

Evaluation of WIPO Match

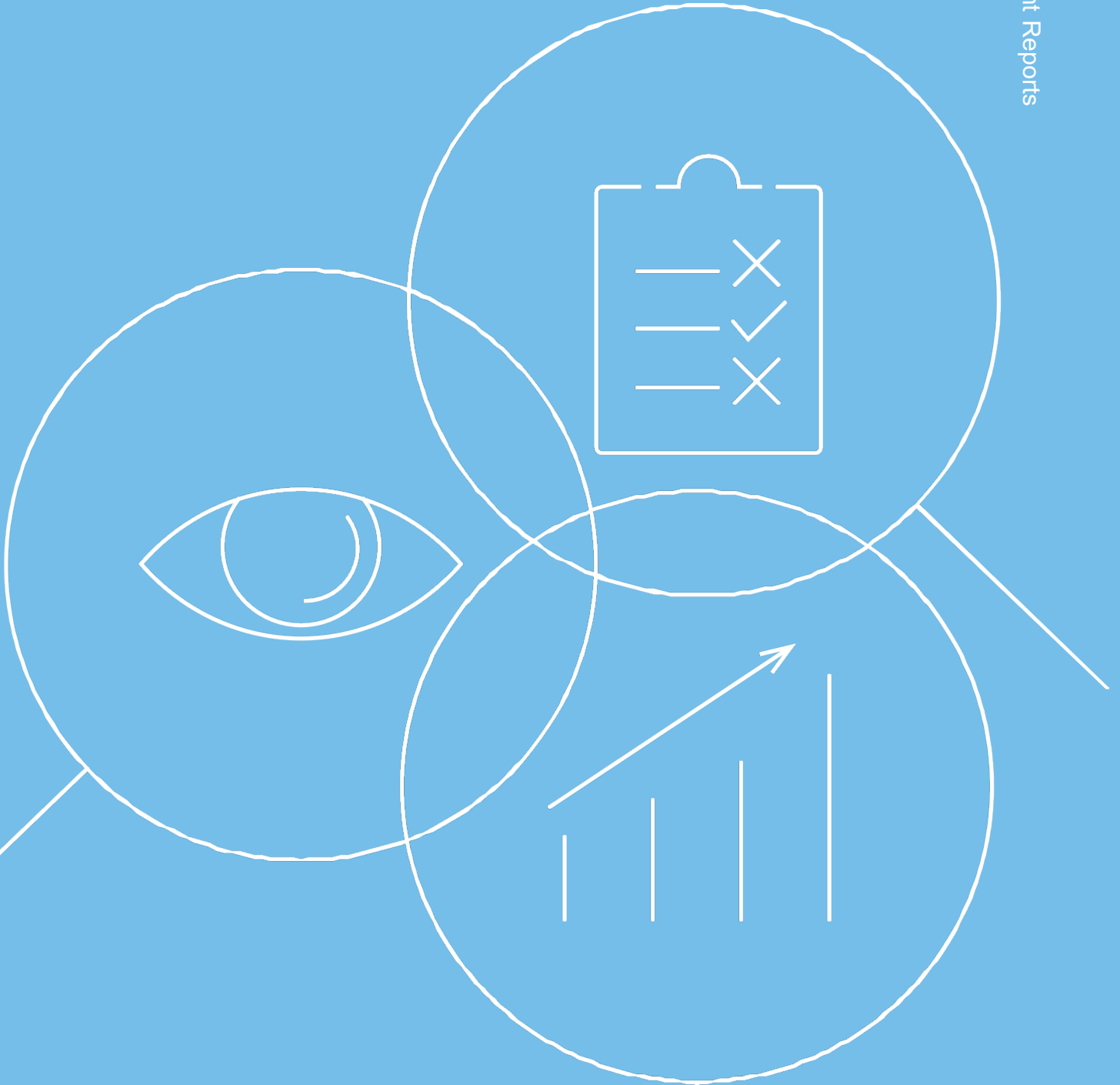


TABLE OF CONTENTS

LIST OF ACRONYMS	2
EXECUTIVE SUMMARY	3
1. INTRODUCTION	5
2. EVALUATION APPROACH AND METHODOLOGY	5
(A) EVALUATION PURPOSE AND USERS	5
(B) EVALUATION QUESTIONS	5
(C) EVALUATION SCOPE.....	6
(D) EVALUATION APPROACH	6
(E) LIMITATIONS AND STRATEGIES FOR ADDRESSING THE LIMITATIONS	7
3. RELEVANCE	7
(A) PROJECT ADAPTABILITY	9
(B) GENDER.....	11
(C) GLOBAL NEEDS AND PRIORITIES	12
(D) ALIGNMENT WITH INSTITUTIONAL STAKEHOLDERS PRIORITIES	14
(E) ALIGNMENT WITH THE NEEDS OF PROVIDERS, SEEKERS, SUPPORTERS, AND COLLABORATORS	15
4. EFFECTIVENESS	16
(A) RESULTS ACCORDING TO THE THEORY OF CHANGE	17
(B) RESULTS ACHIEVEMENT ACCORDING TO THE WIPO PROGRAM PERFORMANCE REPORT	19
(C) OUTCOMES BEYOND THE WIPO PERFORMANCE REPORT	20
(D) OUTCOMES ACCORDING TO TOC.....	22
(E) MEMBERSHIP MODEL AND VALUE PROPOSITION.....	24
(F) CONNECTIVITY	25
(G) VISIBILITY	26
5. EFFICIENCY	27
(A) WIPO MATCH GOVERNANCE	27
(B) WIPO MATCH NETWORK STRUCTURE	28
(C) ROLES IN WIPO MATCH.....	29
(D) WIPO MATCH DIGITAL PLATFORM	31
(E) RESOURCES	31
(F) COMMUNICATION	32
(G) WIPO MATCH MONITORING	33
6. RECOMMENDATIONS	34
ANNEXES	36

LIST OF ACRONYMS

CAF	Development Bank of Latin America
CDIP	Committee on Development and Intellectual Property
COVID-19	Coronavirus Disease 2019
DA	Development Agenda
DDG	Deputy Director General
HRMD	Human Resources Management Department
IsDB	Islamic Development Bank
IOD	Internal Oversight Division
IP	Intellectual Property
NGO	Non-Governmental Organization
SG	Strategic Goal
SDG	Sustainable Development Goals
TFM	Technology Facilitation Mechanism
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
UNEG	United Nations Evaluation Group
UNOSSC	United Nations Office for South-South Cooperation
WIPO	World Intellectual Property Organization
WPR	WIPO Performance Report

EXECUTIVE SUMMARY

1. The World Intellectual Property Organization's (WIPO) Evaluation Section undertook the evaluation of the WIPO Match covering the period from 2016 to 2020. The purpose of this evaluation was formative and focused on finding learning opportunities and program improvement. More specifically, the evaluation strived to assess the achievement of the database's results against its strategic aims, with a specific focus on its promotion strategy and reaching out to potential target users. Apart from the identified general lessons learned and good practices the evaluation provided recommendations on developing additional value-added services that complement the ones already provided by the platform.
2. The major findings of the evaluation are as follows:
 - (a) WIPO Match is in line with WIPO's strategic priorities. It was developed in response to a request from the CDIP (Committee on Development and Intellectual Property) and aligned to recommendation nine of the Development Agenda (DA). In addition, WIPO Match is in line with other WIPO Strategic Goals (SGs) II, III, and IV contributing to the delivery of WIPO's expected results;
 - (b) The project design uses a narrow definition of results that focus exclusively on the number of matches. Consequently, the project is under-reporting and leaving outside the quality of the network connections, the richness of the network, and the contributions resulting from the commitment, diversity, or visibility of the network;
 - (c) WIPO Match's value proposition has evolved over time. It includes an amalgam of services and proposals that the project cannot realistically deliver with the existing capacities and resources to all platform members. Currently, services and feedback from WIPO Match do not reach all seekers limiting the potential for widespread impact of the project;
 - (d) WIPO Match involves the business sector, academia, innovation hubs, government institutions, and multilateral international organizations, national and regional Intellectual Property (IP) offices. However, the evaluation also found that membership criteria are not clear enough to fully unfold the platform's full potential;
 - (e) The WIPO Match web platform technology is outdated, and it does not comply with today's platform standards. The existing web platform limits the project team's efficiency, as several tasks need to be done manually; and
 - (f) Despite the above challenges, the evaluation found that WIPO Match has maximized the use of resources to the extent possible. For instance, the investment made to strengthen the collaboration between WIPO Match and the Islamic Development Bank (IsDB) cost the Organization 455 Swiss francs and about three working days. The return of investment resulted in two matches, with a total amount of USD 450,000 granted by the IsDB to two seekers. In some cases, the return of an investment can have a financial value, and a figure can be allocated. In other cases, the return of investment is more difficult to calculate, such as bringing WIPO higher in the discussion regarding the Sustainable Development Goals (SDGs). This has contributed to the Organization's visibility, but it may not be useful to assign a financial figure to it. Nevertheless, there are significant efficiency challenges related to the context in which WIPO Match operates, which need to be addressed by the Organization, as they go beyond project management and require high-level guidance and leadership.
3. Based on the findings of the evaluation, the following recommendations were made:

- (a) The Sector Lead, jointly with the Project Manager, should strengthen WIPO Match by establishing a governance structure for decision making and formalizing reporting mechanisms on interim results, challenges and lessons learned;
- (b) With the leadership of Sector Lead and in consultation with relevant stakeholders, the Project Manager should develop a strategy for the effective and efficient management and sustainability of the WIPO Match; and
- (c) The Sector Lead, jointly with the Project Manager and in collaboration with the Human Resources Management Department (HRMD), should revise the job descriptions of WIPO Match staff members to reflect actual duties and responsibilities. Moreover, they should provide adequate resources to realize the vision articulated in the strategy document. Possibly the upgrade of the database might be required to ensure that it is fit for purpose.



1. INTRODUCTION

4. The present report describes the evaluation results, approach, and methodology for the evaluation of WIPO Match. The evaluation was conducted between December 2020 and April 2021.

2. EVALUATION APPROACH AND METHODOLOGY

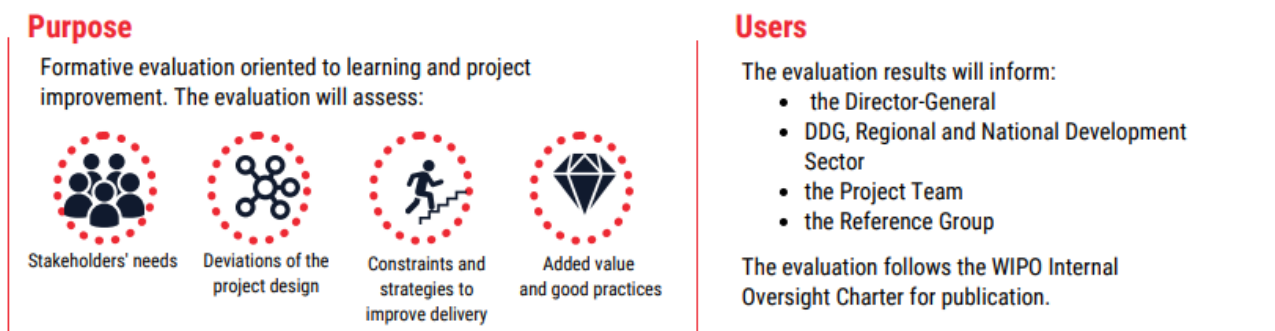
5. The Development Agenda Division evaluated the WIPO Match project in 2012¹. This is the second evaluation of this project. It is intended to provide further insights to facilitate management decisions to enhance its effectiveness and create learning opportunities for the Unit implementing team.

6. An evaluation is a systematic, objective, and impartial assessment to determine the relevance and fulfillment of broader policy objectives and specific targets² and enable policy influencing. This evaluation adheres to and utilizes the United Nations Evaluation Group (UNEG) norms and standards on evaluation criteria³.

(A) EVALUATION PURPOSE AND USERS

7. The purpose of this evaluation was formative and oriented to **learning and project improvement**.

Figure 1: Evaluation Purpose and Users



(B) EVALUATION QUESTIONS

8. During the inception phase, further consultations took place to refine the Terms of Reference (ToRs). As a result, the evaluation was tasked to respond to the questions below, which were designed in collaboration with the former Development Sector's Deputy Director General (DDG), the former Project Director, the implementing staff, and the reference group.

(a) Relevance: To what extent has the project design addressed the needs of its partners, users, and beneficiaries, in line with WIPO's mandate, in particular for recommendation nine of WIPO's DA? To what extent members of the platform were able to shape and express their needs (demand) to be met by WIPO Match?

¹ WIPO Document CDIP/10/3. Evaluation of the Project on IP Development Matchmaking Database (IP-DMD). (2012)

² IOD Evaluation Policy, IOD/EP/2016

³ Organization for Economic Co-operation and Development – Development Assistance Committee (OECD – DAC)

(b) Coherence: To what extent does the project address the synergies and interlinkages between the intervention and other type interventions carried out by WIPO and coordination with other external institutions? How can these be enhanced?

(c) Effectiveness: To what extent has WIPO achieved the project aims and expected results? To what extent does WIPO Match deliver the right value proposition to members of the platform (supply)?

(d) Efficiency: To what extent has the project converted inputs into results in the most effective way possible and on time?

9. The evaluation briefly touched upon impact evaluation criteria.

(C) EVALUATION SCOPE

10. The evaluation scope covers the last three biennia of 2014/15, 2016/17, and 2018/19. It also partially covers the 2020/21 biennium, focusing on the possible implications of COVID-19.

Figure 2: Evaluation Scope



(D) EVALUATION APPROACH

11. The evaluation applied a participatory approach to identify opportunities for learning and innovation to the extent possible. Moreover, the evaluation identified good practices that could contribute to maximizing results achievement.

12. The methodology adopted for this evaluation is designed to meet the requirements and expectations set up by the Terms of Reference (ToRs). The evaluation was undertaken using the UNEG Evaluation Standards. A mixed approach, including collecting and analyzing qualitative and quantitative methodologies was used to produce findings and recommendations.

