced content management and staff development to facilitate strategic knowledge creation and sharing. However, the most significant improvement required is more opportunities for collective work, as highlighted in the Knowledge Sharing evaluation conducted by IOD in 2014. (35)

To enhance knowledge sharing and lesson learning at WIPO, it is crucial to allow time in formal plans and performance evaluations for systematic feedback loops and knowledge exchanges. Although process improvements can help, these persistent issues require dedicated time for collaboration, brainstorming, and regular information sharing among colleagues. It is worth noting that these challenges were already highlighted in 2014 evaluation of Knowledge Sharing at WIPO, and they have continued to persist.



**IOD Evaluation Section, May 2023** 

# Question 3: How to improve efficiency moving forward?

Through perseverance and dedication, WIPO has achieved remarkable strides in empowering women entrepreneurs, overcoming the obstacles of limited resources and strategic guidance. Valuable insights gained over the past five years will serve to enhance future practices and processes, paving the way for even greater success. Some of the lessons learned derived from this mapping exercise include:

- To improve the design, quality, and effectiveness of initiatives, it is crucial to have explicit project expectations and requirements;
- Currently, the project-based approach could benefit
  from a more structured financing process, as it is
  handled on a case-by-case basis, which can lead to
  inefficiencies. To address this, it is suggested that a
  standardized financing procedure be established, which
  will help to streamline the process and ensure successful
  project implementation;
- Additionally, WIPO could improve the quality of its projects, particularly those focused on gender transformation, by providing additional guidance. The UN Secretariat offers examples of how such online or written guidance could look, which could be beneficial to the Organization;

- It is important to note that collaboration among WIPO Sectors is considered a partnership, and national IP institutions have been identified as the primary partner in 60 per cent of partnership cases. The contributions of these institutions are highly valued by the Organization and its stakeholders;
- None of the initiatives was able to provide a detailed action plan, which makes it difficult to improve ownership among those involved in the implementation process. Having clear action plans with defined roles and responsibilities would be incredibly helpful in this regard;
- · Sharing knowledge is also very important in fostering collaboration, innovation, and learning across different Sectors. Unfortunately, these practices can often take a backseat due to high workloads and increasing service demands. As a result, a significant amount of data is generated, but not all of it can be strategically utilized for decision-making purposes. By prioritizing knowledge-sharing, we can ensure that this data is put to good use and that we make informed decisions based on the most relevant and up-to-date information available.

WIPO makes great strides in closing the gender gap in IP and fostering a culture of equality. These measures are crucial to keep the momentum going and ensure that everyone has an equal chance to succeed.

METHODOLOGY FOR
THE SECOND MODULE
OF WOMEN
ENTERPRENEUR
IMPACT EVALUATION



# Module 2: Approach for upcoming impact evaluation of women entrepreneurs

The current mapping of Women's Entrepreneur Initiatives is the first module of the impact evaluation, that will encompass three WIPO initiatives on the subject. These initiatives were carefully selected based on several criteria and aim to address specific challenges faced by women entrepreneurs, such as limited networking opportunities, social biases, and lack of knowledge regarding their IP rights.

By empowering women entrepreneurs with knowledge and promoting the uniqueness of their products, these initiatives will help to enhance awareness and create a more supportive environment for women in business. The initiatives are the following:



1. Traditional Knowlege Program for Indigenous and Local Community Women Entrepreneurship



2. CDIP Project on Increasing the Role of Women in Innovation and Entrepreneurship: Encouraging Women in Developing Countries to Use the IP System



3. The Regional and National Development Sector Branding Project using IP for "Chobe Baskets" in Botswana To effectively plan worthwhile gender interventions, it is crucial to evaluate the impact, effectiveness, and sustainability of current interventions. This way, WIPO can learn from our experiences, and we can apply them to future planning. Conducting impact evaluations will provide invaluable knowledge and real-life examples to supplement the Evaluation team's initial approach.

Moreover, these evaluations offer an opportunity to document valuable lessons and best practices, draw comprehensive conclusions, and provide evidence-based recommendations for the continuation and expansion of programs designed for women entrepreneurs. This will ensure that WIPO's efforts align with the mission and vision of our Strategy House, which is to leave no one behind.

## What will be the objective of the second module?



• To contribute to broader evidence-based knowledge on what works, what does not work, potential gaps, good practices, and lessons learned to address the driving causes of gender disparities in IP.



 To provide a comprehensive account to Member States on WIPO's efforts to realize its Strategy House and to contribute to the achievement of the 2030 Agenda and its SDGs.



• To support decision-making aimed at improving initiatives on women entrepreneurship in the framework of the MTSP 2022-2026.



 To build trust and legitimacy across stakeholders in the IP ecosystem.

# Methods and Approach for the upcoming impact evaluation

### The benefits of impact evaluations

Impact evaluations are incredibly valuable tools for a number of reasons. Not only can they help determine the effectiveness of an intervention in addressing a particular issue, but they can also provide valuable data for future policy initiatives. The results of an impact evaluation can be used to make important decisions about whether to roll out a new initiative to a wider population, or to make changes to existing policies. Additionally, impact evaluations are an important way to hold policymakers accountable for their decisions, as they can be used to assess how effectively resources are being used to address policy issues. (36)

# The Methods and Approaches

The Evaluation Section will utilize a combination of quantitative and qualitative methodologies and tools to evaluate the impact of WIPO's initiatives. The evaluation design is non-experimental, as the IOD Evaluation Section will not incorporate a control group in the evaluation process. Consequently, the assessment will only analyze the outcomes of the population that benefited from WIPO's support. A non-experimental design is particularly useful for retrospective research in the case of WIPO, as evaluators will examine the theories or assumptions underlying the impact without controlling its implementation. (37)

Depending on the initiative, the Evaluation team uses one or a combination of the following methods:

## The Qualitative Impact Assessment Protocol (QuIP)

"Qualitative Impact Assessment Protocol (QuIP) is an impact evaluation approach, that draws on contribution analysis without a control group that uses narrative causal statements elicited directly from intended project beneficiaries.

