



*By Ms. Maria N. Zarraga, Managing Director
of ForWaves – Crafting Change®*

As former WIPO Official and founder of ForWaves, I strongly believe in WIPO Match as an outstanding platform that connects the dots between seekers, providers and supporters in the global IP Community. Sound and innovative partnerships are undoubtedly part of the key equation for success - not only for the good of developing countries and least developed countries (LDCs), but for the benefit of our globalized world which proves to be more than ever interdependent in nature.

Since the last decades, countries, international, regional and local communities have invested in sustainable development across the globe. The reality shows that there is no clear and easy path to operationalize the SDGs. Expectations are often not fully met due to the complex environments in which our governments, IP and Development practitioners evolve.

ForWaves is a firm specialized in development program / project management, design, monitoring and evaluation (M&E), capacity building and sustainable change. Our work in IP and enterprise development programs, notably supporting small and medium-sized enterprises (SMEs), closely relates to WIPO Match mission. SMEs require close attention and support from governments in terms of social economy and social innovation. We assist organizations and countries in designing, implementing and evaluating policies, IP and country interventions and knowledge management platforms.

We support programs and projects that strengthen countries' legal IP framework and companies' strategic use of IP rights in global value chains. We provide advanced project management for international cooperation, IP law, entrepreneurship, business development, corporate social responsibility and change management expertise.

The importance of managing change in a strategic and effective way is a key component in development issues in a fast-changing world. Our challenge is to take into consideration in a more holistic way the mapping of key influencing factors and their interaction to achieve expected results. More advanced models are needed. We also translate existing research and knowledge into user-friendly tools and methodologies serving development programs.

In 2016, ForWaves and WIPO Match entered into a partnership to serve the IP community through our expertise in IP and enterprise development. This was notably based on past achievements and experience in a *WIPO pilot project on unlocking design potential in developing countries*. Further to successful project results and interest of countries in this WIPO initiative, the Committee on Development and Intellectual Property (CDIP) decided to follow up on this project and transfer the project knowledge to other countries. We are committed to provide our support to countries and organizations who wish to foster IP and business development in interventions that are transformative at all levels.

Drawing on years of experience, we've put together the ForWaves Platform, a global team of enthusiastic, passionate and dedicated experts covering a range of disciplines. ForWaves experts are based in six countries and four continents. We promote an *environment respectful of innovation and human development*, and fully support WIPO Match initiatives and growing community.