13. The evaluation focused mainly on assessing the relevance, coherence, and effectiveness of the project, according to criteria defined by the UNEG Evaluation Standards as follows:

Figure 3: Evaluation Criteria



14. In addition, the evaluation touched upon efficiency evaluation criteria where applicable.

(E) LIMITATIONS AND STRATEGIES FOR ADDRESSING THE LIMITATIONS

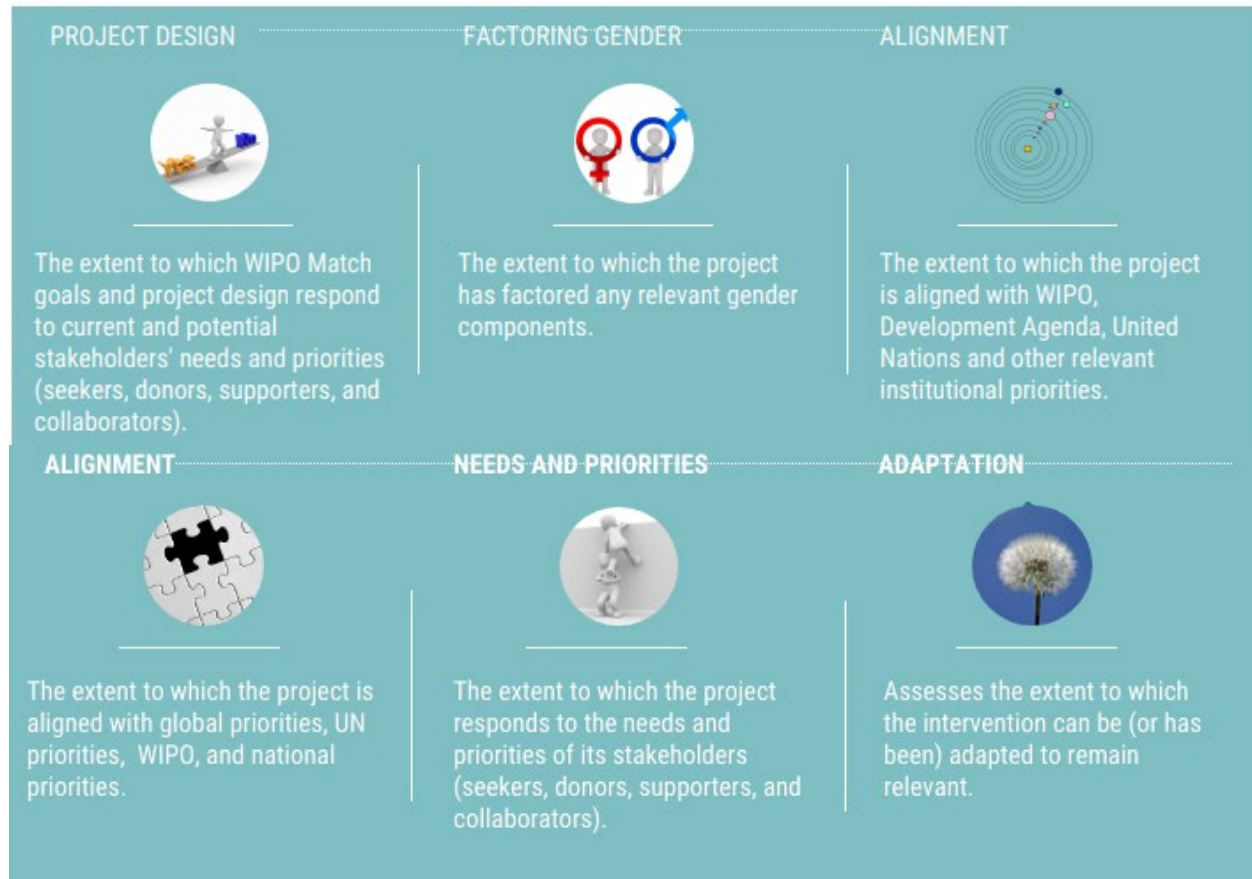
15. Several limitations had to be overcome during the evaluation, namely:

Limitations	Strategies
<p>WIPO was and is still undergoing a significant restructuring process. As a result, a new Sector Lead and Director in charge of WIPO Match were appointed when the evaluation was reaching its final phase.</p>	<p>Internal Oversight Division's (IOD) Management held some meetings with the new DDG of the Regional and National Development Sector. In one of the meetings, the new Director in charge of WIPO Match was also in attendance. It also met with the new Director General to present the evaluation's ToRs and gather his views.</p>
<p>The newly appointed Regional and National Development Sector advised not to embark on a broad stakeholders' consultation, as the timing was unsuitable. In addition, it felt that stakeholders had many other priorities to deal with, considering the restructuring and the COVID-19 restrictions.</p>	<p>The evaluation reduced the consultation scope and focused on 26 qualitative stakeholders' interviews. In addition, to compensate for the absence from surveys, the evaluation undertook in-depth desk research, secondary data verification, and validation.</p> <p>In addition, the theory of change was elaborated, and project data accuracy was verified with external sources to confirm its validity and reliability.</p>
<p>Essential data such as the number of beneficiaries, gender disaggregation, and specification of the services provided for all connections, among other characteristic data, were limited.</p>	<p>The evaluation section undertook extensive desk research to gather to the extent possible information about the end beneficiaries and disaggregation of data related to members of the network.</p> <p>It is to note that the absence of disaggregated data is not specific to WIPO Match; this is a recurrent issue within the Organization.</p>
<p>The raw data provided, which consisted of a series of correspondence, publications, records, videos, leaflets, and general news, needed to be further organized according to meaningful outputs and outcome indicators. In addition, it was a challenge to classify the information by year to assess the evolution of events and results.</p>	<p>This is also a recurrent issue within the Organization and reduces the efficiency of the evaluation process. Nevertheless, the evaluation staff dedicated sufficient time to reconstruct the information until a more complete picture of interventions was recreated.</p>

3. RELEVANCE

16. To respond to what extent the intervention objectives and design address stakeholders' needs and priorities and continue to do so if circumstances change, the evaluation assessed the following six aspects:

Figure 4: Relevance aspects



17. Based on desk review and stakeholders' interviews, the evaluation found that WIPO Match responds and aligns with stakeholders' needs and priorities. The project has adapted to the changing context to remain relevant. Nevertheless, its design needs to be actualized to reflect the actions put in place to achieve the project's goal. Some key findings are as follows:

- (a) The project has adapted its design to the needs and priorities of its stakeholders. The project has gone from a repository of information to a more dynamic platform, connecting seekers with providers. The platform externally is guided by the needs and priorities of seekers, providers, and supporters. At the same time WIPO, internal collaborators also provide strategic guidance to the project;
- (b) Gender aspects still need to be factored into the project design. However, this is a recurrent issue in WIPO interventions where gender aspects incorporation is still evolving.
- (c) The evaluation highlights that today's project purpose is relevant to the current context. It addresses challenges related to innovation, knowledge transfer, and creates opportunities to enhance innovation;
- (d) By the end of March 2021, WIPO Match was one of the very few WIPO business Units reporting and collaborating with the United Nations Office for South-South Cooperation (UNOSSC) and United Nations Department of Economic and Social Affairs (UN DESA). As a result, these organizations have considered the WIPO Match results and platform relevant to contribute to the SDGs and DA;

- (e) WIPO Match aligns with WIPO's SGs II, III, and IV and is coherent with other in-house platforms and initiatives; and
- (f) While interviewed stakeholders appreciated WIPO's match work and efforts, they believed that there is room for improvement.

18. WIPO Match is a global stakeholder community that aims to harness the industry and private sector's power to promote economic, social, and cultural development in developing countries, least developed countries (LDCs), and countries in transition. It articulates a network of seekers, providers, and supporters helping IP technical assistance seekers find relevant providers for projects and local engagements.

19. The main elements of the Project at the time of the evaluation are presented in Figure 5.

Figure 5: Key Project facts



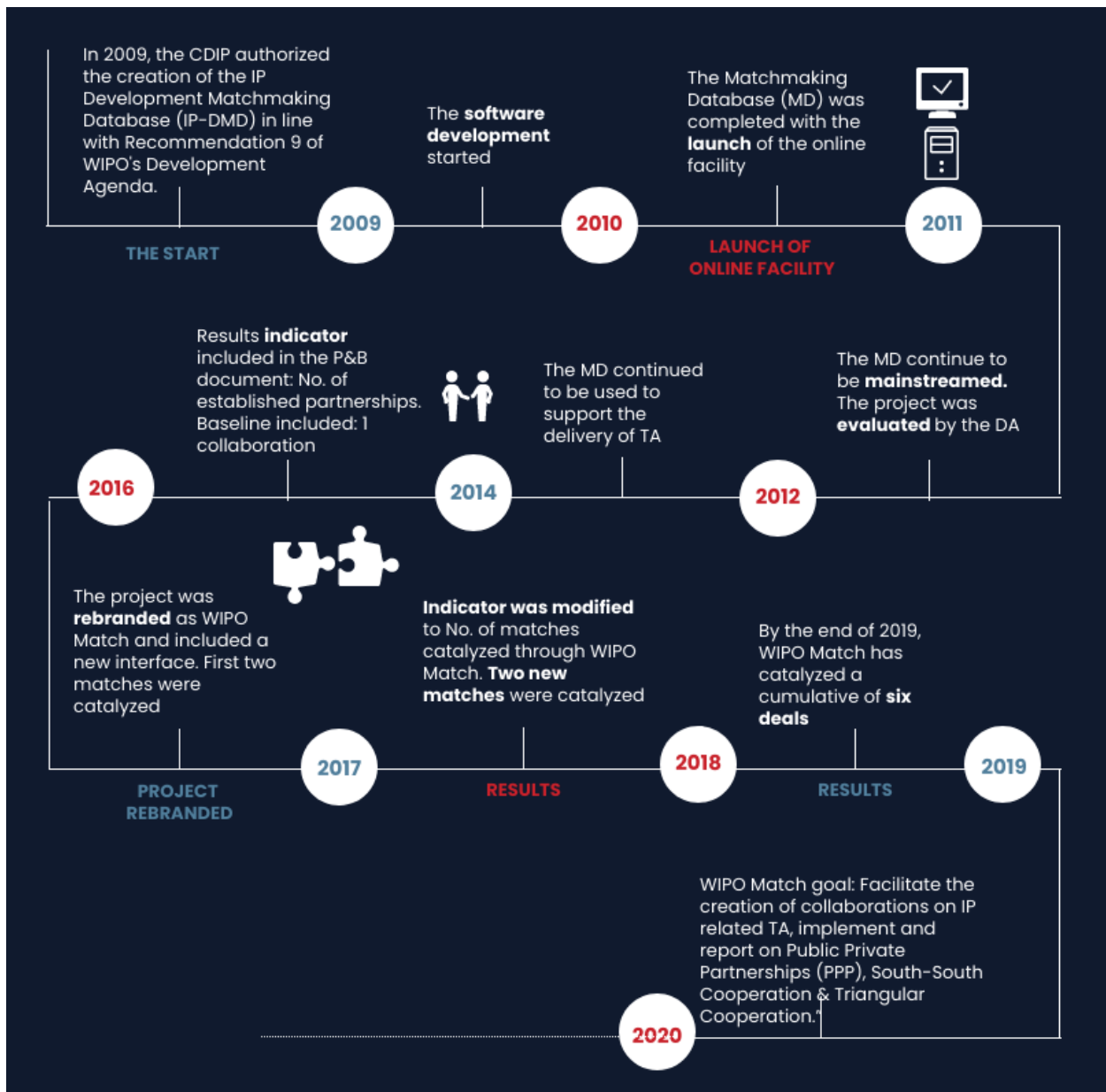
(A) PROJECT ADAPTABILITY

20. The evaluation relied on stakeholders' consultations, in-house official documentation, and records to assess the extent to which the project design has adapted to the stakeholders' needs and priorities. Some of these records include:

- (a) CDIP Project documents for the implementation of recommendation nine and Project evaluation document;
- (b) WIPO Program and Budget documents and Performance Reports;
- (c) WIPO's Medium-Term Strategy 2016/21;
- (d) Information published on the WIPO website; and
- (e) Twenty six stakeholders' interviews.

21. The project started its implementation in April 2009⁴ and underwent several changes over the time. According to the WIPO website, WIPO Match is an on-demand tech transfer or tech facilitation service⁵. An analysis of the project's records shows that the project started as a repository of information to assess the needs of Member States and identify the resources and means to address those needs. Today's picture is that of a project focused on building a network and productive connections facilitating technical assistance-related projects to capitalize on innovation. The figure below illustrates the historical evolution and key milestones of the WIPO Match from 2009 to 2020.

Figure 6: WIPO Match in brief⁶



Source: Figure prepared by IOD Evaluation Section

22. WIPO Match is a match-making platform that articulates a network of seekers, providers, and supporters. A network is a way of thinking about social systems that focus on relationships among the entities that make up the system called actors or nodes. An actor's position in a network determines the constraints and opportunities that he or she will encounter. Therefore, identifying that position is essential for predicting actor outcomes such as results and behavior⁷. Networks are neither organizations, which rely on a top-down authority to get things done, nor markets that depend on many individuals making buy-sell transactions.

23. During the evaluation, seekers, providers, supporters, and other stakeholders consulted through interviews indicated the following:

⁶ Information can be found on the WIPO Match website, CDIP list of recommendations, and project staff views.

⁷ Stephen P. Borgatti, Martin G. Everett, Jeffrey C. Johnson (2017). Analyzing Social Networks. SAGE Publications. London, U

- (a) WIPO Match still has considerable potential to maximize the project's design;
- (b) More clarity in terms of the purpose of the project and its governance would be instrumental in leveraging the platform's potential;
- (c) The project's focus should be on strengthening the platform to facilitate the commercialization of IP and enhance cooperation with the business sector;
- (d) Supporters ⁸ believed that a more decentralized structure of the project could benefit a potential expansion of the network; and
- (e) The project should pursue the main objective of creating agile partnerships, technical assistance facilitation, the participation of the private sector for generating IP businesses, commercialization of IP, and South-South and triangular cooperation.

24. Based on the document review and the conducted interviews, the evaluation found that WIPO Match still needs to elaborate on its purpose. A clear and feasible purpose articulated through a direct and simple value proposition could benefit the project and quickly adapt to the existing context. This proposition of value should consider that:

- (a) WIPO Match needs to be open to the opportunities offered within the network itself. The project design should be expanded beyond cooperation based on individuals and consider all types of cooperation, including but not limited to South-South and triangular cooperation, public-private partnership.
- (b) The current design has a narrow definition of "project success,"⁹ reducing the results and focusing exclusively on the number of matches. Consequently, this excludes the contributions resulting from the network members' commitment, diversity, or visibility, which would otherwise enrich the network.

(B) GENDER

25. Gender aspects in the design of the project are key to the success of WIPO Match. In addition, the World Economic Forum 2020 Global Competitiveness Report¹⁰ highlights these aspects concerning the innovation ecosystem and the path to recovery - "improving the diversity, equity, and inclusion across the innovation chain will be fundamental to broadening the pool of potential talent, enhancing the capacity of new solutions to reflect the needs of society, and making sure all segments of society participate fairly in the economic benefits generated through innovation."

26. The project design still has to factor gender aspects in the design and implementation. This should go well beyond, counting the number of female participants in events and inviting potential providers interested in supporting women and innovation. Indicators for measuring progress on gender within WIPO Match could include, for instance, the number of providers offering services to women entrepreneurs and researchers, the number of female seekers, and success stories from women receiving support from WIPO Match, among others. It is to note that not factoring gender aspects in the interventions is a recurrent issue within WIPO where gender aspects incorporation is still evolving.

⁸ Supporters are institutions or individuals that contribute to the goals of WIPO Match.

⁹ The measurement of success is defined by the number of matches completed but not by the magnitude of impact that matches accomplished can produce.

¹⁰ Global Competitiveness Report – How countries are performing on the road to recovery. Special Edition 2020. World Economic Forum, Geneva. Switzerland

(C) GLOBAL NEEDS AND PRIORITIES

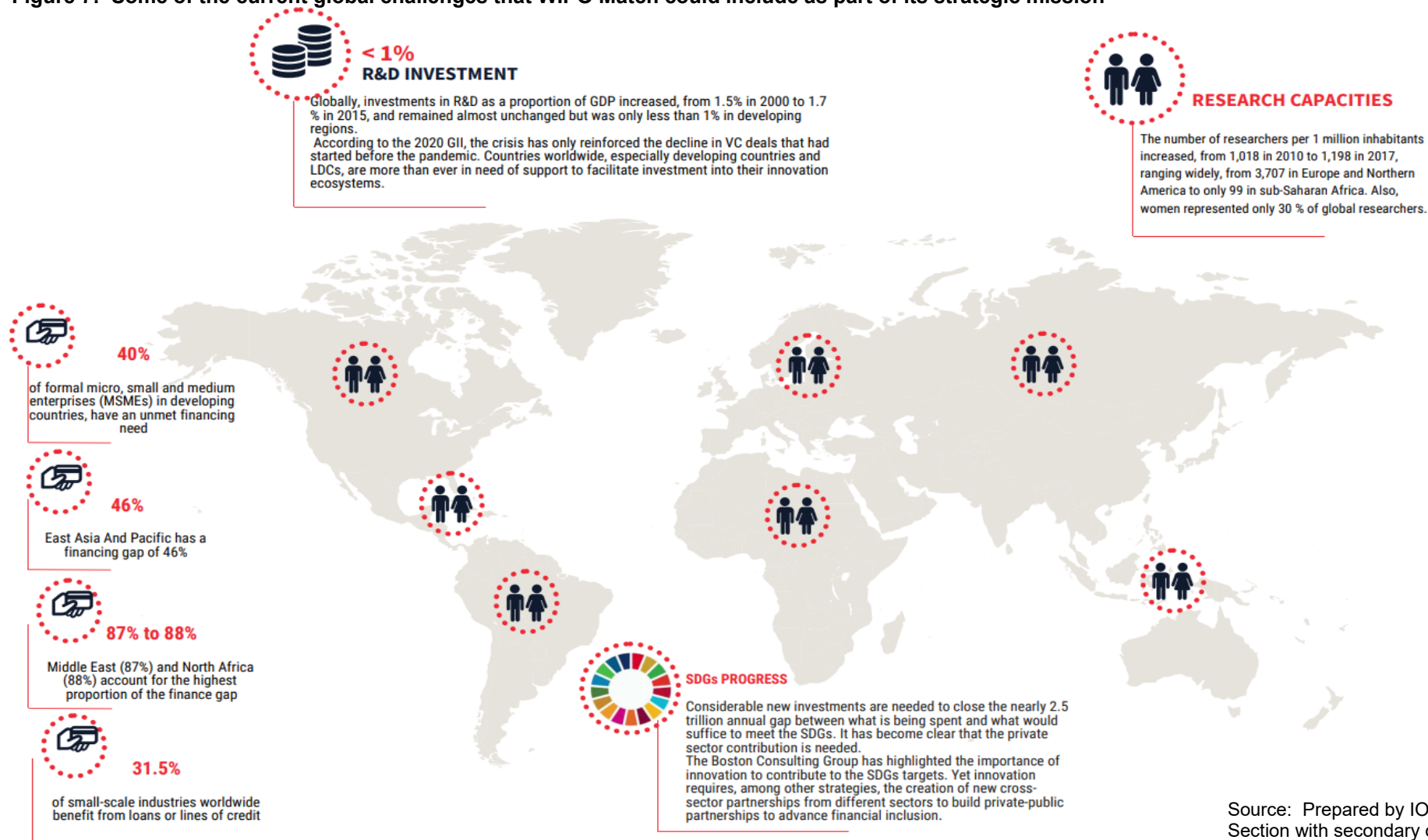
27. As part of a desk research, the evaluation relied on triangulated stakeholders' interviews with WIPO records, and valid and reliable data from reports and recognized institutions¹¹.