QuIP studies provide a valuable reality check of a ToC for stakeholders to assess the social impact of their work. The evaluation process is designed to ensure that project beneficiaries' voices are heard and respected. Their experiences are at the center of the evaluation process, allowing them to share feedback in an open and credible way.

The QuIP approach involves gathering evidence of a project's impact by collecting personal stories from intended beneficiaries. Respondents are asked to reflect on the changes in their lives over a specific period, sharing the main drivers of those changes and attributing them to various sources. This ensures a comprehensive understanding of the project's impact on the community." (38)

### **Network Analysis**

When it comes to supporting female entrepreneurs, three initiatives stand out for their focus on building networks to help women thrive. To understand the value of these networks, we need to dig deeper into network theory. This theory tells us that a woman's position in a network can greatly influence the opportunities and challenges she faces. That is why the impact evaluation will take a close look at where these women stand in their networks and how that position affects everything from their beliefs to their performance. It is all about finding out how these connections can truly empower women in business. (39)

## Outcome mapping

As mentioned earlier, the Evaluation team will use various techniques to cater to WIPO's needs, one of which is outcome mapping. This approach primarily concentrates on behavioral change as a result of the intervention. WIPO works with individuals, groups, and organizations; the outcomes are changes in their behavior, actions, relationships, or activities. Although these changes might not directly result from WIPO's efforts, they are logically linked to their initiatives.

The concept of outcome mapping believes that external agents like WIPO can only facilitate the change process by providing access to new ideas, resources, or opportunities for a certain period. On the other hand, the boundary partner has control over the transformation. Outcome mapping's primary focus is on people and how positively or negatively the interventions have impacted them. (40)

## The Most Significant Change

"Essentially, the process involves the collection of significant change stories emanating from the field level and systematically selecting the most significant of these stories by panels of designated stakeholders or staff. The designated staff and stakeholders are initially involved by searching for project impact. Once changes have been captured, various people sit down together, read the stories aloud and have regular and often in-depth discussions about the value of these reported changes. When the technique is implemented successfully, whole teams of people begin to focus their attention on program impact". (41)

## Approach

The methodology will be augmented with several data collection techniques, including desk research and tools such as surveys, consultations, and workshops. Furthermore, the Evaluation team will collaborate with the business unit responsible for implementation to design the appropriate ToC or impact journey for each intervention.

The evaluation will adhere to the UNEG Norms and Standards and the Ethical Standards for Evaluators. This approach ensures that the evaluation is conducted in a professional and ethical manner, providing reliable and valid results.

The Evaluation team will use behavioral science based to build the commitment of stakeholders from the initial evaluation stage up to the design of recommendations. (42)

# The Impact Journey

## What is an impact journey?

The real name of an impact journey (or pathway) in evaluation language is the ToC. It resembles a travel itinerary designed with the best of intentions to provide tourists with an impeccable trip from the starting point to the dream destination. Like tourists, development programs or projects also have a dream destination – "impacts" – and a starting point– "activities". Like a travel itinerary, an impact journey also establishes routes and milestones to connect the starting point to the dream destination – "immediate and intermediate results" – and lists services, events and goods for a successful experience along the way – "enabling conditions".

In other words, an impact journey predicts the chain of events that would realistically unfold from activities into impacts if everything and everyone involved in the program or project's pathway function as expected. Evaluators use impact journeys or ToC because they provide a realistic view of a program or

project's intentions, capacities, and limitations, which are not always evident in its design and implementation-related documents. When using impact journeys to structure data collection and analysis, evaluators can provide program or projects team and stakeholders with findings, conclusions, and recommendations that are not only evidence-based but also truthful and relevant to their needs. Moreover, managers and teams can use it as a planning tool to guide the continuation and/or design and implementation of similar interventions.

# Why evaluate programs or projects in relation to an expected impact journey?

Despite all the planning and efforts involved in the development of a travel itinerary, tourists will often face disruptions during the trip: tires get flat, weather changes, people get sick, or the destination may not be that "dreamy," and they decide to go somewhere else. Does it mean that tourists should stop planning for an impeccable trip? Probably not. Even when their dream destination cannot be reached as expected, they will still acquire experience and return with wonderful stories and advice to share with others going on a similar trip. Frustrations will become learning opportunities to mitigate or fully avoid similar problems next time.

The same rationale applies to a program or project's impact journey. In spite of all the planning and efforts involved in its design and implementation, it will probably face disruptions along the pathway towards impacts: stakeholders' commitment decrease, beneficiaries' priorities change, turnover of capacities are high or contextual factors derail impacts. Does it mean that development programs or projects should stop aiming for greater impacts? Definitely not.

Even when they have limited or no control over the achievement of the desired impacts, these programs or projects will still generate good practices and accomplish results for the benefit of their stakeholders. They will also learn valuable lessons and identify opportunities for course correction or for mitigating or fully avoiding similar challenges in the future.

Therefore, evaluating development programs or projects in relation to their expected impact journey is a form of demonstrating their commitment and real contributions to ambitious impacts while acknowledging the challenges and limitations faced along the way, some of which they cannot control.

# What is the purpose of an impact journey of the selected initiatives?

The final version of this impact journey shall guide the initiatives impact evaluation, that will be conducted within the scope of the thematic evaluation "WIPO's Support to Advance Women's Entrepreneurship". It will support the documentation of good practices, identification of limitations and generation of lessons for the benefit of the Organization in the implementation of its MTSP 2022-2026.

## How to read the initiatives' impact journey?

It should be read from left to right; i.e., from activities to impacts, walking through a chain of immediate and intermediate results. The farther the activities "travel down" the journey, the weaker the contributions of the initiatives.

To represent WIPO and stakeholders' expectations without placing an unfair responsibility on the initiatives, impacts were divided into primary and secondary; i.e. those to which the program could realistically contribute, and those whose causal links with the program are invisible or inexistent. By doing this, the IOD Evaluation Section will be able to conduct a fair assessment of the program in relation to its north star.

