

## **Committee on Development and Intellectual Property (CDIP)**

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EVALUATION REPORT OF THE PROJECT ON EMPOWERING AND CELEBRATING  
INTELLECTUAL PROPERTY (IP) EXAMINERS

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1. The Annex to this document contains an external independent Evaluation Report on the Development Agenda (DA) Project on “Empowering and Celebrating Intellectual Property (IP) Examiners”, conducted by Dr. Glenn O’Neil, Founder, Owl RE, Geneva.

2. *The Committee is invited to take note of the information contained in the Annex to this document.*

[Annex follows]

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### List of acronyms used:

AI	Artificial Intelligence
CDIP	Committee on Development and Intellectual Property
DA	Development Agenda
DACD	Development Agenda Coordination Division
IP	Intellectual Property
PTS	Patents & Technology Sector
RNDS	Regional and National Development Sector
WIPO	World Intellectual Property Organization

## EXECUTIVE SUMMARY

1. This report is an independent evaluation of the Development Agenda (DA) Project (DA\_11\_01) on [Empowering and Celebrating Intellectual Property \(IP\) Examiners](#). The project duration was from January to December 2025.
2. The project aimed to increase public awareness and enhance the capacity of the IP Examiners in supporting IP registrations through their celebration on November 11, 2025. Key project outputs included an IP examination microsite, a resource repository, a video competition, webinars and virtual networking sessions.
3. The aim of this evaluation was to learn from experiences during project implementation. This included assessing project design and management, including monitoring and reporting tools, as well as measuring and reporting on the results achieved to date and assessing the likelihood of sustainability. The evaluation utilized a combination of methods, including a document review and interviews with 12 staff and consultants of the WIPO Secretariat (in-person and telephone) and telephone interviews with 14 external stakeholders in ten countries.

### Project design and management

4. **Findings 1-2:** The project proposal was found to be appropriate in guiding the implementation of the project, but only partially sufficient as a tool for assessing the results and the overall success of the activities. Limitations were noted in relation to the targets and outcomes of public awareness, such as defining the public audience being targeted.
5. **Finding 3:** The project monitoring tools were appropriate for reporting to Member States; the WIPO Secretariat presented one progress report to the Committee on Development and Intellectual Property (CDIP). Monitoring and reporting mechanisms were effectively incorporated into project activities but were less robust in tracking broader public awareness.
6. **Findings 4-5:** The project was led by the Project Manager, Ms. Natalie Mougél-Humsi, with organization-wide support from multiple entities across WIPO. This broad collaboration enabled the effective mobilization of expertise, resources and logistical support for the project.
7. **Findings 6-8:** Seven risks were identified for the project. However, only one significant risk materialized, linked to the project's virtual delivery modality and connectivity limitations affecting some participating national IP offices. While the project offered flexible participation options, internet access and technical constraints nonetheless limited the ability of some offices to engage fully. The project showed adaptability to emerging technological and operational challenges, notably by adjusting the video competition criteria to balance the use of artificial intelligence with human creativity. While the project's virtual delivery posed constraints related to connectivity and time zones, the online format ultimately enabled broad, multilingual participation across countries and regions.

### Effectiveness

8. **Findings 9-10:** The project was effective in raising awareness among the public and relevant stakeholders about the role of IP Examiners, using a diverse set of communication and outreach tools. Webinars delivered in three languages significantly exceeded participation and learning targets, while the multilingual microsite was cited by interviewees as a highly valued central repository, attracting many more visitors than anticipated. The video competition and activities of national and regional IP offices, anchored around November 11, 2025, further expanded outreach and visibility.

9. **Findings 11-13:** The project successfully created platforms for knowledge-sharing and professional networking among IP Examiners. Virtual networking sessions and other exchanges were highly valued by participants, who reported strong relevance, learning outcomes and interest in sustaining professional connections. Complementary initiatives, such as the Changemakers online gallery and in-person engagement opportunities at WIPO headquarters for competition winners, further strengthened recognition and exchange. Collectively, project activities and national initiatives reached audiences in some 60 to 80 countries and an estimated 400,000 to 500,000 people, with interviewees noting that the primary audience was made up of people interested in and/or involved with IP rather than the general public.