28. When analyzing the context in which WIPO Match operates, the evaluation found that this project can transfer knowledge, funnel innovation initiatives, impact development objectives, build partnerships, and create IP business opportunities to enhance the global innovation ecosystem.

29. Furthermore, a majority of interviewed stakeholders were of the view that WIPO Match contributes to addressing some of the global challenges concerning innovation, technology transfer, and development by focusing on connecting seekers and providers to capitalizing on innovation through commercialization of IP; facilitating technical assistance support, especially for projects in need of human and financial resources.

¹¹ See Annex XI for a list of documents used to prepare Figure 7.

Figure 7: Some of the current global challenges that WIPO Match could include as part of its strategic mission¹²



Source: Prepared by IOD Evaluation Section with secondary data mentioned in the endnote.

¹² In addition, WIPO Match could support the organization to target seekers and projects, contributing further to the SDGs 2030 Targets.

(D) ALIGNMENT WITH INSTITUTIONAL STAKEHOLDERS PRIORITIES

30. WIPO Match is in line with key United Nations (UN) strategies and priorities. As a result, the project made a conscious effort to align its activities contributing to SDGs nine and seventeen. Some of the collaboration between WIPO Match and the UN includes:

- (a) By the end of March 2021, WIPO Match was one of the very few WIPO business units reporting and collaborating with UNOSSC. As a result, WIPO Match results have been considered relevant to the work of the UNOSSC South-South Galaxy platform; and
- (b) With the Office of the Under-Secretary-General, Department of Economic and Social Affairs, WIPO Match was integrated within the Online Platform of the Technology Facilitation Mechanism to support the 2030 Agenda for Sustainable Development.

Figure 7: Alignment with UN Strategies and Priorities



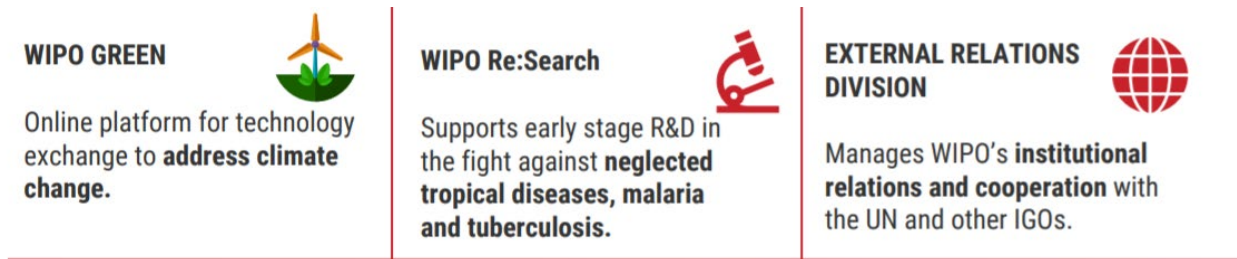
31. Further, WIPO Match was developed in response to a need requested by the WIPO Member States to CDIP. It is also in line with WIPO's strategic priorities and contributes to SGs II, III, and IV. Further details and evidence of this contribution can be found under the effectiveness section of this report.

Figure 8: Alignment to WIPO Strategic Priorities



32. WIPO Match's role is a distinctive one and is coherent with existing WIPO platforms. In collaboration with other WIPO initiatives, WIPO Match creates cross-collaboration/partnerships and promotes the use of IP.

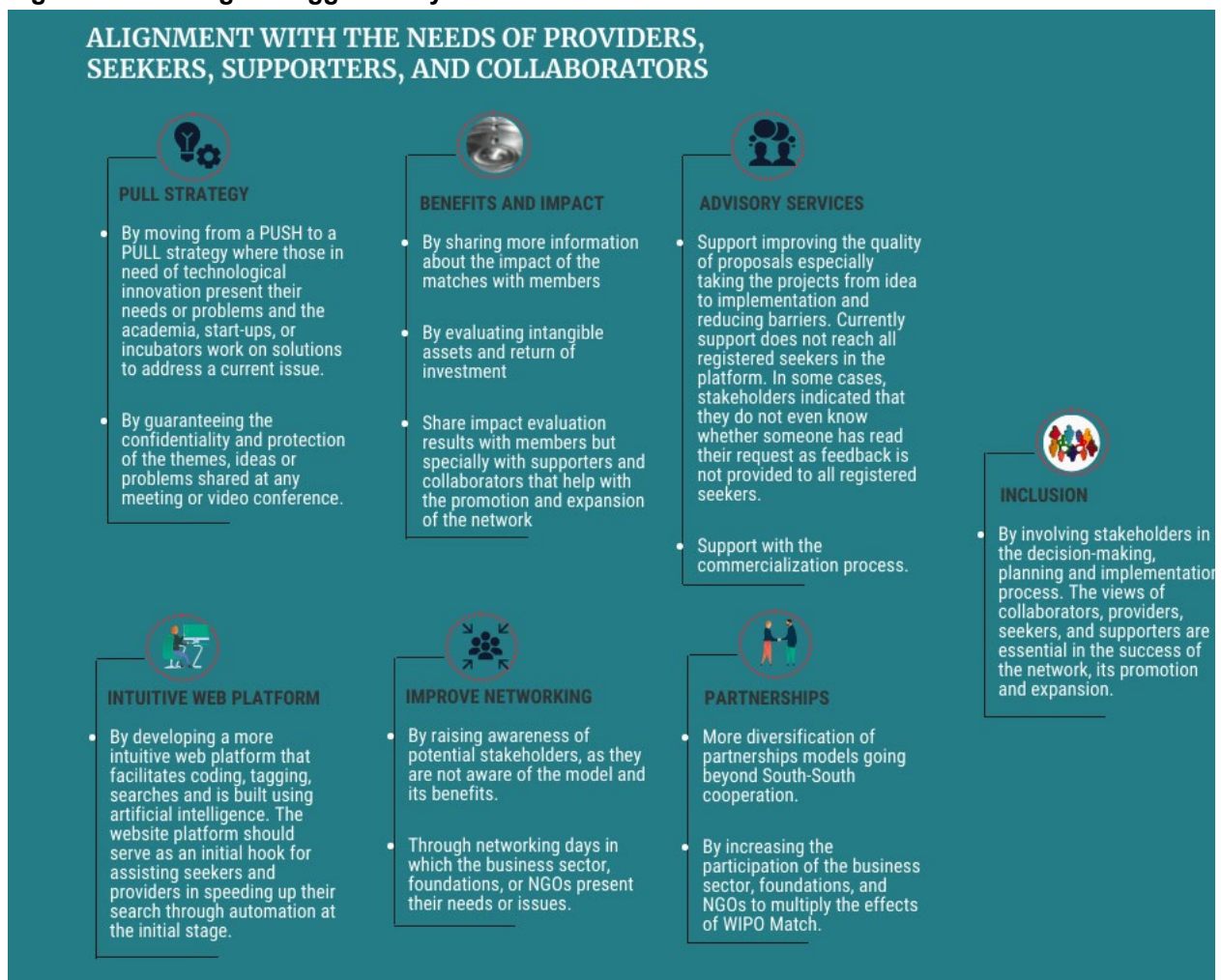
Figure 9: Other WIPO Initiatives



(E) ALIGNMENT WITH THE NEEDS OF PROVIDERS, SEEKERS, SUPPORTERS, AND COLLABORATORS

33. While most stakeholders interviewed appreciate the work of WIPO Match, they are still of the view that there is room for improvement. Consulted stakeholders consider that more services, better assignment of responsibilities among members, and resources are required to meet their needs. Stakeholders also indicated that some requirements still need to be addressed, and suggested seven categories of improvements to align the work of WIPO Match with the current needs, as depicted in figure 11 below.

Figure 10: Strategies suggested by stakeholders



4. EFFECTIVENESS

34. This section of the evaluation aims to respond to which extent WIPO Match achieved the project aims, expected results, and to what extent it delivers the right value proposition to its members.

35. The evaluation based its assessment on the following six aspects to respond to the question above, namely:



36. The evaluation neither measures the intervention's effectiveness in isolation nor relies on one factor, such as the one indicator mentioned in the WIPO Performance Report (WPR). Interventions usually are implemented in very complex and not linear environments. The evaluation assesses the effectiveness of WIPO Match with the existing context and analyses the factors affecting the delivery of results positively or negatively.

37. The evaluation found that WIPO Match contributes to the project's aim and expected results, as per the theory of change. However, WIPO Match still needs to work on the value proposition that could reciprocally benefit its stakeholders. Some key findings include:

- (a) The WPR for 2018/19 reports that WIPO Match has felt short of delivering on its target. Nevertheless, the evaluation found that similar in-house platforms are applying more adequate results measures. This is the case of WIPO Green, which is reporting on an increased number of members, number of records on the WIPO Green database, number of collaborations. Nevertheless, the current WPR reporting for WIPO Match does provide an incomplete picture of the project outcomes;
- (b) When broadening the scope for reporting on outcomes, as per the Theory of Change (TOC), the evaluation found that WIPO Match has gone, according to the 2012 Development Agenda Evaluation Report of the Project on IP Development Matchmaking Database (IP-DMD)¹³, from having a static database to a more dynamic platform in which 48 per cent of its members actively contribute towards the WIPO Match mission. About 61 per cent of its providers are from high-income countries, and 61 per cent of the seekers are from middle-income countries. In addition, it contributes to SG III. Expected results one and five, as well as SDG nine;
- (c) The evaluation verified and validated 36 collaboration linkages, which resulted in 28 per cent of the cases in financial support, 28 per cent in pro-bono advice, 33 per cent of the cases aimed at knowledge transfer, and 11 per cent resulted in members being connected with potential partners; and
- (d) Although WIPO Match does not have resources specifically earmarked for promotional activities, it organized 41 promotional activities from 2014 to 2021. These activities were undertaken with the support and collaboration of internal collaborators and external supporters. As a result, WIPO Match has improved its visibility and the Organization's visibility in the South-South Galaxy and UN DESA Technology Facilitation Mechanism (TFM).

¹³ WIPO document CDIP/10/3. September 25, 2012.

(A) RESULTS ACCORDING TO THE THEORY OF CHANGE

38. In collaboration with the WIPO Match team, the evaluation defined a retrospective TOC, which describes how and why the desired change is expected to happen in a particular context. The TOC maps out the outputs, the outcome, and the impact, avoiding filling the gaps to prevent any missing middle.

39. The Theory of Change is a description and illustration of how and why the desired change is expected to happen in a particular context. It focused on mapping out the missing middle. For instance, WIPO Match has been tasked to deliver matches. Still, a clear description of the process between what WIPO Match does (its activities and interventions) and how these lead to the desired goal of the number of matches being achieved needs to be clearly spelled out. The evaluation did this exercise by identifying the desired long-term goals which go beyond the number of matches and worked back from these to identify the conditions (outcomes) that must be in place (and how these related to one another causality) for the goals to occur. These are all mapped out in the outcomes framework.

40. For WIPO Match, the TOC was reconstructed at the start of the evaluation.

Figure 11: WIPO Match TOC¹⁴



¹⁴ Source: Retrospective Theory of Change prepared in collaboration with WIPO Match project staff and WIPO Evaluation Section, IOD. (2021).

41. The evaluation assessed, whenever possible, results as per the TOC. A sample of those results aligned towards WIPO's SGs and expected outcomes are described in this section. While WIPO Match has some good practice examples in terms of effectiveness, the data provided was insufficient for a full-fledged assessment of the partnership's results beyond the output level. Currently, WIPO Match does not govern or interfere directly in the execution of collaboration because the tool and the Project Managers should only facilitate the connection and guide the project's development. It is up to members to assign adequate resources in terms of human capital, time, and financing to achieve the project's goal.

42. Essential data such as the number of beneficiaries, gender disaggregation, and specification of the services provided for all connections, among other characteristic data, were limited. In addition, the provided raw data, which consisted of a series of correspondence, videos, leaflets, publications, and news, needs to be further organized by the Division according to meaningful outputs and outcome indicators.

(B) RESULTS ACHIEVEMENT ACCORDING TO THE WIPO PROGRAM PERFORMANCE REPORT¹⁵

43. The WIPO Match was evaluated and reported to the CDIP in 2012. The report indicated, "The database had not seen frequent use by neither requestors nor donors with a total of six requests and six offers existing on the database." It also reported that it was impossible to assess its usefulness due to the lack of current database usage.

44. This evaluation notes that WIPO Match started to report as part of the WPR in 2016, before which the project reported only internally. As per WPR 2014/15, no matches were made by the end of 2015. The first two matches were catalyzed in 2016/17. For 2018/19, WIPO Match was expected to a cumulative of six deals, but it fell short of the biennial target.

45. At the time of this evaluation the following six matches were reported for the period comprising from 2016 to 2020:

(a) Within the framework of the South-South cooperation, ARIPO (seeker) and the Directorate General of IP of Indonesia (provider) for the development of (i) an ARIPO Traditional Knowledge Digital Library database; and (ii) ARIPO Copyright web-based database;

(b) Financing provided by the Development Bank of Latin America (CAF) (provider) and the Consejo Nacional de Ciencia y Tecnología (CONACYT) of Paraguay (provider) for the participation of seven officials from the Institute of Technology (Brazil) and the University of the Region of Joinville (seekers) (Brazil) and 33 participants from Paraguay (seekers) in the third training of the CAF Method Accelerated Development of Technological Patents in Paraguay;¹⁶

(c) South-South triangular cooperation to a pro-bono relationship between the Caribbean Sea and Air Marketing Co. Ltd., Moruga Hill, and SIDLEY, a law firm in the United States of America that specializes in IP and commercial agreements. SIDLEY has provided legal advice on the protection and commercialization of the Caribbean Sea and Air Marketing's IP;¹⁷

¹⁵ Source: WIPO Program Performance Reports 2008/09, 2010/11, 2012/13, 2014/15, 2016/17, 2018/19 and WIPO Program and Budget 2020/21.

¹⁶ As per WIPO PPR 2016/17.

¹⁷ Caribbean Sea and Air Marketing Co. Ltd.: WIPO Match – Caribbean Wild Rice Flourishes on Moruga Hill - How WIPO Back Vista Dorado Estates Moruga Hill Rice. May 6, 2021.

(d) Through the WIPO Match network, Kijani Energy participated in and became one of the winners of the IsDB's Transformers Summit Competition (2018), obtaining funds from the IsDB for the commercial development of its innovation. In 2019, Kijani partnered with another WIPO Match Community Member- ForWaves Consulting and the Patent Information Centre, Karnataka, State Council for Science Technology, India, which provided strategic IP advice in better protecting Kijani IP assets. In 2020, PIPRA provided *pro bono* marketing and legal expertise to Kijani;¹⁸

(e) SEAT S.A, Spain, and VW Group Mexico provided support to REDOTTEC in the form of virtual technical assistance, assembling the prototype of ventilators that could be connected to intensive care units, and developing the manufacturing lines;¹⁹ and

(f) MAGMA Learning streamlined ARIPO knowledge dissemination and IP information compendium for patent examiners by developing a personalized version of its intelligent learning app, ARI9000.²⁰

46. As one of the platforms used for South-South and triangular cooperation to create partnerships on IP-related technical assistance, WIPO Match must continue to report results on the number of matches catalyzed through the platform.