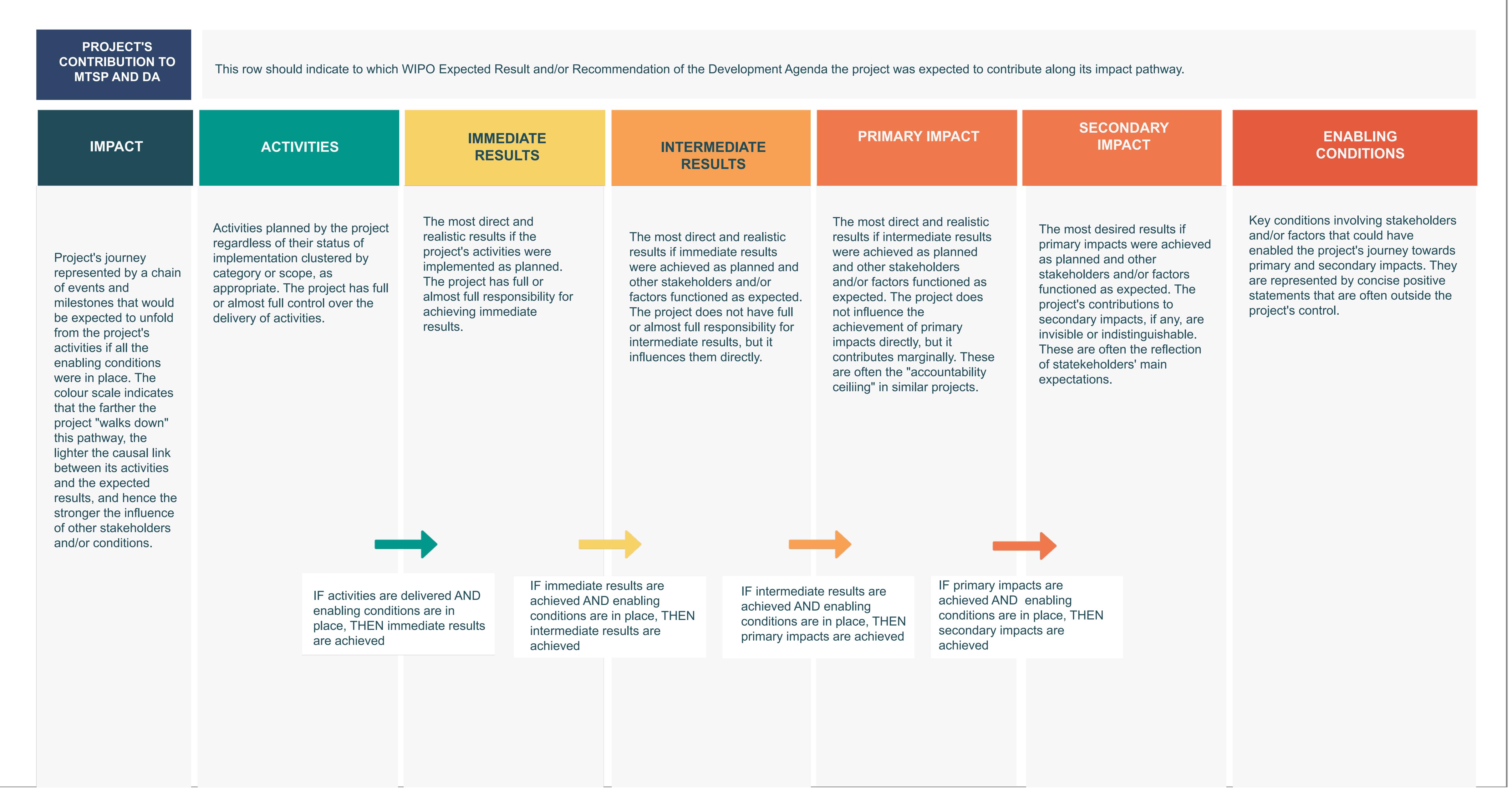
In the absence of a consolidated definition in the program's documents, primary and secondary impacts were defined according to the following: (i) primary impacts - program's accountability ceiling in view of its resources, capacities and nature of its activities and deliverables; and (ii) secondary impacts - high-level aspirations of the program's team and stakeholders, both internal and external.

Finally, the impact journey includes a list of key enabling conditions that should be in place for the program activities.

In the figure 14 below, the row on the top links each step of the impact journey to related WIPO's Expected Results. Ideally, the program's impact journey should be as generic as possible to represent the program as a whole; major differences in terms of type of activities delivered and results/impacts achieved can and must be acknowledged in the Excel file.

Figure 14: Template for developing the ToC (impact journey)

The impact evaluation will use the program's impact journey as a reference framework to assess the program's progress towards immediate results, intermediate results and primary impacts as well as its contributions to WIPO's Expected Results. It will also test the existence of the enabling conditions and assess their role during the program's implementation, and identify challenges and opportunities to advance progress towards the program's secondary impacts.



# Acknowledgement

IOD Evaluation Section wishes to express its deepest gratitude to all the nominated focal points and the staff members who have implemented the various initiatives. Moreover, we extend our appreciation to the Senior Leads for their unwavering support and collaboration during this exercise. It is through their positive and negative experiences that the Organization can learn from the past and make necessary adjustments for the future.

Additionally, we would like to thank the WIPO Senior Advisor IP and Gender Champion for their efforts in coordinating with IOD during the data-gathering process. Such collaboration has been invaluable in the success of this exercise.

Pictures in this report have been extracted from VENNGAGE, for which IOD has a license, and the WIPO website.