### **Sustainability**

10. **Findings 14-15:** The project's outputs were all achieved successfully and this has increased the likelihood of the continuation of the benefits of the project. The likelihood of maintaining awareness and appreciation of IP Examiners has been strengthened by project resources that will remain available, notably the microsite and its resources and content. However, there was consensus among all interviewees that these resources needed to be regularly updated and expanded to maintain their relevance and utility.

11. **Finding 16-17:** Sustainability was also supported by national and regional IP offices that held their own events and activities to raise awareness of IP Examiners and generate interest. There were indications that some offices will continue with these activities and events in future years. It was suggested to build on and sustain project benefits by further building the capacity of "aspiring" and current IP Examiners.

### **Implementation of Development Agenda (DA) Recommendations**

12. **Finding 18:** It was assessed that the project has made a contribution to DA Recommendation 11, particularly through strengthening national capacity. This was seen by raising the visibility of IP Examiners, facilitating cross-country knowledge sharing, and supporting professional development through consolidating resources, networking, and targeted training for the five video competition winners.

### **Conclusions and recommendations**

13. **Conclusion 1 (Ref: Findings 9-13, 18):** The project successfully delivered all the project's outputs and activities within its one-year time period. This has supported the project in contributing to the DA recommendation 11 and to increasing public awareness and the capacity of IP Examiners globally, as per the project objective. Given that the project reached an estimated 400,000 to 500,000 people for a budget of CHF 144,400, indicating a cost per person reached of 0.36 CHF, a comparatively very good value for money.

14. **Conclusion 2 (Ref: Findings 1-8):** The project was managed efficiently and effectively by the project team, led by the Project Manager, Ms. Natalie Mougel-Humsi, considering the challenges of running it globally, across time zones and within a short implementation period of one year. The project could have benefited from more detailed operational definitions and indicators for its public awareness elements, such as defining the public audience to be reached.

15. **Conclusion 3 (Ref: Findings 14-17):** The likelihood of maintaining continued benefits of the project will rely on the sustainability measures put in place by WIPO and national and regional IP offices. The online resources developed, notably the microsite and associated

resources and content, should be maintained, and that could be challenging without a concerted effort, as the technical expertise is spread across four different teams (i.e., the Lisbon, Hague and Madrid Registries, and the Patents and Technology Sector (PTS)). There was also a request to further build the capacity of potential and current IP Examiners, through more targeted training and capacity-building. National and regional IP offices should also be encouraged to continue to raise awareness of IP Examiners' role and IP examination around November 11 each year and in general.

16. **Recommendation 1 (Ref: Conclusion 2, Findings 1-8):** For similar future DA projects with awareness-raising objectives, define the public audience and associated measurement indicators, rather than using the generic term "general public".

17. **Recommendation 2 (Ref: Conclusions 1 and 3, Findings 9-17):** To ensure that the microsite and its associated resources and content are maintained, a temporary task force should be established between the Hague, Madrid and Lisbon Registries, the PTS, the WIPO Academy and the Development Agenda Coordination Division (DACD). The task force should meet every six months over a two-year period to review the resources and content and to propose additional and/or new content. At the end of the two-year period, the task force should determine whether there is a need to further maintain the resources and content.

18. **Recommendation 3 (Ref: Conclusions 1 and 3, Findings 9-17):** The WIPO Secretariat should consider further capacity-building initiatives for IP Examiners, such as a beginners WIPO Academy course for "aspiring" and junior examiners and/or strengthening the existing training programs provided by the relevant teams (Hague, Madrid and Lisbon Registries, and the PTS) for national IP Examiners.

19. **Recommendation 4 (Ref: Conclusions 1 and 3, Findings 9-17):** The WIPO Secretariat and Member States are encouraged to continue organizing annual commemorative events, such as virtual networking sessions, webinars and/or in-person activities, using November 11 as an anchor date to recognize IP Examiners.