47. The monitoring of the performance of the matches catalyzed, and reporting the favorable results obtained by the members, triggers the level of engagement and loyalty of the beneficiaries of the platform. In this way, WIPO Match was able to play an essential role in developing collaborations during the 2020 period.

48. For the biennium 2020/21, WIPO Match is expected to deliver 20 cumulative matches. However, it is not clear how this number was agreed and how the project with the same resources is likely to go from four matches in the past biennium to an increase of 14. However, outcomes beyond the number of matches are left outside the WPR.

49. It has been noted that similar in-house platforms are reporting on more adequate results measures. This is the case of WIPO Green, which is reporting on an increased number of members, number of records on the WIPO Green database, number of collaborations. The evaluation strongly recommends aligning results measures to those already existing in other in-house platforms, being mindful that resources available to WIPO Match are lower than those available to WIPO Green or WIPO Re:Search.

(C) OUTCOMES BEYOND THE WIPO PERFORMANCE REPORT

50. While the WPR focuses on the number of matches, this indicator alone would be insufficient to measure the results achieved by the project. Therefore, the evaluation focused on assessing the results according to the TOC with particular emphasis on the network's health.

51. In this sense, the evaluation found that WIPO Match facilitated technical assistance support contributing to several WIPO's expected results. In addition, despite the limited resources, WIPO Match has become a production network connecting stakeholders and aligning them to produce specific outcomes.

¹⁸ WIPO Match document – Kijani Energy – Last Mile Vaccine Cold Chain – Sub-Saharan Africa.

¹⁹ Juan Ramon Rangel Silva - WIPO Match on COVID 10: Knowledge Transfer initiative to develop an Invasive Emergency Ventilator for Mexico.

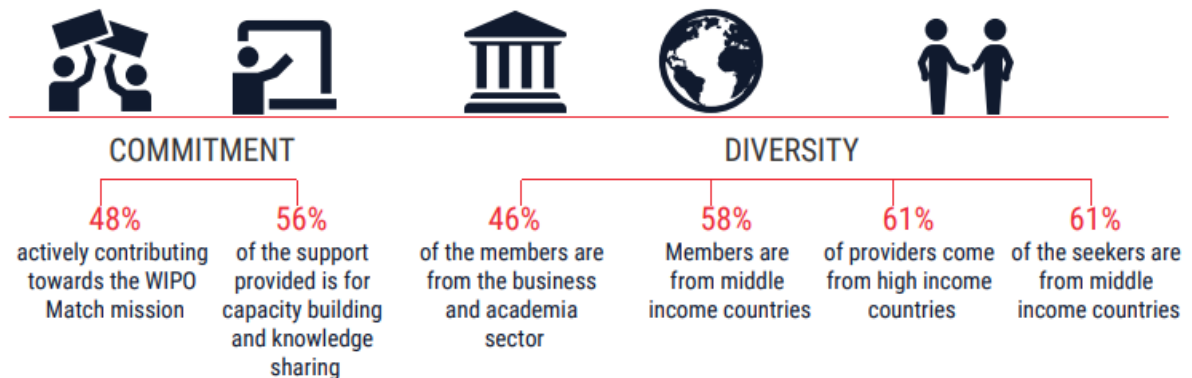
²⁰ WIPO Match document - WIPO Match Initiatives enables ARIPO to offer enhanced patent examiner training via partnership with AI starip MAGNA Learning.

Figure 12: Additional Network Indicators



52. Instead of focusing on rapid growth, WIPO Match concentrated on building a committed innovation network. The network involves the business sector, academia, innovation hubs, government institutions, multilateral and international organizations, and national and regional IP offices.

Figure 13: Commitment and Diversity Results



53. Seekers from middle-income countries have benefited from knowledge exchange, *pro bono* advisory services, and resources majorly. It is worth noting that providers from high-income countries are NGOs or start-ups that support middle or low-income countries.

Figure 14: Members' classification by income, affiliation, and role

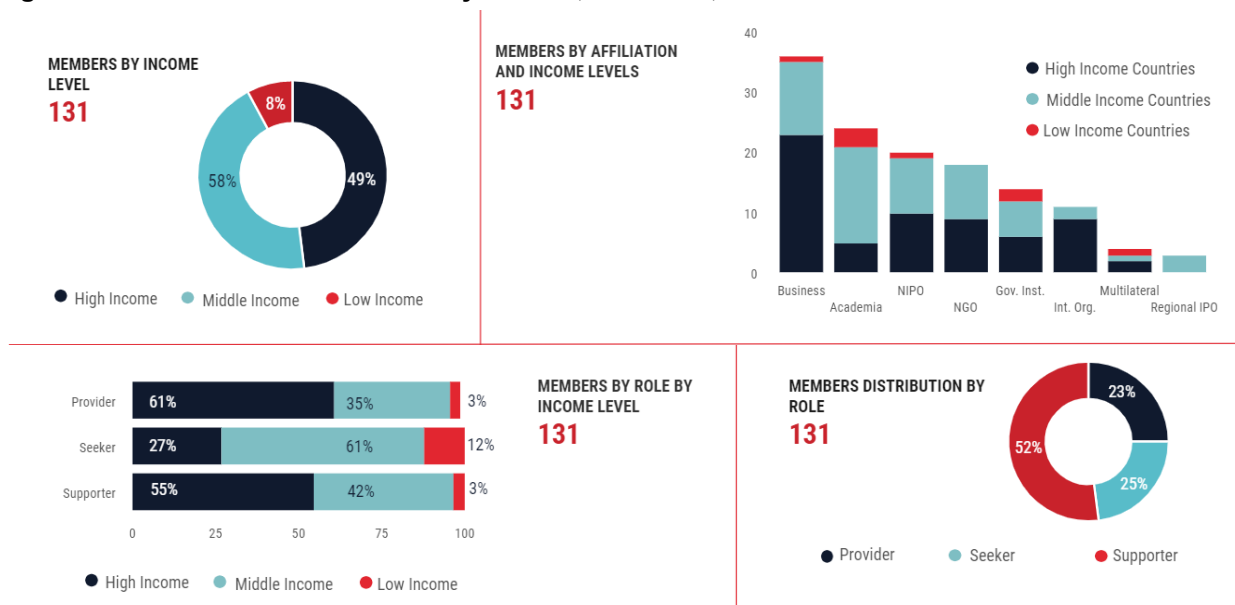
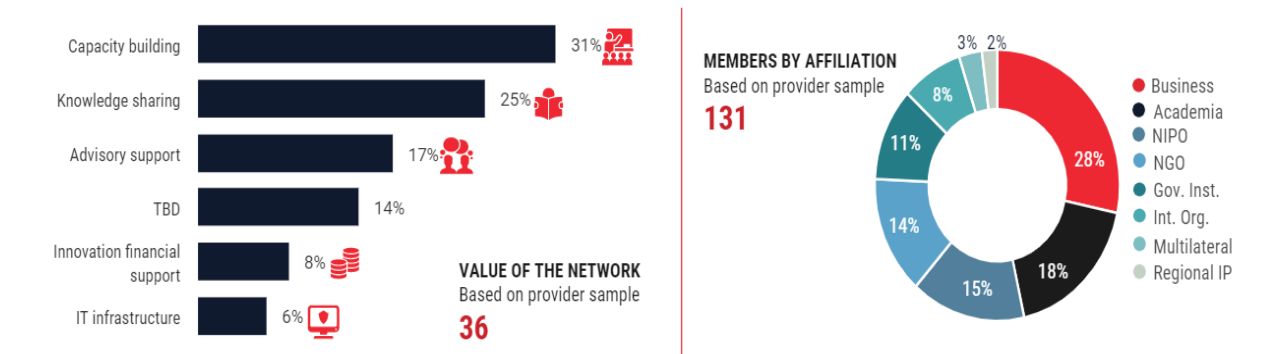
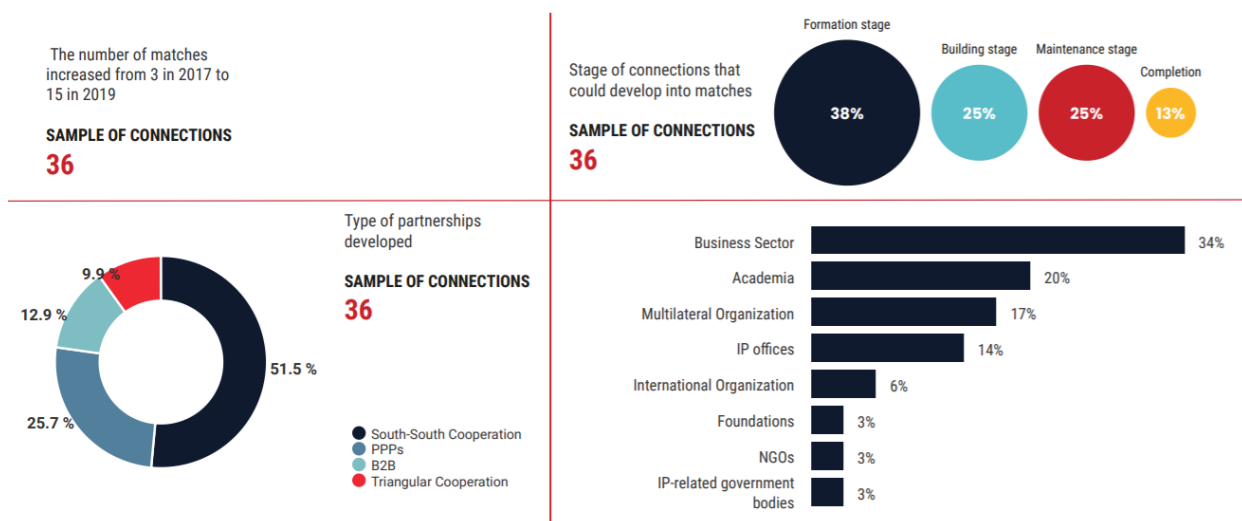


Figure 15: Total number of members by value proposition and affiliation



54. Based on a sample of 36 providers, the number of connections increased from three in 2017 to 15 in 2019. 38 per cent of those connections are in the formation stage

Figure 16: Collaboration stage, type of partnerships and services provided



(D) OUTCOMES ACCORDING TO TOC

55. The evaluation assessed, whenever possible, results as per the TOC. Overall, the evaluation found that WIPO Match has contributed to (i) SG VIII.1 More effective communication to a broad and diverse public about IP and WIPO's role; (ii) SG VIII.5 WIPO Effectively interacts and partners with the UN processes and negotiations; and (iii) SDG 9 through enhancement of human resources capacity, technical and knowledge infrastructure, innovation, and commercialization

56. WIPO Match Managers provided a financial estimate (Annex X) of the amount seekers would have had to pay for the services rendered by providers. The estimate amounts to USD 2,134,000 market value. The IsDB provided two grants of USD 450,000.

57. Some of the project impacts cannot only be measured through financial value, (e.g WIPO's visibility). WIPO Match is among four WIPO programs (WIPO Academy, WIPO Technology and Innovation Support Centers (TISCs), WIPO Green) contributing to the UN SDG framework. A sample²¹ of these results aligned towards WIPO's and expected outcomes are depicted below.

²¹ <https://www3.wipo.int/match/assets/images/WIPO%20MATCH-SUCCESS%20STORIES-2410.pdf>

Figure 17: Key Outcomes

Result 1: Contribution to WIPO's Visibility and Reputation



ENHANCING COMMUNICATION

WIPO Match results' stories connected to the SDGs demonstrate the effectiveness of IP work and contribute to more effective communication to a broad and diverse public about IP and WIPO's role. (WIPO SG VIII.1)

INSTITUTIONAL PARTNERSHIP



EFFECTIVE INTERACTION WITH THE UN

WIPO Match collaboration with South-South Galaxy demonstrates WIPO Match contribution towards the SDGs and WIPO's SG VIII.5 in which WIPO Match effectively interacts and partners with the UN processes and negotiations.

Result 2: Contribution to SDG 9 - Industry, Innovation and Infrastructure



DGIP INDONESIA & ARIPO

Are cooperating in the implementation of an electronic Registration System for Copyright works, TK&CE / knowledge transfer. DGIP Indonesia offered to share the software for free. This activity contributes to WIPO's SG IV - Enhancing technical and knowledge Infrastructure for IP Offices, leading to better services to their stakeholders and better outcome of IP administration.

SOUTH-SOUTH PARTNERSHIP



MAGMA & ARIPO

Learning responded to the challenge to enhance ARIPO training programs, and in December 2020, delivered a customized personal AI tutor app, ARI 9000, specifically adapted to meet ARIPO's patent examination training needs. The startup team used artificial intelligence and state-of-the-art natural language processing to automatically generate a series of relevant questions based on the original training material used by ARIPO.

PPP



BENEFICIARIES

20 Member States of the ARIPO (Botswana, Eswatini, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Sao Tome, and Principe, Sierra Leone, Somalia, Sudan, Tanzania, Uganda, Zambia, Zimbabwe)



INNOVATION AND COMMERCIALIZATION

through its Emerging Enterprises, Pro Bono Program provided IP legal assistance and needs assessment to CSAM. CSAM is a farm in Trinidad and Tobago that produces all-natural, non-GMO, and organic Moruga Hill Rice (MHR) intercropped with various fruits, vegetables, and animal feeds. The support provided by Sidley helped in the process to commercialization of the product. Contribution to SGIII.6 - Increased capacity of SMEs to use IP to support innovation.

B2B PARTNERSHIP



BENEFICIARIES

65 registered farmers and farming families in the community.



ENHANCEMENT OF HR CAPACITY

Development Bank of Latin America (CAF), through its Iberoamerican Program of Science and Technology for Development (CYTED), financed participants from Brazil and Paraguay to attend a training of the CAF Method Accelerated Development of Technological Patents in Paraguay. Participants received technical training to be creditors of financing opportunities to execute future projects related to the subject of STI. Contribution to SGIII.6 - Increased capacity of SMEs to use IP to support innovation.

TRIANGULAR PARTNERSHIP



BENEFICIARIES

104 participants from Paraguay were trained and 7 participants from Brazil

(E) MEMBERSHIP MODEL AND VALUE PROPOSITION

58. As defined by WIPO Match, membership to WIPO match is open, and the model defines three categories or memberships groups as follows:

- (a) Seekers usually came from developing countries, countries in transition, or least developed countries; nevertheless, to encourage the participation of the private sector, the scope of the definition of a seeker should be broadened;
- (b) Providers include governments, non-governmental and inter-governmental organizations, companies, universities, etc.; and
- (c) Supporters must provide valuable expertise (human, financial, technical) in addition to promoting WIPO Match.

59. WIPO Match has now reached many users (132 supporters from 56 countries) to be considered a resourceful network²².

Figure 18: Users and Members Facts



60. The evaluation found that more clarity on the membership criteria is needed. WIPO Match needs to identify what is pertinent for its members. After 12 years in operation, the evaluation of the platform needs to further work on the value proposition that could address internal collaborators and external stakeholders' needs. Such crucial task requires the allocation of sufficient human and financing resources for leveraging the digital platform. Based on a sample of 24 providers, the evaluation found that only two linkages established a reciprocal collaboration within the network. More work is required in terms of value proposition and defining what WIPO Match can do for its providers and supporters.

61. One good example of identifying value proposition for both parties is the partnership established with the IsDB and WIPO Match by harnessing the power of Science, Technology, and Innovation and fostering ethical and sustainable solutions for the world's most significant development challenges. WIPO Match has assisted the IsDB in identifying appropriate experts for advising them to set up an IP unit. The unit will help innovators, researchers, and developers protect their inventions and eventually help commercialize them. Thus, the interest of WIPO Match and the IsDB has been articulated, and both parties are working towards a collective value proposition.

62. This example of value proposition identification needs to be replicated and communicated to the various stakeholder groups: providers, seekers, supporters, WIPO collaborators and others to work towards a productive collaboration to enhance network commitment and activity.

²² Metcalfe's law of networks states that the value of a telecommunications network is proportional to the square of the number of connected users of the system (n²). The value of the network to WIPO increases as users rise exponentially over time with the number of seekers and providers added to the network.

63. WIPO Match members, should have a clear understanding of the WIPO Match goals. As indicated previously, the WIPO Match website provides different goals and objectives. This should be consistently spelled out across the website and in all offered products/services, which is currently not the case. Consistent goals and objectives will, among others, help potential members assess whether their objectives and priorities align with WIPO Match before establishing any connection.