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**IOD Evaluation Section, May 2023** 

# ANIEXES

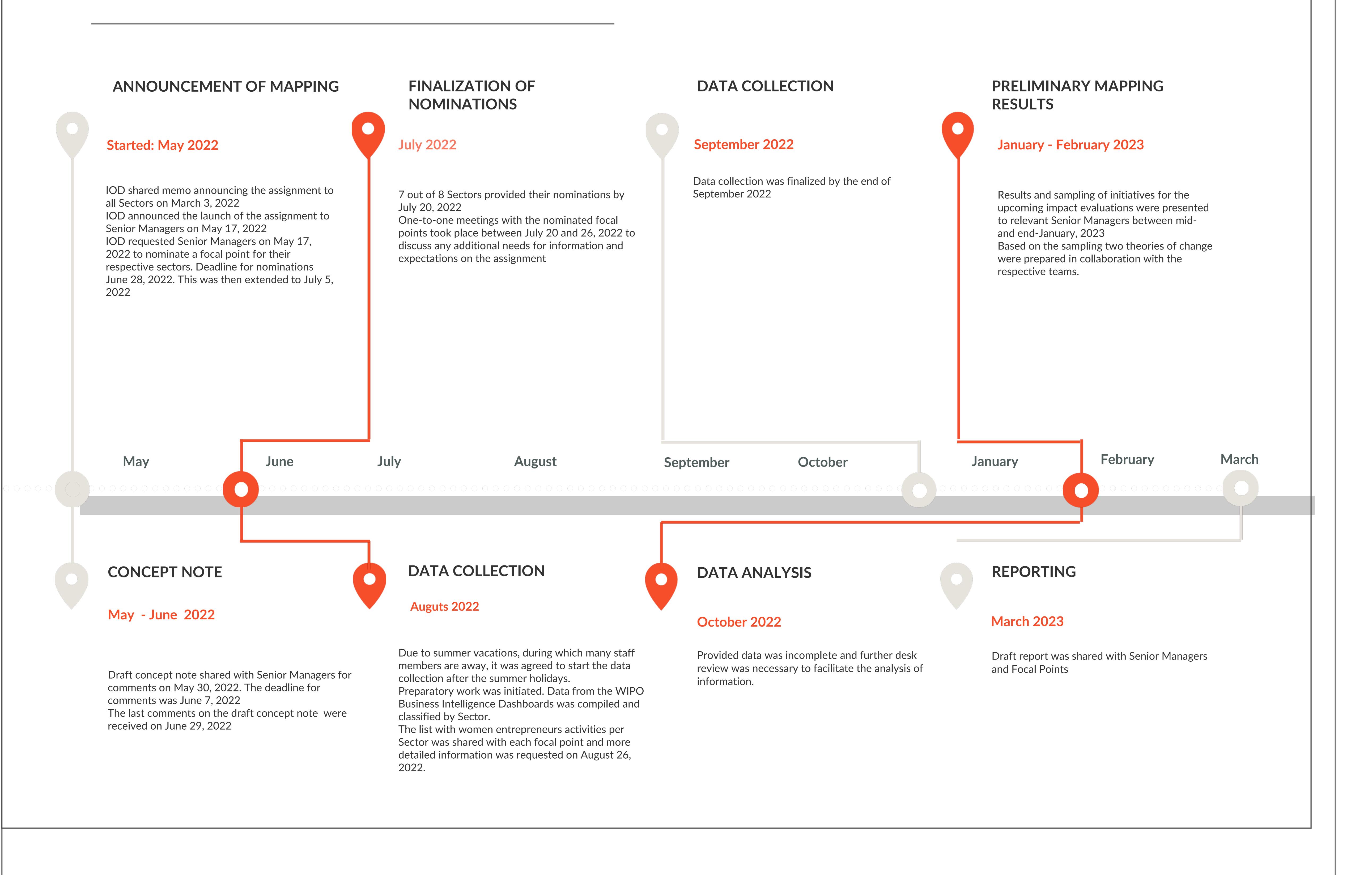


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# Annex 2: Timeframe



# Annex 3: ToC Increasing the role of women and entrepreneurship, encouraging women in developing countries to use the IP system - Part 1

#### PROJECT **OBJECTIVE**

To use the existing WIPO programs as a resource and/or model for creating or expanding a network of women inventor support programs by creating specific support programs and events for women, in close coordination and collaboration with existing national associations of women inventors and innovators.

## CONTRIBUTION TO MTSP AND DA

R12. To further mainstream development considerations into WIPO's substantive and TA activities and debates in accordance with its mandate.

R31. To undertake initiatives agreed by MS, which contribute to the transfer of technology to developing countries, such as requesting WIPO to facilitate better access to publicly available patent information.

R19. To initiate discussions on how, within WIPO's mandate, to further facilitate access to knowledge and technology for developing countries and LDCs to foster creativity and innovation and to strengthen such existing activities within WIPO.

R10. To assist MS in developing and improving national IP institutional capacity through the improvement of infrastructure and other facilities to make national IP institutions more efficient and promote a fair balance between IP protection and the public interest. This TA should also be extended to sub-regional and regional organizations dealing with

> ERIII.6. Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation. [MTSP 2016-2021]

ERIII.2 Enhanced HR capacities

able to deal with the broad

development in developing

effective use of IP for

[MTSP 2016-2021]

range of requirements for the

countries, LDCs and countries

with economies in transition.

ERIV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity. [MTSP 2016-2021]

Pillar 4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully. [MTSP 2022-2026]

Country-specific priorities on IP, gender equality and socio-economic development

R1. WIPO technical assistance shall be, inter alia, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific.

# **IMPACT**

GLOBAL

LEVEL

## **FIRST** CLUSTER OF ACTIVITIES-

Conduct literature review on the situation of women inventors,

commercializing their inventions. Collect individual stories of women inventors and innovators on their experiences in protecting and bringing to market their inventive

innovators and entrepreneurs on

their access to and use of the IP

system for protecting and

and innovative outputs.

**ACTIVITIES** 

Gather good practices, models and examples of programs and initiatives designed to support women inventors and innovators.

IMMEDIATE IMMEDIATE RESULTS RESULTS

Publish original studies highlighting challenges, examples and good practices on access to and use of the IP system by women innovators and inventors, and disseminate them within WIPO and to WIPO's stakeholders.

> on the relationship between the use of the IP system by

Internal and external stakeholders acquire deeper knowledge about the problems faced by women inventors and innovators regarding their access to and use of the IP system.

Internal and external stakeholders learn potential solutions to address the challenges faces by women inventors and innovators in their access to and use of the IP system.