## I. INTRODUCTION

20. This report is an independent evaluation of the Development Agenda (DA) Project (DA\_11\_01) on [Empowering and Celebrating Intellectual Property \(IP\) Examiners](#). The project, proposed by Saudi Arabia, was approved by the Committee on Development and Intellectual Property (CDIP) during its 33rd session, which was held in December 2024. The project was approved for a period of 12 months and implemented from January to December 2025.

## II. DESCRIPTION OF THE PROJECT

21. **Objective:** The overall objective of the project was to increase public awareness and enhance the capacity of the IP Examiners in supporting IP registrations through the celebration of IP Examiners on November 11, 2025. It had two main outcomes:

- (a) Empowered IP Examiners through virtual networking and experience sharing.
- (b) Enhanced public awareness of the role of IP Examiners in the IP registration process.

22. **Outputs:** The project document set out the following four outputs and associated activities (summarized):

- (a) Output 1 – Repository of examination experiences, good practices, lessons learned, expert knowledge and resources on IP examination. Activities: Conduct webinars and establish a roster of IP Examiners or national IP office focal points.
- (b) Output 2 – Gallery of Changemakers. Activities: Develop an online gallery of Changemakers to feature outstanding IP Examiners nominated by IP offices, and organize virtual networking sessions for the nominated examiners.
- (c) Output 3 – Video Competition for IP Examiners. Activities: Organize a video competition, hold virtual networking events for the winners, and award the winners with WIPO Academy courses.
- (d) Output 4 – WIPO Webpage for IP Examiners. Activities: Develop an interactive webpage with an E-Quiz integrated.

23. The project was managed by the Project Manager, Ms. Natalie Mougél-Humsi, Promotion Officer, Intellectual Property Training Institutions Program, WIPO Academy, Regional and National Development Sector (RNDS), World Intellectual Property Organization (WIPO).

## III. OVERVIEW OF EVALUATION CRITERIA AND METHODOLOGY

24. The aim of the evaluation was to assess project performance, including design and management, coordination, coherence, implementation and results achieved. The evaluation also aimed to provide evidence-based evaluation information to support the decision-making process as a mainstream program of WIPO.

25. The evaluation was organized around 11 evaluation questions split into four areas: Project Design and Management, Effectiveness, Sustainability, and Implementation of DA Recommendations. They are addressed directly in the section “Key findings” below.

26. A combination of methods was used in the evaluation, including a document review, interviews with 12 staff members and consultants of the World Intellectual Property Organization (WIPO) Secretariat (in-person and by telephone) and telephone interviews with 14 external

stakeholders in 10 countries. Evaluation consultant Dr. Sharon McClenaghan supported the evaluation by carrying out stakeholder interviews and data analysis.

#### IV. KEY FINDINGS

27. This section is organized on the basis of the four evaluation areas. Each evaluation question is answered directly under the headings of each area.

##### A. Project design and management

###### *Appropriateness of the initial project document as a guide for project implementation and assessment of results achieved*

28. **Finding 1:** The project proposal document provided a description of the objective, outcomes, monitoring indicators, budget and sustainability strategy and contained a rationale for the project. The proposal was found to be appropriate in guiding the implementation of the project, but only partially sufficient as a tool for assessing the results and overall success of the activities. The project's emphasis on recognition, visibility, knowledge-sharing and consolidation, and the outputs and activities supporting them, were highly appreciated by the IP examiners interviewed. This demonstrated that the choice of an online and largely virtual format with global and multilingual reach was appropriate and that the project design was relevant and responsive to actual needs.

29. **Finding 2:** The project document was less effective as a framework for assessing some project results. In particular, limitations were noted in relation to the targets and outcomes of public awareness, which had limited operational definitions and indicators, such as defining the public audience being targeted.