(F) CONNECTIVITY

64. The value of the WIPO Match network relies on connectivity and building relationships among users. The match is a trigger that sparks the relation, but even more critical is to develop productive relationships within the network, built on trust and collaboration among its members and WIPO collaborators. The desired impact after the connection would be that users of WIPO Match know how to take a project from idea to its implementation.

65. Based on 36 documented linkages, the evaluation identified that members see the value of the network in the exchange of the following:

- (a) Connecting seekers with potential supporters or providers that might be able and willing to help them;
- (b) Seekers, providers, and supporters do share knowledge and competencies; and
- (c) In some cases, seekers have access to funds or other resources.

66. Based on the evaluation desk research using connections data, four areas of added value were identified.

Figure 19: Value proposition



67. The evaluation noted that WIPO Match worked to intensify collaboration with critical business units in the last two years. However, while some divisions of WIPO were appreciative of WIPO Match's work and its added value, they indicated that the cooperation could be strengthened in reciprocity.

68. Internal supporters would be committed to assisting WIPO Match in promotional activities and connecting them with potential members. But they had impression that WIPO Match fell short in the provision of feedback and reporting on progress. Hence, supporters would like to have regular feedback on the platform's progress. This is essential when raising awareness to highlight WIPO Match's benefits to potential members. In addition, WIPO Match could further explore and intensify collaborations with relevant Sectors that have a pivotal role in promoting the work of WIPO Match and contributing to its sustainability. Some Sectors could support WIPO Match in the following functions:

Figure 20: Support that could be provided by WIPO business units



(G) VISIBILITY

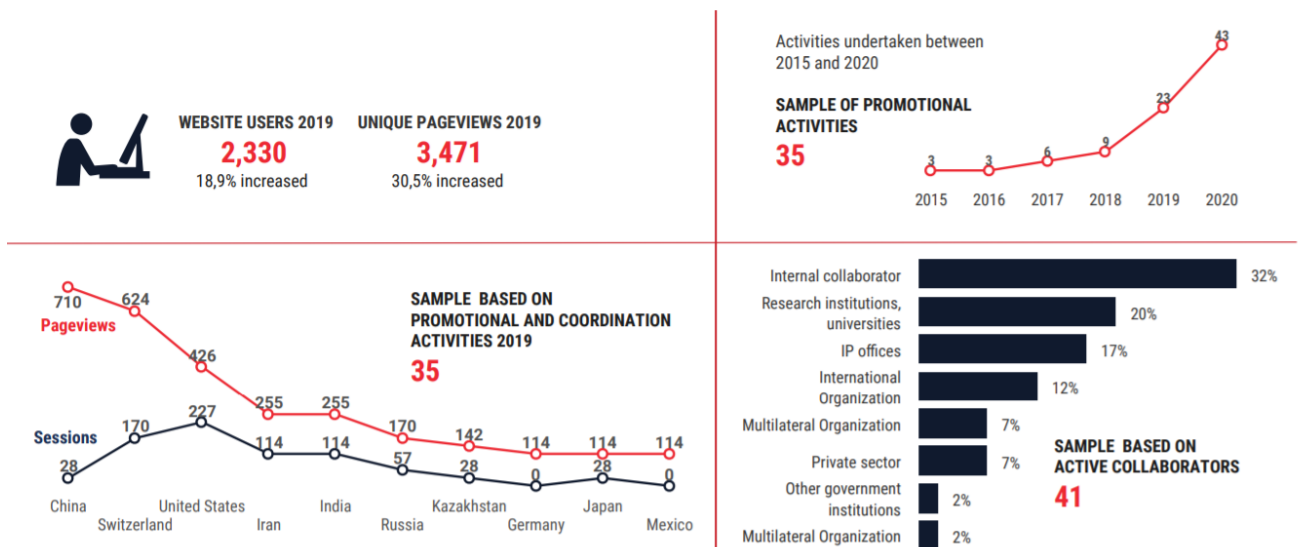
69. The work of WIPO Match would not be possible without the backing of external supporters and providers, as well as WIPO Divisions. The Regional Divisions in WIPO play a pivotal role in raising awareness of WIPO Match and expanding the network, which is essential for the sustainability of WIPO Match. Some of its key visibility milestones and achievements include:

- (a) WIPO Match organized 41 promotional activities from 2014 to 2021 to raise awareness of WIPO Match's value. In 2020, WIPO Match focused on strengthening internal collaborations. Currently, WIPO Match classified these collaborations as matches, some of which have benefited WIPO's image while encouraging the Organization to continue to contribute to SDGs;
- (b) The WIPO Match platform is integrated within the online platform of the TFM of the UN, UN DESA, to support the 2030 Agenda for Sustainable Development. The TFM foresees meaningful and sustained facilitation of capacity and technical assistance for development as a core part of activities while seamlessly smoothing coordination of activities; and
- (c) WIPO Match has achieved a significant milestone by linking WIPO Match achievements to SDG 9 and publishing the results of three matches into the South-South Galaxy website and report.

70. Based on the existing data, as presented in figure 22 below, WIPO Match still needs to improve its visibility and make the website and information more attractive to its users. The website should showcase stories of the benefits and impact of the network. Further, WIPO Match could benefit from learning from WIPO Green and WIPO Re:Search to improve its users' platform experience. Additionally, similar to WIPO Green and WIPO Re:Search, the WIPO Match should consider allocating additional resources to enhance its user's platform experience.

71. Improvements of the website and platform are essential to attract the private sector; therefore, adequate resources should be considered. For instance, the implementation of a sophisticated interface should be targeted once a specific critical mass is reached. Furthermore, additional support will be needed to guide members towards achieving their goals, creating content, tagging, mediation, and mitigation, but overall make the WIPO Match experience dynamic and user-friendly.

Figure 21: Promotional activities, website use, and collaborators supporting WIPO Match



5. EFFICIENCY

72. The evaluation assessed the project based on seven efficiency aspects: governance, network structure, roles, database, resources, communication, and monitoring to respond to the extent to which WIPO Match has converted inputs to results in the most effective way possible.

73. The evaluation found that the use of resources has been maximized to the extent possible. For instance, the investment made to strengthen the collaboration between WIPO Match and the IsDB cost the Organization 455 Swiss francs and about three working days. The investment return resulted in matches in which the IsDB granted the seekers' projects about 50,000 Swiss francs each. In some cases, the return of an investment will be evident, and a figure can be allocated. In other cases, the return of investment is more difficult to calculate, such as bringing WIPO higher in the discussion regarding the SDGs. This has contributed to the Organization's visibility, but it may not be useful to assign a financial figure to it. Nevertheless, there are significant efficiency challenges that need to be addressed by the Organization, which go beyond project management and require high-level guidance and leadership.

74. The following sections on efficiency discuss and present data and information related to these assertions:

(A) WIPO MATCH GOVERNANCE

75. Governance determines who has the power to make decisions, how other players make their voice heard and how the account is rendered. The evaluation assessed four governance aspects: decision-making, accountability, advisory board, and stakeholders' participation.

76. While WIPO Match has been able to set up and function without a well-established governance system, this also implies limited ownership to champion the project. The evaluation identifies existing bottlenecks and suggests some strategies to be considered.

Figure 22: Governance Structure Suggestions



(B) WIPO MATCH NETWORK STRUCTURE



77. WIPO Match structure is similar to the one of a hub and spoke structure. The WIPO Match Project Manager connects and works with supporters, providers, seekers, and WIPO relevant programs and colleagues. From that center, information and value flow to others.

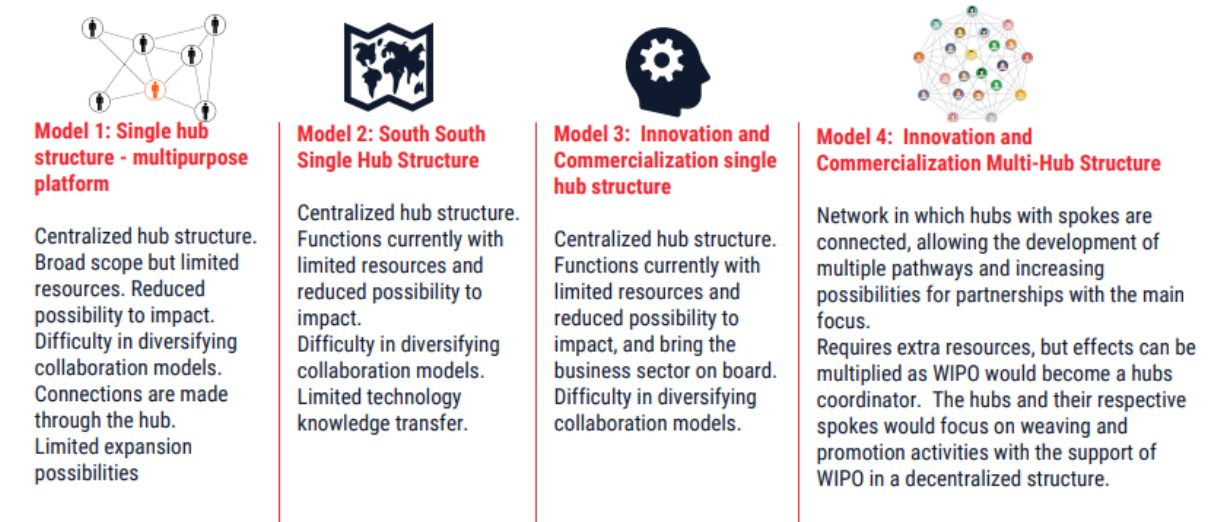
78. In the development stage, WIPO Match was mainly formed from scattered members. Today's existing connections would not have materialized without the coordination and responsibility of the Project Manager for facilitating the various connections. This network structure was instrumental in keeping the network going. The current hub structure has been adequate in building up the network and exploring the needs and priorities of different stakeholders. Nevertheless, the existing structure can also limit the effectiveness and efficiency of the platform. The more the network grows, the less adequate the central structure will be. It is a challenge to handle all information and connections from a central hub.

79. At this stage, WIPO Match will need to assess whether it should continue to manage the connections from the Geneva hub. Considering WIPO limited resources, this could also represent a limitation to WIPO Match, as the project will at some point stop expanding due to the lack of sufficient resources. Alternatively, it would be possible to consider developing multiple hubs outside WIPO headquarters that could be coordinated by the WIPO Match project. The expansion of one single structure network to a multi-hub structure could be beneficial for mobilizing more providers, supporters and increasing the opportunities for seekers worldwide.

80. Such a multi-hub structure will require national stakeholders to develop their national hubs and assign focal points. In some aspects, a similar structure is already being implemented successfully in the TISCs. While some further resources would be required to assist national hubs in the formation stage and coordination, this is a more sustainable approach for increasing the platform's impact.

81. The question is, why would WIPO want to take this route? It is clear to development agencies worldwide and WIPO that they alone cannot close the investment gap required to finance all technical assistance needed to contribute to sustainable development. The private sector's contribution is also required no matter whether it is coming from north or south. Helping countries expand their network does increase the opportunities to bring more partners to contribute to technical assistance to capitalize on innovation. Indeed, there are many more options. Some network models, including their benefits, limitations, and potential impact, are presented in figure 24 below.

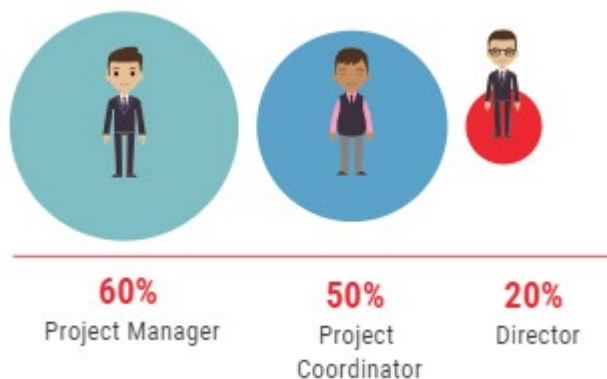
Figure 23: Network Structure Models



(C) ROLES IN WIPO MATCH

82. At the time of the evaluation, the WIPO Match team comprised three staff members dedicating part of their time to the project. Since its inception, the WIPO Match platform has been operating with the same staffing level as outlined in their job descriptions. The total amount of human resources available to WIPO Match accounts for 1.3 full-time staff. The evaluation found a divergence in the number of human resources to meet the increasing demands. While the project has evolved over time, its scope has been expanded, new tasks have been added, and new members have joined. At the same time, the project financial resources have considerably decreased. Currently, WIPO Match is delivering the following task:

Figure 25: WIPO Match human resource allocation of time



(a) Organization - establishment of connections among stakeholders. WIPO Match team is also in charge of negotiating project resources that are unpredictable and scarce;

(b) Weaving – the Project Manager is in charge of developing and increasing the connections among seekers, providers, and supporters. He also works on the expansion of the network by raising awareness about the network activities;

(c) Facilitating – the Project Manager assists seekers in improving their value proposition and aligning their projects to the

seekers' priorities whenever possible;

(d) Coordination – the Project Manager works on a needs basis with the various WIPO Sectors, especially with the External Offices' Regional and National Development Sector. It also coordinates the flow of information and follows up on potential collaboration among seekers and potential providers;

(e) Information technology – one part-time staff member is in charge of maintaining the WIPO Match database, which needs regular maintenance;

(f) Communication – the project team prepares press releases and material to be published on the WIPO website regularly. This also includes events, webinars, and other activities to raise awareness about WIPO Match; and

(g) Management – currently, the network requires a certain level of administrative work and the management of available resources.

83. At the early stages of the project, one person could do all those tasks to get the network started. Still, as WIPO Match continues to evolve, the network is becoming more active and complex. At this stage, WIPO needs to consider whether to keep the network in its current state or expand it. Going forward implies increased human resources capable of connecting, facilitating the specific project, and providing consulting services. In addition, designating a dedicated platform weaving facilitator and upgrading the database while considering new technologies such as artificial intelligence and machine learning would enhance the delivery, usability, and results.

84. At the time of the evaluation, the job descriptions of the WIPO Match Project Manager and the Project Coordinator have some general indications about specific tasks related to WIPO Match. For instance, for the Project Coordinator, the job description indicates that the Project Coordinator will assist in developing :

"A database and software to support the CDIP proposal to design and develop a match-making database, with supporting software, to be used to collect information on Member States IP-related development needs and information from potential donors and match this information together to create activities and projects aimed to address the IP-related development needs of the Member States."

85. This one project out of four will need to be developed by the same coordinator.

86. This confirms that the job description is outdated as it refers to the early stages of the platform. Likewise, the job description of the Project Manager is also outdated. This is because it does not reflect the actual tasks of the Manager. Going forward, a revision of job descriptions is needed. Any revised version should include the tasks required to effectively run the WIPO Match Platform.

(D) WIPO MATCH DIGITAL PLATFORM

87. Another meeting point for seekers and providers is the WIPO Match digital platform, which serves as a tool to promote WIPO Match and WIPO's platforms. Nevertheless, the WIPO Match platform is outdated. It limits the project team's efficiency, as several tasks need to be done manually.

88. The platform should be more user-friendly and provide a better user experience. Similarly, the digital platform should support the interface of the transactions and communication among members, promoting the collaboration by sharing information in an automatized manner and by learning members' preferences to identify potential collaboration opportunities.

89. Interviewed platform users indicated that the database is not intuitive. At times, they did not get the information about potential providers or seekers. However, today better and more sophisticated technological tools are available. A more efficient platform will allow the team to focus on building network connections and follow-up.

90. Stakeholders indicated that the platform should facilitate the following:

- (a) Video conference tool and direct messaging among members, facilitating users interact directly. The advantage is that all the information could be tracked and recorded, so the IP of users can be secured within the platform server;
- (b) Follow up of requests posted on the platform;
- (c) Integrating coding, algorithms, and artificial intelligence to improve the users' experience and facilitate the searchers and matches;
- (d) Improve user experience by making the platform more interactive. Ideally, the platform should allow a seeker or provider to introduce its needs and immediately receive a list of relevant providers or solutions; and
- (e) Build in the support to guide seekers through the steps to move an innovative idea to a specific project that can be understood and could be of interest to providers.