High-level discussion with WIPO management and Member States countries' innovation potential and women.

PRIMARY IMPACT SECONDARY **IMPACT** 

WIPO designs and implements more projects targeting women inventors and innovators, and they are evidence-based and built on lessons learned.

> Internal and external stakeholders acquire deeper knowledge about the problems faced by women inventors and innovators regarding their access to and use of the IP system.

#### **ENABLING** CONDITIONS

WIPO's systems, processes and mechanisms to support project 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. Mentors and legal providers included in the rosters are committed to support women inventors and innovators, and do their part to keep the rosters updated.

Project 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 project's objectives, methodology and deliverables, and want to replicate and/or adapt them to local contexts and needs.

Project is fully integrated into the portfolio of the responsible Division and benefits are reciprocal; i.e., they benefit from one another in terms of knowledge, capacities, partnerships, knowledge and/or other intangibles benefits.

Both the project design and the selectoin of pilot countries derived from a comprehensive assessment of countries' needs in IP, which was conducted in collaboration and consultation with national stakeholders, including policymakers, IP experts, and women inventors and innovators.

Develop a toolkit at the end ot the project to support its replication and/or adaptation both within and outside WIPO. The tool kit included: (i) the methodology followed in the implementation of the project; (ii) the lessons learned; and (iii) the materials developed during the project [it is still an internal document; not sure if/when this will be published]

Disseminate user-friendly material to support the replication and/or adaptation of the project's methodology within and outside WIPO.

Project's methodology and related resources encourage stakeholders within and outside WIPO to enhance ongoing initiatives or develop new initiatives targeting access to and use of the IP system by women inventors and innovators.

Countries experiencing gender gap in IP replicate and/or adapt the project's methodology, activities and/or lessons.

# Annex 4: ToC Increasing the role of women and entrepreneurship, encouraging women in developing countries to use the IP system - Part 2

IMPACT	ACTIVITIES	IMMEDIATE RESULTS	INTERMEDIATE RESULTS	PRIMARY IMPACT	SECONDARY IMPACT	ENABLING CONDITIONS
	Conduct national assessments in pilot countries to: (i) identify IP-related challenges and obstacles faced by women inventors and innovators; (ii) identify supporting innitiatives and mentorship possibilities; (iii) identify a center or focal points to coordinate the delivery of IP-based support to women inventors and innovators; and (iv) provide evidence-based recommendations on IP-based support.	Establish a baseline of the situation of women inventors and innovators concerning their access to and use of the IP system in-country.	National stakeholders validate the national assessments and acquire deeper knowledge and/or awareness about the IP-related challenges faced by women inventors and innovators.  National stakeholders agree on suggestions and/or recommendations to improve IP-	Decision-makers own the suggestions and recommendations to improve IP-based support to women inventors and innovators, and implement policies, programs	WIPO's projects targeting access to and use of IP by women inventors and innovators are transformative, impactful and	Global situation and countries' socio- economic and political environment are conducive for the implementation of the project, and project's objectives and activites 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,
	Organize events in pilot countries to share findings, conclusions and recommendations of the national assessments with key stakeholders	Deliver events to present findings, conclusions and recommendations of the national assessments to a high quorum of stakeholders.	based support to women inventors and innovators.	and/or strategies to encourage women to access and use the IP system in the pilot countries.	programmatic, and contribute to country-priorities and the MTSP.	and are ready to promote exclusive services to women inventors and innovators.  Policymakers, high-level decisionmakers and IP officers are aware of
SECOND CLUSTER OF ACTIVITIES- NATIONAL	Identify knowledge gaps for women inventors and innovators in relation to the IP system, and propose activities to narrow them based on interest and needs.	Deliver training programs on the fundamentals of the patent system to a group of women inventors and innovators from the beneficiary countries.	Women inventors and innovators who benefit from the training program grow awareness and/or acquire knowledge on the fundamentals of the patent system.	Women who benefit from the training program feel empowered and act on the knowledge acquired; e.g., by using the IP system and/or by disseminating knowledge to other women.		and comply with their expected roles and responsabilities during the project's implementation, and are committed to uptaking the project's deliverables and enhancing them further to increase and sustain impacts.  Shortcomings are identified and
LEVEL	Identify institutions, centers and/or organizations with a dedicated unit and/or focal point(s) to support women inventors and innovators in accessing and using the IP system.  Organize capacity development activities for the identified units and/focal points. [didn't happen because project did not reach this level of maturity, largely due to the covid-19 pandemic]	Select focal points in the beneficiary countries and develop their capacities to better support women inventors and innovators in accessing and using the IP system.			The WIPO Division responsible for managing the project have deeper knowledge 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.  Focal points have time, resources, capacities, job stability and support from their managers to perform in the function, and their units/departments have strategies to preserve and
	Develop presentation materials for use in training workshops.  Compile existing material in WIPO that could be relevant for creating a training package.  Develop a guide on the IP issues for creating start-ups and translate into all UN languages.	Create a training package to support future workshops and training programs.	Focal points are equipped with additional capacities and resources, and hence are able to provide more tailored support to women inventors and innovators.	Capacities and resources to support women inventors and innovators in using the IP system are enhanced, strengthened and sustained over time. This may include: (i) creation of functional units/departments such as Women Innovator Resource Centers ("WIRCs"); and/or (ii) development of communication	strengthened capacities to mainstream gender into its projects, and is able to provide other teams within WIPO with knowledge and technical support in similar initiatives.	enhance knwoledge and institutional memory.  Women inventors and innovators know about - and how to access - the activities/services provided within the scope of the project, and want to participate.  Women inventors and innovators
	Map women inventors and innovators in the pilot countries, and identify those willing to mentor other women on a pro-bono basis.  Establish partnerships with universities or other stakeholders to expand the pool of potentially available mentors, as needed.	Create roster of women inventors and innovators, including volunteers to provide mentorship.		strategies to reach out to women who could benefit from the services provided.		benefitting from the project's deliverables 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.
	Identify lawyers in the pilot countries who are willing to provide legal assistance on a pro-bono basis or at discounted rates.	Roster of volunteer or affordable lawyers is created.			The number of women inventors and innovators using the IP system in developing countries	Women entrepreneurs are respected in their communities and can overcome not only gender-based and cultural constraints but also legal and
	Organize events to create opportunities for women inventors and innovators to: (i) meet and share experiences, including through mentorship programs; and (ii) identify common problems and discuss solutions. [network opportunities mainly delivered through the mentorship program due to the covid-19 pandemic]	Opportunities for women inventors and innovators to connect and network were created, particularly through a mentorship program			increase, contributing to narrow the gender gap in IP and foster female entrepreneurship.	financial barriers to start and manage their business.  Mentors and legal providers included in the rosters are committed to support women inventors and innovators, and do their part to keep the rosters updated.