###### *The project monitoring, self-evaluation and reporting tools and analysis of whether they were useful and adequate to provide the project team and key stakeholders with relevant information for decision-making purposes.*

30. **Finding 3:** The project monitoring tools were appropriate for reporting to Member States at the CDIP on overall progress. Several observations were made about the reporting and analysis tools:

- (a) As the project's duration was only one year, the project team presented one progress report to Member States at the 35<sup>th</sup> Session of the CDIP. The Committee was kept up to date on the progress of the project through this reporting.
- (b) Monitoring and reporting mechanisms were effectively incorporated in project activities to track progress, gather feedback and inform decision-making. For example, webinars included feedback forms and attendance tracking, allowing the project team to assess participation levels and satisfaction. The microsite was monitored through user access statistics, feedback on content usefulness, and ongoing updates on stakeholder contributions, helping ensure its relevance and effectiveness.
- (c) Monitoring tools were less robust in relation to broader public awareness. The project aimed to raise awareness and facilitate knowledge exchange, yet there was a limited definition as to who constituted the target audience.

*The extent to which other entities within the WIPO Secretariat helped to implement the project effectively and efficiently.*

31. **Finding 4:** The project was led by the Project Manager, Ms. Natalie Mougél-Humsi, with the broad support of other departments across WIPO, providing logistical support, coordination and specialized expertise. With the support of the Regional Divisions and the DACD, the project drew on the expertise and participation of WIPO teams whose areas of work include IP examination: the Lisbon, Hague and Madrid registries, and the Patents and Technology Sector (PTS). Further support in outreach and communication activities came from other units, including the Information and Communication Technology Department, the Information and Digital Outreach Division, the Customer Experience Section and WIPO Magazine. Overall, this strong interdepartmental collaboration enhanced the project's effective implementation by enabling the efficient mobilization of expertise and resources across WIPO.

32. **Finding 5:** Coordination between DACD staff and the different project stakeholders was widely reported as efficient and effective. Interviewees consistently highlighted strong management practices, particularly in relation to advance planning, organization and the project team's responsiveness. IP Examiners who were interviewed specifically noted the effective coordination and clear communication regarding the organization and delivery of events, such as webinars and networking sessions.

*The extent to which the risks identified in the initial project document have materialized or been mitigated.*

33. **Finding 6:** The original project proposal identified one risk. Two more were introduced in the Progress Report, and another four were identified in the Completion Report, bringing the total to seven. The initial three risks did not pose significant problems, although Risk 1 did create challenges, as described in the following table. The remaining four risks ("Risks 4-7") were more concerned with the sustainability of the project.

**Table 1: Risks, mitigation and analysis**

<b><i>Identified risk and mitigation response</i></b>	<b><i>Evaluation analysis</i></b>
<p><u><i>Risk 1:</i></u> <i>Certain IP Offices, especially in regions with limited technological infrastructure, may face difficulties participating in full capacity in the project's events and activities.</i></p> <p><u><i>Mitigation:</i></u> Offer alternative participation formats, such as low-tech or offline options, for Member States with technological limitations. Engage early with these Offices to understand their specific needs and concerns, ensuring inclusivity by offering flexible participation options and additional support, if needed.</p>	<p>This risk materialized for a number of national IP offices, which reported experiencing difficulties in participating in the project's activities and events, particularly during networking events and webinars. These challenges arose primarily from the virtual nature of the project and the infrastructure limitations experienced, such as a weak internet and connectivity failures. Flexible participation options were offered by the project, but ultimately these constraints affected the ability of some national IP offices to engage effectively.</p>