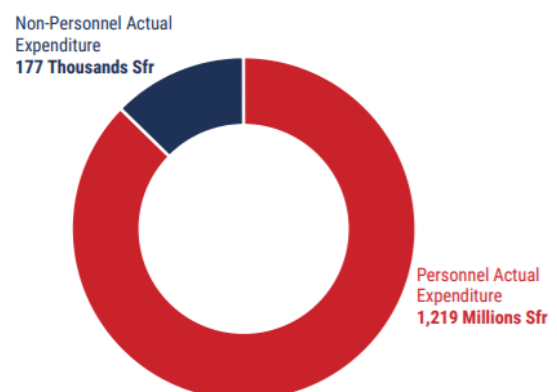
(E) RESOURCES

91. From 2016 to 2020, WIPO Match was provided with a budget of 1.41 million Swiss francs. Therefore, the actual project expenditure was 1.39 million Swiss francs, i.e., the project spent 99 per cent of the budget.

92. About 13 per cent have been spent on non-personnel and 87 per cent on human resources.

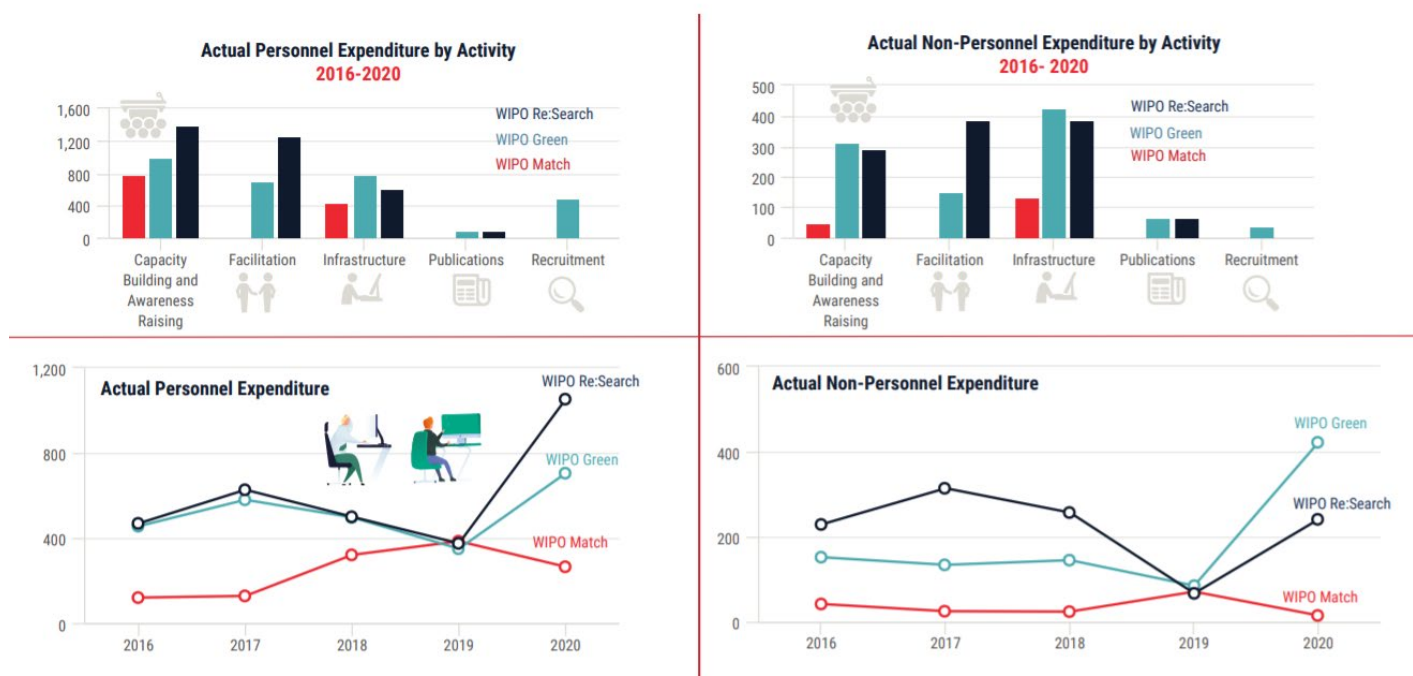
93. Compared with other WIPO platforms, WIPO Match budget and expenditure are average two to 2.5 times lower for personnel and five to six times

Figure 24: Actual expenditure (2016-2020)



lower for non-personnel. Resource scarcity has limited results, as insufficient resources could not be invested adequately in the facilitation, infrastructure, awareness-raising, and publications. All these activities are essential to keep the good health of the platform. The figure below provides an overview of the actual personnel and non-personnel expenditure by activity and the expenditure compared with other WIPO similar platforms.

Figure 25: Actual expenditure by activity and by other WIPO's initiatives



(F) COMMUNICATION

94. WIPO Match communication among its members has been essential to keep the collaboration going. WIPO Match has developed the WIPO Match online platform for registering seekers and potential providers' requests. It also provides up-to-date information via the WIPO website.

95. During the COVID-19 pandemic, all communication has flowed via electronic communication and the internet. Nevertheless, while electronic communication and online discussions have proved to be good tools, they are not substitutes for face-to-face conversations.

96. Due to the limited resources, communication has been kept to the minimum, keeping the information flow going but neglecting other relevant activities such as:

- (a) Developing a directory of members according to their expertise, priority areas, Sectors, among others;
- (b) Posting lessons learned, good practices, or information to solve recurrent issues among seekers, providers, or supporters;
- (c) Sharing information on results and impact to the broader network via a newsletter; and
- (d) Consulting stakeholders on their platform's experience in a more systematic manner.

97. For instance, the evaluation found inconsistencies in the promotional messages on the WIPO website section of the WIPO Match. Key WIPO Match messages and definitions still need to be consistently updated across all the materials used to promote the platform, which might otherwise confuse stakeholders.

98. Developing a short catalog of promotional messages and value proposition by affiliation group (business sector, academia, government institutions) would provide a consistent tool for promotional activities

(G) WIPO MATCH MONITORING

99. WIPO Match gathers information on progress on the connections made between seekers, providers, and supporters. Available data was shared with the evaluation. However, the data collected needs further analysis and goes beyond outputs. Information was not always organized by year, geographic location, gender disaggregation, the affiliation of members, among other classifications. In addition, outcomes and impact data were scarce. This is partly because WIPO Match does not govern or interfere directly in the execution of a collaboration. Nevertheless, follow up on the collaborations' results is essential to report beyond the output level and gather feedback from stakeholders.

100. Feedback and monitoring are done on an ad-hoc basis and present an incomplete picture of progress made. Considering that the network will continue to expand, WIPO should support the WIPO Match and provide the necessary resources to monitor progress in a more automated manner. In addition, an existing project management tool used within the organization should be implemented to assist WIPO Match in capturing and structuring the information generated and required in future evaluations.

101. As WIPO Match grows, it will benefit from adopting a more standardized and regular monitoring process. This should include gathering data on stakeholders' views annually to plan and improve project implementation and generate knowledge. Simultaneously, a monitoring system would need to be accompanied by adequate data analysis, reporting, and machine learning interfaces that are increasingly important for maximizing the results.

6. RECOMMENDATIONS

Recommendations

1. Sector Lead jointly with the Project Manager should strengthen governance by:
 - a) Establishing a governance structure for decision making;
 - b) Formalizing reporting mechanisms on interim results, challenges and lessons learned;
 - c) Establishing an advisory board including their Terms of Reference; and
 - d) Developing a mechanism involving stakeholders in the decision-making process.(Priority: High)

2. The Project Manager, with the leadership of the Sector Lead and in consultation with relevant stakeholders, should develop a strategy for the effective, efficient and sustainable management and of the WIPO Match while considering:
 - a) Clarifying and sharpening the scope and objectives of the platform and its related services;
 - b) Preparing an action plan and implementation strategies, including communication and collaboration with other business units;
 - c) Defining interim indicators, including gender indicators, to report on outputs, outcomes, and impact results; and
 - d) Integrating measures to refining the network structure and considering stakeholders' needs and priorities.(Priority: Medium)

3. Sector Lead jointly with the Project Manager should in collaboration with HRMD:
 - a) Revise the job descriptions of all WIPO Match staff members to reflect current duties and responsibilities; and
 - b) Provide adequate resources to realize the vision articulated in the strategy document. Possibly the upgrade of the database might be required to ensure that it is fit for purpose(Priority: Medium)

ACKNOWLEDGMENT

IOD wishes to thank all relevant staff members for their assistance, cooperation, and interest during this assignment.

Prepared by: Julia Engelhardt, Senior Evaluation Officer

Reviewed by: Adan Ruiz Villalba, Head of IOD Evaluation Section

Approved by: Rajesh Singh, Director IOD

ANNEXES

Annex I.	Table of Recommendations
Annex II.	Terms of References
Annex III.	Providers Mapping
Annex IV.	Seekers Mapping
Annex V.	Supporters Mapping
Annex VI.	List of WIPO Match Key Documents
Annex VII.	The Evaluation Matrix
Annex VIII.	The List of Key Informants/ Stakeholders
Annex IX.	The Interview Protocol
Annex X.	WIPO Match Projects' Estimated Value
Annex XI.	Endnotes

[Annexes follow]

ANNEX I: Table of recommendations

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	<p>Sector Lead jointly with the Project Manager should strengthen governance by:</p> <ul style="list-style-type: none"> a) Establishing a governance structure for decision making; b) Formalizing reporting mechanisms on interim results, challenges and lessons learnt c) Establishing an advisory board including their Terms of Reference; and d) Developing a mechanism involving stakeholders in the decision-making process <p>(Closing criteria) WIPO Match charter document includes the aspects indicated in recommendation 1 on governance. The list of board members should be published on the WIPO website.</p>	High	Steve Thom	TBD	June 2022
2.	<p>The Project Manager, with the leadership of the Sector Lead and in consultation with relevant stakeholders, should develop a strategy for the effective, efficient and sustainable management of the WIPO Match while considering:</p> <ul style="list-style-type: none"> a) Clarifying and sharpening the scope and objectives of the platform and its related services; b) Preparing an action plan and implementation strategies, including communication and collaboration with other business units; c) Defining interim indicators, including gender indicators, to report on outputs, outcomes, and impact results; and 	Medium	Steve Thom	TBD	June 2022

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
	<p>d) Integrating measures to refining the network structure and considering stakeholders' needs and priorities.</p> <p>(Closing criteria) A WIPO Match strategy document including the elements of recommendation 2 of the evaluation report is produced and approved.</p>				
3.	<p>Senior Manager jointly with the Project Manager should in collaboration with HRMD:</p> <p>a) Revise the job descriptions of all WIPO Match staff members to reflect current duties and responsibilities; and</p> <p>b) Provide adequate resources to realize the vision articulated in the strategy document. Possibly the upgrade of the database might be required to ensure that it is fit for purpose.</p> <p>(Closing criteria) WIPO Match strategy document includes adequate resources to realize the vision and modified job description documents of staff.</p>	Medium	Steve Thom	TBD	December 2022

[Annex II follows]

ANNEX II: Terms of References



Final ToRs WIPO
Match 12102020.pdf

[Annex III follows]

ANNEX III: Providers Mapping



[Annex IV follows]

ANNEX IV: Seekers Mapping



[Annex V follows]

ANNEX V: Supporters Mapping



[Annex VI follows]

ANNEX VI: List of WIPO Match Key Documents

Doc. #	Document Classification	Document Title
1	Finances	01 WIPO Match Expenditure 2014-19.pdf
2	Finances	02 WIPO Match Finances for 2018-2020.xlsx
3	Monitoring and Evaluation	01- cdip_10_3 IP DMD (former WIPO Match) evaluation report.pdf
4	Monitoring and Evaluation	02 Guidelines to draft a project REV1.docx
5	Monitoring and Evaluation	03 Report on WIPO Match successes October 14 2019.pdf
6	Monitoring and Evaluation	04 WIPO Match success stories Tracking March 31, 2020.xlsx
7	Monitoring and Evaluation	05 WIPO Match website statistics 2019.pdf
8	Monitoring and Evaluation	06 WIPO Match website statistics 2 - 2019.pdf
9	Monitoring and Evaluation	07 Monitoring results.pdf
10	Monitoring and Evaluation	08 Success stories by BW 25112020.pdf
11	Monitoring and Evaluation	09 WIPO Match outputs-outcomes and impacts 25112020.pdf
12	Monitoring and Evaluation	10 Implementation of recommendations - Eval 2012.xlsx
13	Monitoring and Evaluation	11 cdip_23_10 contribution of WIPO Match to SDGs 2019.docx
14	MoUs	02 Program_visit President of IsDB November to sign revised MoU 21 2018.docx
15	MoUs	01 Signed_MoU_WIPO and IsDB_Geneva_21.11.18.pdf
16	Potential partners	01 - Andrew Ong suggestion for potential partners - 10-2020.pdf
17	Potential partners	02 - India partners.pdf
18	Potential partners	03 Islamic Development bank (4).pptx
19	Potential partners	04 - Regan Asgarali.pdf
20	Potential partners	05 World Intellectual Property Organization (WIPO) - South-South Galaxy.pdf
21	Potential partners	06 UNDESA-18-00964 _WIPO-UNDESA Platform.pdf
22	Potential partners	07 - feedback potential partners.pdf
23	Potential partners	08 Letter from INPI Brazil to DDG MM.JPG
24	Potential partners	09 USPTO.jpg
25	Potential partners	Pictures
26	Project components	01 Data exchange database - Technology Facilitation Mechanism.pdf
27	Project components	02 Letter UN DESA online platform May 2018.pdf
28	Project components	03 Memo_Mission Report UNDESA_MOST PRC January 13, 2020 (1).docx
29	Project components	04 WIPO Match Mapping Exercise_Matches description.xlsx
30	Project components	05 WIPO Match Template request for Need or Offer_ January 23, 2019 (3).docx
31	Promotional activities	08 Regional Seminar Indonesia.pdf
32	Promotional activities	09 Letter UNDESA online platform May 2018.pdf
33	Promotional activities	10 Approved memo_WIPO Match_IDB_Tunisia_March 2018.pdf
34	Promotional activities	11 - Regional Seminar Indonesia 2017.pdf
35	Promotional activities	12 Memo_WIPO Match_IsDB_Cambridge_Dec 2018_BW.pdf
36	Promotional activities	12-1 Transformers Summit Program Agenda Cambridge Dec 2018.pdf

Doc. #	Document Classification	Document Title
37	Promotional activities	13 - MDP_Mission report_WIPO Match_Shanghai_Seoul_Dec 2017.pdf
38	Promotional activities	14 wipo_match_flyer.pdf
39	Promotional activities	01 Approved Memo_Promotion of WIPO Match_USA_November 2017.pdf
40	Promotional activities	02 Approved Memo_Promotion of WIPO Match_Germany_May 23-2017.pdf
41	Promotional activities	03 Approved Memo_Promotion of WIPO Match_Georgia_June 2018.pdf
42	Promotional activities	04 Indian Webinar NRDC_WIPO (1).pdf
43	Promotional activities	05 Mission report_WIPO MATCH US 2016.pdf
44	Promotional activities	06 Mission Report_WIPO Match_Paris 1.pdf
45	Promotional activities	07 Presentation WIPO Match for South-South Galaxy September 12 2019.pdf
46	Publications	01 Article on WIPO Match by Dr. Sarasija Padmanabhan Rev2.pdf
47	Publications	02 WIPO Match Framework on COVID19 Short Article FV.pdf
48	Publications	03 4dlife and magma.docx
49	Publications	04 WIPO Match Brochure-Russian (4).pdf
50	Publications	05 SmartPatent Article For WIPO copy.pdf
51	Publications	06 Kaleidoscope.docx
52	Stakeholders	01 List supporters dated April 22, 2020 (1).xlsx
53	Stakeholders	02 Stakeholders list 03122020.xlsx
54	Stakeholders	03 WIPO internal collaborators.pdf
55	Stakeholders	04 WIPO staff working for WIPO Match.pdf
56	Strategies and framework	03 WIPO Match strategic note from WB.pdf
57	Strategies and framework	04 Strategic notes - WIPO Match project manager.pdf
58	Strategies and framework	01 Vision of WIPO Match by Mr. Joseph Panakal August 12 2020.pptx
59	Strategies and framework	02 WIPO Match Strategy 2020 presentation.pdf

[Annex VII follows]