Annex II follows

#### **TERMS OF REFERENCE**

Title of Assignment: Impact Evaluation of WIPO's Support to Women Entrepreneurs

Name of unit/sector: Evaluation Section of the Internal Oversight Division

Place of Assignment: Home-based, with one official mission (if necessary)

**Expected places of travel:**Botswana (if necessary)

**Expected duration of assignment:** July 17, 2023 to January 31, 2024

#### 1. The objective of the assignment

- 1. The Evaluation Section of the WIPO Internal Oversight Division (the "IOD Evaluation Section") ought to contract an evaluation expert (the "consultant") for 62 working days to conduct the impact evaluation of WIPO's Support to Women Entrepreneurs. The consultant shall deliver the products specified in the present Terms of Reference (ICS ToR) within the deadline indicated in Section 6 below, and abide by the impact evaluation Terms of Reference (IE ToR) and mapping report developed by the IOD Evaluation Section.
- 2. The Internal Oversight Division (IOD) of the World Intellectual Property Organization (WIPO) has announced plans to conduct an impact evaluation of WIPO's support to women entrepreneurs. The evaluation is scheduled to take place between July and December 2023 and will entail a comprehensive assessment of the Organization's efforts in this area. To ensure a thorough evaluation, the IOD has developed Terms of Reference (ToR) that provide a detailed overview of the evaluation's background, objectives, scope, and methodology. The ToR was prepared by the IOD Evaluation Section (IES) in collaboration with Sector Leads and Focal Points designated to follow through the assignment, starting from module one, directors and staff implementing the three shortlisted projects supporting women entrepreneurs. This evaluation seeks to learn from WIPO's implementation and enhance the impact of its Women Entrepreneurs Initiatives.
- 3. The primary objective of this evaluation is to facilitate adaptive organizational learning in order to produce further positive outcomes for individuals and communities within countries,

- 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 underlying causes of gender disparities in IP, with the ultimate goal of achieving the WIPO strategy house and relevant Sustainable Development Goals (SDGs).
- c) To provide a comprehensive account to Member States regarding WIPO's efforts to achieve its Strategy House and contribute to achieving the 2030 Agenda and SDGs.
- d) To support decision-making projects pertaining to women's entrepreneurship in the IP field.
- 4. The IES will engage in close collaboration with the Traditional Knowledge Division, the Division for Africa, and the IP for Business Division. The impact evaluation will encompass the developments of the three selected projects within WIPO and in beneficiary countries from their completion to the present time. The specificities of each project and the context in which they were implemented will also be taken into account.
- 5. The purpose of this evaluation is to serve as a valuable tool for learning and to identify best practices that can be replicated in future projects aimed at supporting women entrepreneurs. To this end, two projects have already been concluded, and the ongoing Women Entrepreneurship Program (WEP) is expected to provide invaluable insights into the way forward. Additionally, the evaluation will review current improvements in project management procedures and practices under the Regional and National Development Sectors, as well as other sectors. The main aim of this is to enhance the quality of WIPO projects from a forward-looking perspective. By doing so, we hope to streamline and optimize our efforts to support women entrepreneurs in the future.
- 6. The evaluation will consult with national stakeholders and beneficiaries of the projects and undertake a visit to Botswana to evaluate the effects of the intervention. Given that the WEP and the initiative to Increase the Role of Women in Innovation and Entrepreneurship are global projects, consultation with national stakeholders is expected to provide a more comprehensive understanding of the project's results.
- 7. The evaluation will foster inclusive participation and seek to address power relations by including women and men from marginalized and/or discriminated groups in the evaluation process, when needed. The evaluation will ensure respect for cultural sensitivities by acknowledging the complexity of cultural identities, recognizing power dynamics, eliminating bias in language and employing culturally appropriate methods for the evaluation.
- 8. When needed, the evaluation will identify contextual constraints and opportunities in relation to gender equality, as well as the capacities to reach out equally women and men and to promote gender equality. In addition to identifying gender roles and gender relations and differentials at work and in life in terms of the division of labor, and access and control over resources and benefits. The evaluation will collect and analyze sex-disaggregated data and make use of commonly used gender frameworks such as the Harvard Analytical Framework, the gender planning framework, the social relations framework and the women's empowerment framework.

- 9. The evaluation results will be used to inform the Director General, the senior managers and directors, and staff members supporting women entrepreneurs' projects to make evidence-based strategic decisions.
- 10. The core evaluation team will consist of Julia Engelhardt, Senior Evaluation Officer, and an external evaluator. The team will be responsible for conducting the evaluation in accordance with the ToR, ensuring that all relevant data is gathered and analyzed, and making recommendations to improve WIPO's support to women entrepreneurs. The evaluation is expected to provide valuable insights into the effectiveness of WIPO's current projects and inform future efforts to promote gender equality and women's entrepreneurship.

#### 2. Main deliverables

#### Deliverable 1: Evaluation methods and tools

11. The consultant shall prepare a short document including details on the methodology for the impact evaluation, the list of stakeholders to be included during the evaluation process and the evaluation tools such as interview protocol template, survey questions, and most importantly evaluation question matrix. Departing from the IE ToR and the mapping report, the consultant will conduct preliminary desk review and interviews with WIPO with the three projects and other relevant stakeholders to produce deliverable 1.

