

Evaluation of WIPO Match

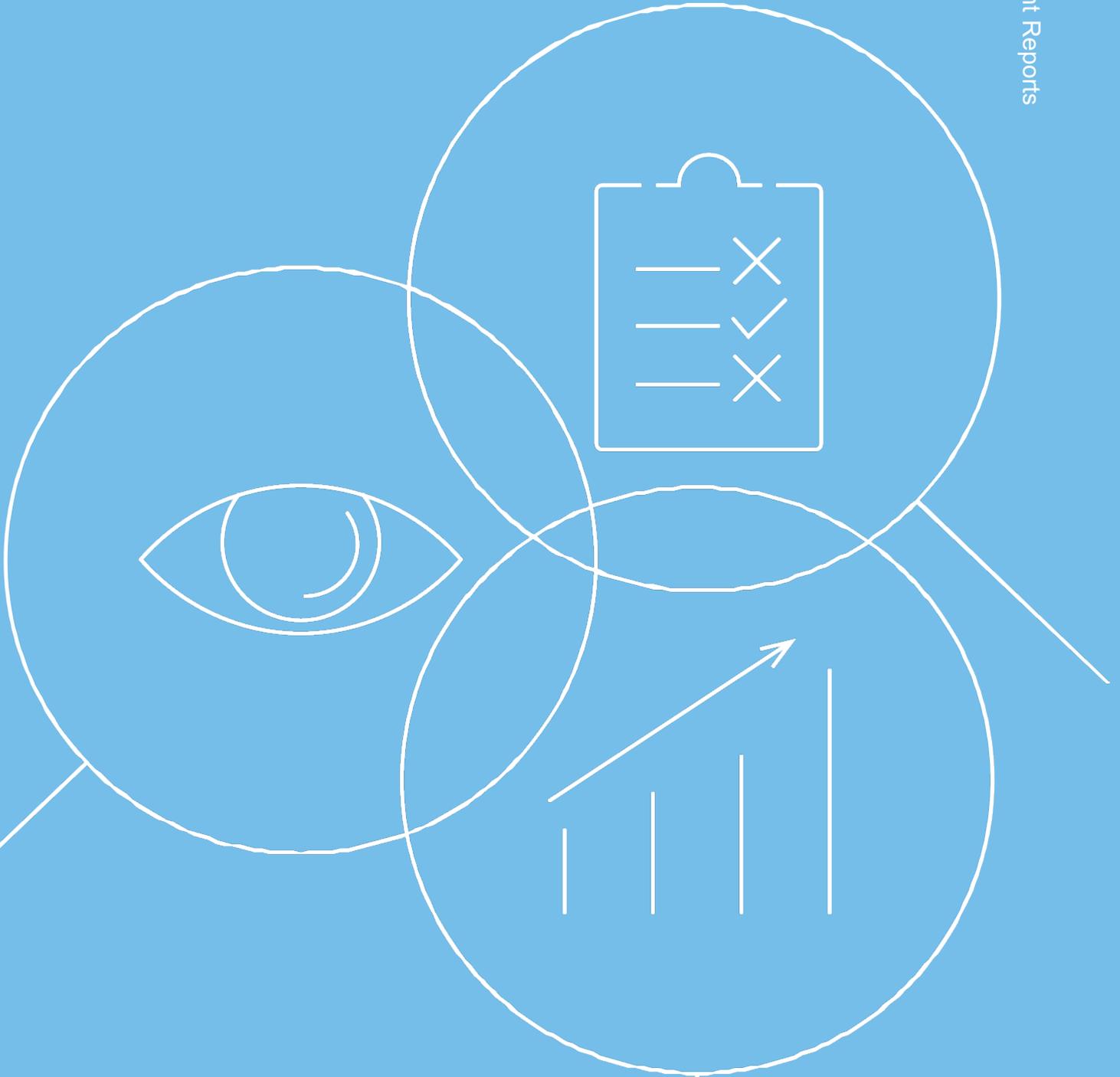


TABLE OF CONTENTS

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.



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