<p><u>Risk 2:</u> <i>Limited stakeholder engagement.</i></p> <p><u>Mitigation:</u> A tailored and proactive stakeholder engagement plan was developed, incorporating regular consultations and activities to encourage participation and collaboration.</p>	<p>This risk did not materialize during project implementation, given the outreach and proactive engagement by the project.</p>
<p><u>Risk 3:</u> <i>Lack of submissions/nominations for the video competition, roster of IP examiners and gallery of changemakers.</i></p> <p><u>Mitigation:</u> Targeted social media campaign and email marketing campaign to encourage submissions/nominations.</p>	<p>This risk was mitigated as the targeted social and marketing campaign successfully generated substantial interest. The project exceeded initial expectations in specific areas, such as the number of IP Examiners nominated for the Changemakers gallery<sup>1</sup> and the number of videos submitted<sup>2</sup> was more than double the original target.</p>
<p><u>Risk 4:</u> <i>Limited stakeholder engagement beyond the initial project, campaign and celebration.</i></p> <p><u>Mitigation:</u> A tailored and proactive stakeholder engagement plan incorporating regular consultations, different activities to encourage participation and collaboration, and alternating thematic focuses for variety.</p>	<p>This was raised by a number of interviewees concerned about the limitations of a one-year project timeframe. However, the continued availability of project resources, such as the project microsite, was seen as supporting engagement beyond the project's duration, while the solution of a stakeholder engagement plan<sup>3</sup> could help address longer term engagement.</p>
<p><u>Risk 5:</u> <i>Competing public awareness campaigns.</i></p> <p><u>Mitigation:</u> A distinctive differentiation between raising awareness on the importance of IP for current and future users, and the role of key players such as IP examiners in the global IP system. The audience-specific campaigns could be held on a smaller scale with a focus on the roles, careers and future of actors in the system.</p>	<p>This risk was reflected by some interviewees as a wider concern about awareness raising and the ability of the project to reach intended audiences.</p>
<p><u>Risk 6:</u> <i>Sustainability of Project Microsite.</i></p> <p><u>Mitigation:</u> Ensure the long-term sustainability of the project microsite by integrating it into existing WIPO digital platforms, regularly updating content, and assigning clear responsibilities for its maintenance and oversight</p>	<p>The project microsite will remain available for the foreseeable future, although it will require active maintenance to ensure it remains updated and relevant<sup>4</sup>.</p>

<sup>1</sup> 97 IP Examiners were nominated from 28 Member States.

<sup>2</sup> 52 videos were submitted in total.

<sup>3</sup> Please refer to the Recommendations.

<sup>4</sup> Ibid.

<p><u>Risk 7:</u> <i>Reduced engagement over time.</i></p> <p><u>Mitigation:</u> Maintain participant interest over time through periodic content refreshes, follow-up activities, and targeted engagement initiatives that adapt to evolving stakeholder needs and feedback.</p>	<p>As noted in relation to Risk 4, the diminishment of stakeholder engagement can potentially be addressed through follow-up measures<sup>5</sup>.</p>
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*The project's ability to respond to emerging trends, technologies and other external forces.*

34. **Finding 7:** The project responded proactively to emerging trends and technologies through digital innovation and creative engagement strategies. Multimedia storytelling was implemented through videos produced by IP offices, articles, the Changemakers gallery and the microsite. IP Examiners highlighted, in particular, the success of digital networking sessions, which enabled cross-border peer learning, allowing them to share practical experiences, discuss obstacles and build connections.

35. **Finding 8:** The project also demonstrated adaptability in responding to external technological pressures. It addressed the rapid rise of artificial intelligence (AI) by refining the video competition's assessment criteria to balance the use of AI with human creativity efforts. The project also faced challenges associated with delivering global activities with significant virtual components, such as uneven Internet infrastructure and time zone differences. Despite those limitations, the project's online design enabled a high level of participation across countries and supported broad engagement, with particular efforts made to accommodate different languages and time zones.