#### Deliverable 2: Theory of change capacity development

12. Under the overall guidance and in collaboration with the IOD Evaluation Section, the consultant will collaborate closely with the three project teams and the Division for Latin America and the Caribbean in developing their impact journeys, specifically the Theory of Change (TOC), to advance the ongoing efforts to enhance project quality. These working sessions will be tailored to facilitate the creation of TOCs, to strengthen the capacity of the four teams in TOC design.

#### Deliverable 3: Draft report

- 13. The consultant shall prepare the impact evaluation's draft report under the overall guidance of the "management team" and in collaboration with the IOD Evaluation Section. To prepare the draft report, the consultant shall implement the methodology described in deliverable 1 and take responsibility for the following: leading data collection, analysis and triangulation; ensuring an inclusive, participatory and consultative evaluation; respecting diversity and mainstreaming human rights; and keeping records of interviews and consultations.
- 14. The IOD Evaluation Section will provide the consultant with the draft's report template. The draft report should be written in English, respond to all the evaluation questions proposed in ToRs, and include at least the following:
  - ✓ Brief background.
  - ✓ Purpose, objectives and scope.
  - ✓ Description of the methodology implemented, methodological limitations and adopted mitigation measures.

- ✓ Findings, conclusions, recommendations, if any and good practices/lessons learned supported by solid evidence, including an annex with summary findings from the in-depth case studies.
- 15. The draft report should be concise; details and additional supporting evidence should be included as annexes in the final report. To the extent possible, the draft report should be engaging, visually attractive and easy to read.
- 16. The draft report will be submitted to relevant stakeholders for review, comments and validation of findings, conclusions and good practices/lessons learned; an informal presentation could be delivered before its formal submission.

#### Deliverable 4: Final report

17. The consultant shall finalize the report under the overall guidance of the IOD Evaluation Section, following the <u>UNEG Quality Checklist for Evaluation Report</u>. The final report should address stakeholders' comments and incorporate them to the extent possible; it should also include a brief executive summary and relevant annexes.

#### Additional considerations

18. The consultant may be assigned with other tasks if necessary, respecting the duration of his contract (including number of working days) and the evaluation timeframe.

#### 3. Description of duties

- 19. The consultant shall report to the IOD Evaluation Section. The consultant will be responsible for refining the impact evaluation design and leading data collection, data analysis, data triangulation and report writing. The consultant shall submit all the deliverables to the IOD Evaluation Section for quality assurance and approval.
- 20. The consultant shall abide by the UNEG Norms and Standards and Ethical Guidelines for Evaluations; therefore, he shall sign the pledge of ethical conduct in evaluation and a declaration of conflict of interest. In case of difficulties, uncertainties or concerns, the consultant shall report immediately to the management team for guidance or clarification.

#### 4. Reporting

- 21. The consultant shall submit the **deliverables 1** by August 11, 2023.
- 22. The consultants shall present the preliminary findings, conclusions, and good practices/lessons learned to relevant stakeholders by End-October, 2023.
- 23. The consultant shall submit the **draft report** addressing stakeholders' pertinent comments to the IOD Evaluation Section by November 27, 2023. The IOD Evaluation Section shall provide quality assurance within three working days and share it with relevant stakeholder for comments providing them with 10 working days for comments. Stakeholders shall submit their review and comments by December 15, 2023. The consultant shall revise the report to address the comments received to the extent possible, and submit its final version for quality assurance and approval by December 22, 2023. The contract concludes with the presentation of the final report.

#### 5. Condition of service

24. The consultant will be offered a Contract for the Services of an Individual Contractor (ICS), as detailed in the WIPO Staff Regulations and Rules. WIPO is entitled to all intellectual and other property rights deriving from this exercise.

#### 6. Duration of contract and payment

25. The total duration of the evaluation is equivalent to 62 working days, distributed as follows:

EVALUATION PLAN		Ju	ıly			Aug	gust		September				October			November				December				January				External consultant	Consultant 2	JE	AR	
												20	23												<u> </u>	20	24					
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4				
							Delive	erabl	e 1:	Eval	uatio	n M	etho	ds an	d To	ols																
Initial interviews													Г																1		4	1
Drafting evaluation questions matrix, surveys and reviewing process																													5		1	1
Document review																													10		4	0
Inception interviews																													4		2	1
								Alloc	atior	n of o	days	for d	elive	rable	1														20		11	3
							D	elive	rable	2:	Capa	city [	Deve	lopm	ent																	
Tailored made capacity development sessions on the TOC																													2		3	1
								Alloc	atior	n of o	davs	for d	elive	rable	2														2		3	1
											_		Rep																		$\top$	П
Semi-structured Interviews																													8		5	2
Field visit to Botswana																													6		6	5
Network analysis Traditional Knowledge																														15	5 4	2
Data collation and analysis																													10		4	П
Validation workshop																													1		1	1
Drafting of report																													10		3	3
Delivery of draft report																													1		1	1
Allocation of days for deliverable 3										36	15	24	14																			
									Delive	erab	le 4:	Fina	l rep	ort																		
Comment on and revision of draft report																													3		3	1
Report finalization and presentation																													1		1	1
								Alloc	atior	n of o	days	for d	elive	rable	4										_				4		4	2

- 26. The consultant's fee will be paid in line with the following schedule and upon approval by IOD Evaluation Section of the deliverables mentioned in this ToR.
  - ✓ Upon approval of evaluation methodology and tools: 20%
  - ✓ Upon approval of the draft report and TOC capacity building tailored session: 40%
  - ✓ Upon approval of the final report: 40%.