Annex VII. The Evaluation Matrix

QUESTIONS/SUB-QUESTIONS	MEASURE/ INDICATOR OF PROGRESS	Desk review verification	Project staff	WIPO staff collaborating	Seekers	Providers	Supporters
			Interviews/surveys				
RELEVANCE							
To what extent has the project design addressed the needs of its partners, users, and beneficiaries, in line with WIPO's mandate, in particular for recommendation 9 of WIPO's Development Agenda? To what extent members of the platform were able to shape and express their needs (demand) to be met by WIPO Match?							
Responsiveness to the needs of its stakeholders							
What is the planning approach?	WIPO Match planning documents	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
What analyses were conducted to determine stakeholders' needs (including the Member States, supporters, seekers, providers, WIPO internal collaborators)?	Needs analysis reports or similar documents or documents requesting the project as key priority and list of stakeholders consulted	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent does WIPO Match consult WIPO internal collaborators during its planning process?	List of internal collaborators consulted during the planning process	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
What has been the approach to reaching out to key external stakeholders, especially the private Sector, during the planning process?	List of external collaborators consulted during the planning process	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
How inclusive are the planning consultation processes of WIPO Match	% of stakeholders involved in the planning process confirming that the process was participatory				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
To what extent are the objectives of the project still valid?	number of objectives listed in the workplan in proportion to the actual goals carried out	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Is the project well designed to address its stakeholders' needs and priorities, including priorities under recommendations 9 of the DA and SDG 9 and 17?	Project document including strategy, results' framework, risk and assumptions, monitoring framework, and any other design document	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Do the services provided in the current context still address the needs of the stakeholders?	% of relevant stakeholders who think the WIPO Match services are relevant to their needs and the business community needs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Intervention design							
What are the WIPO Match stakeholders' identification and analysis?	Annually updated stakeholders list or database	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Does the project has a TOC or a results framework?	TOC document	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				

QUESTIONS/SUB-QUESTIONS	MEASURE/ INDICATOR OF PROGRESS	Desk review verification	Project staff	WIPO staff collaborating	Seekers	Providers	Supporters
To what extent does the WIPO Match rely on monitoring data, lessons learned, risk assessment, theories of change, any other project management methods or tools?	Records of documentation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Given the project's complexities, what sort of data does WIPO Match rely on when developing its workplan and implementation?	Records of internal procedures, documentation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
What is the strategy in place for the project to achieve its goals?	strategy in place apart from the workplan to conduct activities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Did the project design factor any relevant gender components?	Project design factored in gender	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Adaptability							
How responsive has WIPO Match been to emerging needs, challenges, and opportunities?	Changes reflected in existing and/or future plans and delivery modalities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
What challenges or constraints affected WIPO Match implementation?	List of challenges/constraints	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
What mitigation strategies were considered to address existing challenges/constraints?	List of challenges and mitigation strategies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
COHERENCE							
To what extent does the project address the synergies and interlinkages between the intervention and other interventions carried out by WIPO and coordination with other external institutions? How can these be enhanced							
To what extent is the WIPO Match coherent with other WIPO interventions such as WIPO Green, WIPO ReSearch, among others?	% of stakeholders that rated the intervention as coherent with other WIPO interventions + any other documentation that demonstrate the coherence of among the various interventions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
To what extent is WIPO Match coherent with the context and WIPO mandate, including recommendation 9 of the DA and the WIPO Gender Policy?	Project document compared with WIPO priorities and DA recommendation 9	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent is WIPO Match consistent with other external interventions in the same context? This includes complimentary, harmonization, and coordination with others, avoid duplication	% of relevant stakeholders that consider the intervention coherent with other external interventions + documented evidence of external coherence	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
EFFECTIVENESS							

QUESTIONS/SUB-QUESTIONS	MEASURE/ INDICATOR OF PROGRESS	Desk review verification	Project staff	WIPO staff collaborating	Seekers	Providers	Supporters
To what extent has WIPO achieved the project aims and expected results? Furthermore, to what extent does WIPO match deliver the right value proposition to the platform's members (supply)?							
Achievement of results							
To what extent have WIPO Match expected results been achieved?	% of results achieved/partially achieved/not achieved as per WIPO Match results' framework	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent does WIPO Match contribute to:							
Increased use of WIPO Match services	Number of seekers and providers per country and Sector using WIPO Match services over the last six years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Increased awareness of tech transfer and tech facilitation	% of stakeholders that rated the WIPO Match contribution as high			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Enhancing the use of the WIPO Match platform	Statistics of the use of the platform in the last six years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	Number of users of the WIPO Match platform in the last six years			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Catalyzing the use of internal resources within different WIPO initiatives	Number of WIPO Match initiatives co-financed with the support of other WIPO initiatives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Collaborators recognize the added value of WIPO Match towards facilitating the use of IP for the development	% of WIPO collaborators that rated the contribution of WIPO Match as high			<input checked="" type="checkbox"/>			
Strengthened technical capabilities of Technology Transfer Offices (TTOs) to accelerate commercialization	Number of staff from TTOs trained per country	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	% of beneficiaries of the capacity building activities who rated the contribution as high			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Facilitating networking with IP partners around the globe	Number of partners who have formalized their support through joint initiatives, financial support, bringing new partners on board, agreements, among other	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	% of stakeholders that rated the contribution as high			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
To improve the quality of seekers' proposals	% of seekers proposals reviewed in the last six years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	% of relevant seekers and providers who rated the contribution as high				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Increased private sector participation	Number of private sector participation over the last six years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	% of stakeholders who rated the contribution as high			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

QUESTIONS/SUB-QUESTIONS	MEASURE/ INDICATOR OF PROGRESS	Desk review verification	Project staff	WIPO staff collaborating	Seekers	Providers	Supporters
Increased south-south cooperation	% south-south initiatives resulting from WIPO Match	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
The development of new matches	Number of matches per year in the last six years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
How effective has WIPO Match been promoting its services	% of stakeholders that confirm that the project's strategy was essential of the promotion of the WIPO Match services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
As a user of the database, how would you rate the following WIPO Match platform features:							
How stakeholders rate the visibility of the database	% of stakeholders that rated the visibility as high (High, medium-low, n/a)						
How stakeholders rate the accessibility of the database	% of stakeholders that rated the accessibility as high Easy, average, difficult, n/a)						
Factors influencing the achievement of results							
What have been the major factors influencing the achievement or lack thereof of the objectives?	number of factors identified to be significant to the achievement of objectives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Were expected results realistic/feasible for WIPO Match?	% expected results rated as realistic	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Did any unintended effects occur as a result of the intervention, positive or negative?	number of identified unintended results to the workplan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
What are the obstacles, risks, or constraints the program faced? And how are they mitigating these constraints?	% of activities for which obstacles have been reported and mitigations strategies identified	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Inclusiveness of results							
Has WIPO Match contributed to any gender results?	% of results that have contributed to gender improvements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Has WIPO Match contributed to increasing the number of proposals from women?	% of proposals coming from women	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	% of women innovators or women working on TTOs participating in the various capacity building activities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	% of female stakeholders that indicated that WIPO Match facilitate the participation of women innovators in the various WIPO Match initiatives				<input checked="" type="checkbox"/>		
Additionally							
to what extent has WIPO Match contributed to the mobilization of additional financial/non-financial resources	Documented evidence of additional support/resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				

QUESTIONS/SUB-QUESTIONS	MEASURE/ INDICATOR OF PROGRESS	Desk review verification	Project staff	WIPO staff collaborating	Seekers	Providers	Supporters
What has been achieved with these additional resources	% of the results from the total results that have been achieved with the other resources	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
EFFICIENCY							
To what extent has the project converted inputs into results in the most effective way possible and on time? The assessment will include looking at operational efficiency.							
Timeliness of results							
To what extent were WIPO Match intended results achieved within the stated timeframe?	% of activities and results delivered according to workplans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
On average, how long does WIPO Match advice/services take to respond to/ address seekers' and providers' requests?	Range 1-3 months, 3-6 months, 6-12 months, more						
Was the stated timeframe realistic for achieving intended results, considering the conditions of the surrounding context?	% of activities with realistic/ unrealistic timeframe	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent is the response time for WIPO Match services reasonable?	% of stakeholders that rated the time needed to deliver the services as reasonable			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Did any delays arise from internal or external (context-related) barriers? And were there any negative effects arising from those challenges?	% of the activities that were confronted with barriers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
How well were any such delays managed/mitigated?	% of stakeholders that indicated that delays were addressed in an efficient manner	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Cost of results							
Did the cost justify the results?	Budget vs. Actual expenditure by results	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Would it be possible to achieve the results/targets with fewer resources? How?			<input checked="" type="checkbox"/>				
What strategies were applied to maximize value for resources applied?	% of activities with resources maximization	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Was there any possibility of mobilizing partnerships as alternatives? What hinders? And what enables?		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
How were the resources (human and financial resources) use to deliver according to workplans and expected results?	HR and financials dedicated to each activity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Efficient project management processes							

QUESTIONS/SUB-QUESTIONS	MEASURE/ INDICATOR OF PROGRESS	Desk review verification	Project staff	WIPO staff collaborating	Seekers	Providers	Supporters
To what extent has the process (time for development, approval, and implementation) define the work plan been efficient?	Records of the planning process	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
How frequently do you have review or monitoring meetings?	Meeting notes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent are these enough to review progress and make decisions?			<input checked="" type="checkbox"/>				
How does the project monitor and evaluate its results?	Monitoring and evaluation workplan including data collection and reporting tools	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Was monitoring data collected and disaggregated according to relevant criteria (gender, age, other)? And was it used for decision-making?	% of activities for which disaggregated data has been collected and monitored	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
How frequently are you informed about WIPO Match services and results?	quarterly, six-monthly, yearly, never			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
How useful do you find the updates shared by WIPO Match?	% of stakeholders that rated the usefulness as high			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
What processes are in place for capturing and applying lessons learned, sharing, and replicating good practices?	System for gathering and sharing lessons learned and good practices	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
How useful are the lessons learned and good practices shared by WIPO Match?	% of stakeholders who rated the information as useful			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Prioritization							
To what extent were the resources provided in line with WIPO Match priorities?	Budget and actual expenditure vs. allocation per activity and results	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
How adequate were the resources to deliver according to workplans and expected results?	Budget and actual expenditure vs. allocation per activity and compared with other similar initiatives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent has WIPO Match contributed to the WIPO Development Agenda?	Evidence of long-term contributions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent has WIPO Match contributed to SDGs 9 and 17?	Evidence of long-term contributions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
To what extent have any unintended long-term effects (positive/negative) arisen due to the WIPO Match implementation?	% of stakeholders that indicated that delays were managed in an efficient manner	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Has WIPO Match contributed to any long-term gender improvements?							

[Annex VIII follows]

ANNEX VIII: The List of Key Informants/ Stakeholders

#	Supporter Name	Country	Stakeholders category	Affiliation
1	PROTEC	Albania	Supporter	Business sector
2	Fast Foundation	Armenia	Seeker	NGO
3	Intellectual Property Australia	Australia	Supporter	NIPO
4	Export Council of Australia	Australia	Supporter	Business sector
5	Trade Com II Programme	Belgium	Provider	Multilateral
6	Bio Base Europe Pilot Plant	Belgium	Supporter	Business sector
7	Bhutan, Intellectual Property Division	Bhutan	Seeker	NIPO
8	Fundação Educacional da Região de Joinville - Inovaparc (FURJ/Inovaparc)	Brazil	Seeker	NGO
9	Incubadora Tecnológica de Curitiba / Instituto de Tecnologia do Paraná (INTEC/Tecpar)	Brazil	Seeker	Academia
10	REDE TT INOVA	Brazil	Seeker	Business sector
11	SUPERA Innovation Technology Park	Brazil	Supporter	Business sector
12	Brazilian Agricultural Research Corporation (EMBRAPA)	Brazil	Supporter	Academia
13	INPI Brazil	Brazil	Seeker	NIPO
14	Thaung Enterprise	Cambodia	Supporter	Business sector
15	Pepper Tag	Canada	Supporter	Business sector
16	National Institute of Industrial Property of Chile (INAPI)	Chile	Provider	NIPO
17	South-South Global Assets and Technology Exchange	China	Supporter	NGO
18	Shanghai United Assets and Equity Exchange	China	Supporter	Business sector
19	Shanghai Agriculture Assets and Equity Exchange	China	Supporter	NGO
20	Czech Industrial Property Office, Czech Republic	Czech Republic	Seeker	NIPO
21	Danish Ministry of Foreign Affairs, Danish and Brazilian Innovation Network	Denmark	Seeker	Government Institution
22	I3LAB Entrepreneurship and Innovation Center at Escuela Superior Politécnica del Litoral (ESPOL)	Ecuador	Seeker	Academia
23	INPI Ecuador	Ecuador	Seeker	NIPO
24	Senadi	Ecuador	Supporter	Government Institution
25	Academy of Scientific Research and Technology (ASRT)	Egypt	Supporter	Academia
26	Ministry of Science and Education	Ethiopia	Supporter	Government Institution
27	Institut national de la propriété intellectuelle (INPI)	France	Supporter	NIPO
28	One Planet Solutions	France	Supporter	Business sector
29	Sakpatenti, National IP Center of Georgia	Georgia	Supporter	NIPO
30	German Patent and Trademark Office	Germany	Supporter	NIPO
31	Hoefer & Partner Patentanwälte	Germany	Supporter	Business sector
32	United Nations Framework Convention on Climate Changes (UNFCCC)	Germany	Supporter	International Organization
33	United Nations University	China	Supporter	International Organization
34	Karnataka State Council for Science and Technology	India	Supporter	Academia
35	Arctic Innovation Consulting Solution Pvt. Ltd	India	Provider	Business sector

#	Supporter Name	Country	Stakeholders category	Affiliation
36	Legasis Services Private Limited	India	Provider	Business sector
37	Directorate General of Intellectual Property (DGIP)	Indonesia	Provider	NIPO
38	Indonesian Center for Agricultural Biotechnology and Genetic Resources Research & Development	Indonesia	Seeker	Academia
39	Ministry of Research and Technology	Indonesia	Supporter	Government Institution
40	Nofan Hami Alborz Institute	Iran	Provider	Academia
41	Family	Kazakhstan	Seeker	NGO
42	Kenya Association of Manufacturers	Kenya	Seeker	NGO
43	African Agriculture Technology Foundation (AATF)	Kenya	Seeker	NGO
44	Office malgache de la propriété intellectuelle (OMAPI)	Madagascar	Seeker	NIPO
45	University de Monterrey, T.T.O.	Mexico	Seeker	Academia
46	REE Mexico	Mexico	Supporter	Business sector
47	Office marocain de la propriété industrielle et commerciale (OMPIC)	Morocco	Supporter	NIPO
48	Tounina Consulting	Morocco	Supporter	Business sector
49	Université Hassan	Morocco	Supporter	Academia
50	Biotechnology Center Eduardo Mondlane University	Mozambique	Supporter	Academia
51	Kijani Energy Company	Mozambique	Seeker	Business sector
52	Ministry of Education	Myanmar	Supporter	Government Institution
53	Direction de l'innovation et de la propriété industrielle, Ministère du commerce, de l'industrie et de la promotion des jeunes entrepreneurs	Niger	Supporter	Government institution
54	Nigeria, Trademark, Patents & Designs Registry	Nigeria	Seeker	NIPO
55	Ministry of Foreign Affairs	Nigeria	Supporter	Government Institution
56	Innovation Norway	Norway	Provider	Government Institution
57	Al-Quds University	Palestine	Supporter	Academia
58	Cochingyan & Peralta Law Offices	Phillippines	Supporter	Business sector
59	Eurasian Patent Organization (EAPO)	Russia	Supporter	Regional IPO
60	Islamic Development Bank	Saudi Arabia	Provider	Multilateral
61	Nouvelles Editions Numériques Africaine (NENA)	Senegal	Seeker	Business sector
62	Trade Law Center (TRALAC)	South Africa	Provider	NGO
63	University of the Free State	South Africa	Supporter	Academia
64	Korean Intellectual Property Office (KIPO)	South Korea	Provider	NIPO
65	Korea Invention Promotion Association (KIPA)	South Korea	Provider	NGO
66	Programa Iberoamericano de Ciencia y Tecnología para el Desarrollo (CYTED)	Paraguay	Provider	Academia
67	4D Life	Spain	Provider	Business sector
68	Foundation for the Youth Empowerment (SURINAME) – NGO	Suriname	Supporter	NGO
69	Swedish Patent and Registration Office (PRV)	Sweden	Supporter	NIPO
70	Stockholm IP, Sustainable Development Consulting	Sweden	Supporter	Business sector
71	Access to Water Foundation	Switzerland	Seeker	NGO

#	Supporter Name	Country	Stakeholders category	Affiliation
72	International Federation of Inventor's Association (IFIA)	Switzerland	Supporter	NGO
73	Organization for an International Geographical Indications Network	Switzerland	Seeker	NGO
74	Swiss Biotech Association	Switzerland	Supporter	Business sector
75	Swiss Green Projects	Switzerland	Seeker	NGO
76	University of Basel	Switzerland	Supporter	Academia
77	Artidis	Switzerland	Supporter	Business sector
78	Forwaves Consulting	Switzerland	Supporter	Business sector
79	Staprod	Switzerland	Supporter	Business sector
80	WIPO Voluntary Fund for Accredited Indigenous and Local Communities	Switzerland	Supporter	International Organization
81	East African Business Council (EABC)	Tanzania	Supporter	Business sector
82	University of Dar es Salaam	Tanzania	Supporter	Academia
83	Tanzania Agriculture Institute Selian	Tanzania	Seeker	Academia
84	United Nations Economic and Social Council for Asia and Pacific (UNESCAP)	Thailand	Supporter	International Organization
85	The Caribbean Sea & Air Marketing Co. Ltd	Trinidad and Tobago	Provider	Business sector
86	Turkish Patent and Trademark Office	Turkey	Provider	NIPO
87	National Animal Genetic Resources Centre and Data Bank	Uganda	Seeker	Academia
88	United Kingdom IP Office (UKIPO)	United Kingdom	Supporter	NIPO
89	British Swiss Chamber of Commerce (BSCC)	United Kingdom	Supporter	NGO
90	Department of International Trade	United Kingdom	Supporter	Government Institution
91	Basck	United Kingdom	Provider	Business sector
92	C4X Discovery	United Kingdom	Supporter	Business sector
93	Saana Consulting	United Kingdom	Supporter	Business sector
94	Zensar	United Kingdom	Supporter	Business sector
95	Global Intellectual Property Academy, United States Patent and Trademark Office (USPTO)	United States	Provider	NIPO
96	The United States Patent and Trademark Office (USPTO)	United States	Provider	NIPO
97	Association of University Technology Managers (AUTM)	United States	Provider	Academia
98	Global Innovation Exchange (GIE)	United States	Supporter	Business sector
99	Licensing Executives Society International (LESI)	United States	Supporter	NGO
100	Public Interest Intellectual Property Advisors (PIIPA)	United States	Seeker	NGO
101	Public Intellectual Property Resource for Agriculture (PIPRA)	United States	Provider	NGO
102	United States AID (USAID)	United States	Supporter	Government Institution
103	United Nations, Department of Economic and Social Affairs (DESA)	United States	Provider	International Organization

#	Supporter Name	Country	Stakeholders category	Affiliation
104	United Nations Office of South-South Cooperation	United States	Supporter	International Organization
105	US Chamber of Commerce	United States	Supporter	Government Institution
106	US State Department	United States	Supporter	Government Institution
107	Berkeley University	United States	Supporter	Academia
108	Stanford University	United States	Supporter	Academia
109	Smiley Go	United States	Supporter	Business sector
110	United Nations Department of Economic and Social Affairs (UNDESA)	United States	Seeker	International Organization
111	United Nations Office of the South-South Cooperation (UNOSSC)	United States	Supporter	International Organization
112	United Nations Office of Information Communication and Technology (UNOICT)	United States	Supporter	International Organization
113	ASA Computers Inc.	United States	Supporter	Business sector
114	RWS	United States	Provider	Business sector
115	Development Bank of Latin America (CAF)	Venezuela	Provider	Multilateral
116	African Regional Intellectual Property Office (ARIPO)	Zimbabwe	Seeker	Regional IPO
117	Institut national de la normalisation et de la propriété Industrielle (INNORPI)	Tunisia	Supporter	NIPO
118	The Caribbean and Americas Intellectual Property Organization (CAAIPO)	Jamaica	Provider	Regional IPO
119	Smart Patent	#N/A	Supporter	Business sector
120	Ministry of Science Technology and Innovation, Argentina	Argentina	Provider	Government Institution
121	CIPAM India and KSCST, India	India	Seeker	Government Institution
122	Africa Union	Ethiopia	Seeker	Multilateral
123	National Research Development Corporation (NRDC) (An Enterprise of DSIR, Ministry of Science and Technology, Govt of India)	India	Provider	Academia
124	Karger Publishers	Switzerland	Seeker	Business sector
125	Group UCLA Davis	United States	Seeker	Academia
126	Magma Learning	Switzerland	Provider	Business sector
127	Volkswagen	Germany	Provider	Business sector
128	REDOTTEC Mexico	Mexico	Seeker	Academia
129	UNOSSC	United States	Provider	International Organization
130	UNFPA	United States	Provider	International Organization
131	Makarare Institute -Uganda	Uganda	Provider	Academia

[Annex IX follows]

ANNEX IX: Interview Protocols

Interview Protocol for Seekers WIPO Match Evaluation February X, 2021 Time: XX:XX am/pm	
Participants:	
<u>Seeker(s):</u>	<u>From IOD:</u>
<ul style="list-style-type: none"> • Introductions interviewer(s) and interviewee(s) • The interviewer provides a quick explanation of the project and the evaluation purpose. • The survey will assess four main aspects, namely: Relevance, contributions, efficiency, and explore the way forward. • Independence of the evaluation • Explain briefly how the information will be used • Indicate the duration of the interview and the confidentiality clause. <p>This protocol can be used as a guide and can be adapted during the interviews. If the interviewee responds to several questions in one go, then move to the next part.</p>	
RELEVANCE	
<ol style="list-style-type: none"> 1. What is your connection with WIPO Match? OR area of collaboration? 2. How did you get to know WIPO Match? 3. Can you tell us about your experience with the project so far? 4. What were your needs and expectations for the project? And were they met? And why? 5. To what extent do you consider relevant the existing strategies and activities for networking seekers, providers, and supporters? And why? 	
IF NECESSARY, ASK FOR DOCUMENTATION	
CONTRIBUTIONS	
<ol style="list-style-type: none"> 6. Have you benefited from the project (short, medium, and long-term benefits, if any)? <ol style="list-style-type: none"> a. If not, why not? b. If yes, what has been the contribution? c. Can you provide some tangible examples? Could you share with us any documentation that supports your statement? d. Which aspects of the project proved to be most helpful? And which ones were least helpful? And why? 7. Have any unintended long-term effects (positive/negative) arisen due to the WIPO Match implementation? What kind of? Can you say that this was a direct result of the WIPO Match? 	
IF NECESSARY, ASK FOR DOCUMENTATION	

EFFICIENCY

8. To what extent has WIPO Match deliver results in an economical and timely manner? And why?

Efficiency refers here to operational efficiency, which includes implementation processes and management such as: usefulness, quality, expertise, monitoring process, administration process, any transaction costs, timelines, guidance, client satisfaction, among others.

9. Have you come across any efficiency challenges before, during, or after service delivery? If yes, why?

10. Are you aware of any other similar platform, project, or initiative? If yes, what would you define as the WIPO Match project's added value compared to others? And Why?
a. Could you please provide an example?

IF NECESSARY, ASK FOR DOCUMENTATION

WAY FORWARD

11. What do you consider the strengths/weaknesses of WIPO Watch? And Why? Do you think WIPO Match misses any critical elements?

12. What additional services or additional value proposition (projects) will enhance the platform's capacity and increase the matchmaking possibilities?

13. What would you recommend to WIPO Match to enhance results delivery/benefits? And why?

14. Do you have any suggestions on how WIPO Match could encourage female stakeholders to participate in this initiative?

**Interview Protocol for Providers
WIPO Match Evaluation
February X, 2021
Time: XX:XX am/pm**

Participants:

Providers(s):

From IOD:

- Introductions interviewer(s) and interviewee(s)
- The interviewer provides a quick explanation of the project and the evaluation purpose.
- The survey will assess four main aspects, namely: Relevance, contributions, efficiency, and explore the way forward.
- Independence of the evaluation
- Explain briefly how the information will be used
- Indicate the duration of the interview and the confidentiality clause.

This protocol can be used as a guide and can be adapted during the interviews. If the interviewee responds to several questions in one go, then move to the next part.

RELEVANCE

15. How did you get to know WIPO Match?
16. How would you describe your collaboration with WIPO Match so far? And Why?
17. What are/were your priorities and expectations from WIPO Match in terms of collaboration and results? And were they met? And why?
18. What motivated your organization to collaborate with WIPO Match? And Why?
19. Are you familiar with the WIPO Match strategies for identifying potential beneficiaries and donors? And how relevant are these considering the existing context?

If they are relevant, why do you consider them relevant?
If they are not relevant? Why not?
Are there any alternative strategies?
20. To what extent do you consider relevant the existing strategies and activities for networking seekers, providers, and supporters? And why? Are there any alternative strategies?

IF NECESSARY, ASK FOR DOCUMENTATION

COLLABORATION

21. What do you consider has been the contribution of WIPO Match and your contribution during this collaboration?
Can you provide some tangible examples? Could you share with us any documentation that supports your statement?
22. Do you have any activities, which you think have been particularly successful because of the collaboration between your organization and WIPO Match? If yes, which ones? and why?
23. What would you define as the added value of this collaboration compared to others? And Why? Could you please provide an example?
24. Would you continue your collaboration with WIPO Match? If yes, under which circumstances? And if not, why not?

IF NECESSARY, ASK FOR DOCUMENTATION

EFFICIENCY

25. Are you aware of other similar platforms or initiatives?
If yes, what would you define as the WIPO Match project's added value compared to others? And why? Could you please provide an example?
26. Has WIPO Match contributed to any economics of scale? If yes, can you explain further? And if not, why not?
27. To what extent has WIPO Match contributed to delivering results in an economical and timely manner? And why?

Efficiency here refers to operational efficiency, including implementation and management, such as: usefulness, quality, expertise, monitoring process, administration process, transaction costs, timeliness, guidance, and client satisfaction.

28. Have you come across any efficiency challenges before, during, or after service delivery? If yes, why?

IF NECESSARY, ASK FOR DOCUMENTATION

WAY FORWARD

29. What do you consider the strengths/weaknesses of the collaboration and WIPO Match? And Why?

30. What additional services or additional value proposition (projects) will enhance the platform's capacity and increase the matchmaking possibilities?

31. What would you recommend to WIPO Match to enhance results delivery/benefits in collaboration with its partners? and why?

32. How could we promote the participation of female stakeholders through the WIPO Match project?

**Interview Protocol for Supporters
WIPO Match Evaluation
February X, 2021
Time: XX:XX am/pm**

Participants:

Supporter(s):

From IOD:

- Introductions interviewer(s) and interviewee(s)
- The interviewer provides a quick explanation of the project and the evaluation purpose.
- The survey will assess four main aspects, namely: Relevance, contributions, efficiency, and explore the way forward.
- Independence of the evaluation
- Explain briefly how the information will be used
- Indicate the duration of the interview and the confidentiality clause.

This protocol can be used as a guide and can be adapted during the interviews. For example, if the interviewee responds to several questions, then move to the next part.

RELEVANCE

33. How did you get to know WIPO Match?

34. How would you describe your support of WIPO to Match so far?

35. What are/were your priorities and expectations from WIPO Match as a supporter? And were they met? And why?

36. What motivated your organization to support WIPO Match? And Why?

37. Are you familiar with the WIPO Match strategies for identifying potential beneficiaries and donors? And how relevant are these considering today's context?

If they are relevant, why do you consider them relevant?

If they are not relevant? Why not?

Are there any alternative strategies?

38. To what extent do you consider relevant the existing strategies and activities for networking seekers, providers, and supporters? And why? Are there any alternative strategies?

IF NECESSARY, ASK FOR DOCUMENTATION

COLLABORATION

39. What do you consider has been the contribution of WIPO Match? and your contribution through your support?

Can you provide some tangible examples? Could you share with us any documentation that supports your statement?

40. Do you have any activities, which you think have been particularly successful because of the support provided and the collaboration between your organization and WIPO Match? If yes, which ones? and why?

41. Would you continue supporting WIPO Match? If yes, under which circumstances? And if not, why not?

IF NECESSARY, ASK FOR DOCUMENTATION

EFFICIENCY

42. Are you aware of other similar platforms or initiatives?

If yes, what would you define as the WIPO Match project's added value compared to other collaborators? And why? Could you please provide an example?

43. Has WIPO Match contributed to any economics of scale? If yes, can you explain further? And if not, why not?

44. To what extent has WIPO Match contributed to delivering results in an economical and timely manner? And why?

Efficiency here refers to operational efficiency, including implementation and management, such as: usefulness, quality, expertise, monitoring process, administration process, transaction costs, timeliness, guidance, and client satisfaction.

45. Have you come across any efficiency challenges before, during, or after service delivery? If yes, why?

IF NECESSARY, ASK FOR DOCUMENTATION

WAY FORWARD

46. What do you consider the strengths/weaknesses of the collaboration and WIPO Match? And Why?
47. What additional services or additional value proposition (projects) will enhance the platform's capacity and increase the matchmaking possibilities?
48. What would you recommend to WIPO Match to enhance results delivery/benefits in collaboration with its partners? And why?
49. How could we promote the participation of female stakeholders through the WIPO Match project?

[Annex X follows]

ANNEX X: WIPO Match Project's Estimated Value²³

Information provided by WIPO Match. It has been reported that the estimated values have been calculated in collaboration with WIPO Match providers.

Sr. No.	Match Clients	Type of Match / Project	Estimated Value of the Project	Hours discussions	Grant Amount
1	Islamic Development Bank and Nouvelles Editions Numériques Africaines	Nena to Build a Digital Library for visual impairs	US\$: 160,000	10 hrs	US\$: 150,000
2	Islamic Development Bank and Kijani Energy	To develop a mobile, solar-powered cooling units for small farmers to store and transport their crops.	US\$: 336,000	12 hrs	US\$: 300,000
3	African Regional Intellectual Property Organization (ARIPO) and Indonesia DGIP (Directorate General of Intellectual Property)	Offering and customizing on a pro bono basis two datasets developed by DGIP Indonesia to ARIPO to register copyright and TKDF works	US\$: 630,000	30 hrs	pro bono
4	Korea Institute of Public Administration (KIPA) and Redotec Mexico	A course on IP provided by KIPA to Redotec Mexico	US\$: 28,000	8 hrs	pro bono
5	Volkswagen Mexico/SEAT Spain/4D-Life Spain and Redotec Mexico	building of a COVID-19 ventilators, and its Implementation and Operation of a new Silo within VW Mexico facility plant	US\$: 700,000	30 hrs	pro bono
6	African Agricultural Technology Foundation (AATF)/IP Office Trinidad-and-Tobago/WIPO (LAC and WIPO Match) and Moruga Hill Rice (MHR)/Caribbean Sea and Air Marketing (CSAM)	Registration for trademark and GI; R&D laboratory; Legal advice; Commercialization advice;	US\$: 200,000	16 hrs	pro bono
7	Swiss startup MAGMA Learning and African Regional Intellectual Property Organization (ARIPO)	A pro-bono tailor made application integrating revision microlearning content based on the ARPET course ARPTEXM101 (with training course material for patent examiners);	US\$: 80,000	8 hrs	pro bono
	Total		US\$: 2,134,000	114 hrs	US\$: 450,000

[Annex XI follows]

²³ Estimate not reviewed by the evaluation's team

ANNEX XI: Endnotes

- (a) Stakeholders' interviews;
- (b) Global Competitiveness Report – 2020. World Economic Forum;
- (c) Statistical Data from the United Nations Educational, Scientific and Cultural Organization's Institute for Statistics, Fact Sheet No. 59, June 2020 (F.S./2020/SCI/59). UNESCO data on Gender Equality;
- (d) Data from the Boston Consulting Group – Innovation is the only way to win the SDG race, published on 2019;
- (e) United Nations data from the Department of Economic and Social Affairs <https://unstats.un.org/sdgs/report/2019/goal-09/> ;
- (f) World Bank, SMEs Finance, Improving SMEs' access to finance and finding innovative solutions to unlock sources of capital <https://www.worldbank.org/en/topic/smefinance>.

[End of annexes and of document]

World Intellectual Property Organization
34, chemin des Colombettes
P.O. Box 18
CH-1211 Geneva 20
Switzerland

Tel: +41 22 338 91 11
Fax: +41 22 733 54 28

For contact details of WIPO's
External Offices visit:
www.wipo.int/about-wipo/en/offices