#### ANNEX III: REFERENCE LIST DESK REVIEW

- 1. B. Lesolobe, Project Implement Strategy, Branding Project for Chobe Baskets, WIPO, Kasane, Botswana, September 17, 2019
- 2. Planning Meeting and the First Training Workshop for a Branding Project Using Intellectual Property (IP) for "Chobe Baskets", WIPO CIPA MITI, JPO, September 16-19, 2019, Document: WIPO/IP/BBK/19/INF/1 PROV. Kasane, Botswana, October 11, 2019
- 3. WIPO, Conclusion of the IP and Branding Strategy for Chobe Baskets Project, March 1, 2023, Geneva, Switzerland
- 4. 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
- 5. WIPO, Basket Branding in Botswana Moves Forward, March 6, 2020, Geneva, Switzerland
- 6. WIPO, A Brand-new Branding Project for Baskets Made in Botswana, October 2, 2019, Geneva, Switzerland
- 7. K. Baitsemi, Intellectual Property and Trademarks, CIPA, Kasane, Botswana, September 17, 2019
- 8. K. Letsholo, Intellectual Property Protection Crucial, Kasane, Botswana, November 20, 2022
- 9. D. Tang, LinkedIn Post, WIPO, Geneva, Switzerland, April 2023
- 10. B. Lesolobe, South-South and Triangular Cooperation as a Mechanism for Enhancing Education in IP. The Case of Botswana's Chobe Basket, Palm Consult, Gaborone, Botswana
- 11. D. Hales, An Introduction to Triangulation, UNAIDS, Monitoring and Evaluation Fundamentals, Geneva, Switzerland
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- 13. K. Sibanda, Women Entrepreneurship in Botswana: Characteristics of their Enterprises and Contributions to Economic Development, University of South Africa, July 2022
- 14. CIPA Annual Report 2019/2020, Gaborone, Botswana
- 15. WIPO, IP and Branding Strategy for Chobe Basket Producers, Division for Africa, Geneva, Switzerland
- 16. B. Lesolobe, Chobe Baskets, branding project, Progress Report: Phase II, Botswana, March 3, 2020
- 17. Department for Co-operative Development, Chobe Basket Weavers Co-operative Union Limited, Branding Project using Intellectual Property for "Chobe Baskets" in Botswana, June 16, 2021
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- 20. WIPO, Division for Africa, Chobe Basket Project Budget and Expenditure 2020-2023, Geneva, Switzerland
- 21. OECD (2021), Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris, <a href="https://doi.org/10.1787/543e84ed-en">https://doi.org/10.1787/543e84ed-en</a>.
- 22. IMP-ACT, (Qualitative in-depth individual impact assessment protocol (QUIP), Practice Notes, ISSN: 1740-4711 NUMBER TWO 2004
- 23. H. Tilley, L. Ball, C. Cassidy, Research Excellence Framework (REF) impact toolkit, Overseas Development Institute, UK, 2018
- 24. D. Molebatsi, Periodic Report on the Convention (cycle 2020-2024), UNESCO, Botswana, December 15, 2023
- 25. United Nations, Solidarity, Equity and Partnership: Unlocking South-South Cooperation to Achieve the SDGs, September 12, 2023
- 26. United Nations, What is South-South cooperation and why does it matter? March 20, 2019
- 27. WIPO Medium Term Strategic Plan (MTSP) 2022-2026, Program and Budget Committee, Thirty-Second Session, Geneva, June 7, 2021
- 28. London School of Economics Political Science: Public Policy Analysis (2023), Non-Experimental Design, London, UK
- 29. Bath Social & Development Research Ltd., BSDR Briefing Paper: QuIP, July 2017, https://bathsdr.org/wp-content/uploads/2017/09/Revised-QUIP-briefing-paper-July-2017.pdf
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- 31. WIPO Intellectual Property (IP) and Gender Action Plan The Role of IP in Support of Women and Girls, Geneva, Switzerland
- 32. WIPO, Guidebook for preparation, implementation and evaluation of Development Agenda projects, Geneva, Switzerland
- 33. UNEG, Ethical Guidelines for Evaluation
- 34. UNEG, Norms and Standards, 2016
- 35. WIPO Core Values and Organizational Competencies, Geneva, Switzerland

[Annex IV follows]

#### **ANNEX IV: EVALUATION QUESTIONS MATRIX**

Evaluation question and sub-questions	Methods	Sources								
1. Relevance. Relevance refers to "the extent to which the intervention and priorities, and continue to do so if circumstances change."	objectives and design respond to ben	neficiaries'34, global, country, and partner/institution needs, policies,								
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. QuIP, Key Informant Interviews	MTSP 2022-2026; QuIP Diagrams; interviews with Dep of Cooperative								
1.2. The level to which the initiatives have tackled the underlying reasons for gender-based disparities and supported women's empowerment.	1.2. QuIP, Interviews, 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 institu	ution.								
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. QuIP, Key Informant Interviews	MTSP 2022-2026; QuIP Diagrams; interviews with Dep of Cooperative								
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)? What would be the optimal approach for improving the project	3.2. Interviews, desk review.	Project management Approaches								
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								

<sup>&</sup>lt;sup>34</sup> 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.

Evaluation question and sub-questions	Methods	Sources									
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. QuIP, Interviews	Theory of Change, QuIP diagrams									
<ul><li>4.2. Have they produced or are likely to produce unintended results?</li><li>4.3. Are results aligned with the Program and Budget and MTSP 2022-2026?</li></ul>	4.2. QuIP, interviews, 4.3. Interviews	QuIP diagrams									
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. QuIP, Key Informant Interviews.	Theory of Change, QuIP diagrams									
5.2. To what extent have they achieved or are likely to achieve intended or unintended impacts, positive or negative?	5.2. QuIP, Key Informant Interviews.	Theory of Change, QuIP diagrams									
5.3. Do they address the key causes of gender disparities in IP?	5.3. QuIP, Key Informant Interviews.	QuIP diagrams, 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; QuIP diagrams									
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."											
<ul><li>6.1. What does sustainability mean to the sampled projects?</li><li>6.2. Did the projects enhance local ownership and capacity to influence</li></ul>	<ul><li>6.1. QuIP, Key Informant Interviews.</li><li>6.2. QuIP, Key Informant Interviews.</li></ul>	QuIP diagrams     QuIP diagrams									
gender dynamics? 6.3. To what extent are the impacts resulting from the projects likely to be sustainable?	6.3 QuIP, Key Informant Interviews.	QuIP diagrams									

[End of Annexes and of Document]