**B. Effectiveness of the project**

*The effectiveness of the project in increasing awareness among the public and relevant stakeholders of IP Examiners' role in ensuring the validity and quality of IP applications at WIPO and IP offices globally.*

36. **Finding 9:** The project was effective in increasing awareness among the public and relevant stakeholders of IP examiners' role. Interviewees welcomed the various engaging communication methods used to reach the target audience and highlighted the following:

- (a) **Webinar series:** The two webinars organized in June and September 2025 were each held twice in English, French and Spanish, and were attended by a total of 503 persons. They were seen as effective in both raising awareness about the role of IP examination (the September session), and careers in IP examination (the June session). Those interviewees who attended the webinars highlighted their informative nature and the strong interest of the participants. A post-webinar survey, with a 67 per cent completion rate, indicated that 97 per cent of participants reported that the webinars helped increase their understanding of the role of IP examiners and the IP examination process, exceeding the project outcome target of 70 per cent.
- (b) **Microsite:** A [microsite](#) was developed in the six United Nations languages as a central communication tool for the project, centralizing news, information, resources, a Changemakers gallery that featured the profiles of IP examiners, and an E-Quiz. Interviewees commented that the microsite was the first centralized repository that existed on IP examination and was therefore highly valuable. According to WIPO website statistics, as of end December 2025, the

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<sup>5</sup> Ibid.

microsite had received 396,245 unique visitors and 945,799 page views, far exceeding the project's output target of 2,000 unique visitors.

- (c) **Video competition:** A video competition was organized in all six United Nations languages and received 52 entries. Interviewees highlighted that the competition generated significant interest exceeding expectations. The competition was also seen as empowering for the participants as described under finding 11.
- (d) **National activities:** Focused on the nominated day of November 11, 2025, at least 42 Member States held events and activities to celebrate IP Examiners, according to the project completion report. Given that not all national activities were known by the Secretariat, this indicates that most likely the project's objective target of 30 per cent of national IP Offices organizing activities for IP Examiners on November 11, 2025, was met. Interviewees also commented that these national activities further extended outreach and awareness on IP examination.

*The effectiveness of the project in giving a platform to IP Examiners to hold knowledge sharing and networking sessions across borders.*

37. **Finding 10:** The project was assessed as effective in providing a platform to IP Examiners to engage in cross-border knowledge-sharing and networking. This was mainly facilitated through virtual networking sessions organized under the project. Six such sessions were held in October and November 2025, with a total of 44 participants. IP Examiners interviewed who participated in these sessions emphasized their value in enabling the exchange of practical experiences and operational challenges with other IP Examiners from different countries, as also confirmed in the feedback surveys. These surveys<sup>6</sup> confirmed that 100 per cent of survey respondents reported that the virtual networking sessions were relevant to their professional interests, and that they learned interesting and useful information for their careers from other IP Examiners. Also, they showed that 95 per cent of survey respondents reported that they hope to establish future professional connections with the IP Examiners they met virtually.

38. **Finding 11:** Other project activities also supported providing a platform for IP Examiners. One example highlighted by IP Examiners interviewed was the online Gallery of Changemakers, which recognized their work and provided visibility for IP examination. In addition, the five winners of the video competition were awarded the opportunity to visit WIPO Headquarters, participate in the 35<sup>th</sup> session of the CDIP and attend the side event of the project, which provided a further opportunity for in-person networking, learning and recognition of their work. IP Examiners featured in the Gallery of Changemakers and the winners of the video competition described in interviews their participation in these activities as empowering for them.

*The effectiveness of the project in developing and consolidating a repository of resources related to the examination experiences, good practices, lessons learned, expert knowledge and resources on IP examination.*

39. **Finding 12:** The project was assessed as effective in developing and consolidating a repository of resources related to IP examination. The [centralized repository](#) of resources established by the project was seen by interviewees as a foundational step in collating resources in one online location. Interviewees suggested that there was a need for more documentation on country-specific examination practices and that the repository should be

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<sup>6</sup> The feedback survey completion rate was of 51 per cent.

updated to ensure its ongoing relevance and utility (see Sustainability). In addition, a roster of 69 IP Examiners or relevant national IP office focal points was established to facilitate their participation in webinars and/or other project activities.

*The effectiveness of the project in delivering awareness-raising and knowledge exchanging activities with the general public.*

40. **Finding 13:** The project was assessed as effective in delivering awareness-raising and knowledge-exchanging activities, as follows:

- (a) **Awareness-raising:** The totality of the project activities and those of national IP Offices raised awareness across some 60 to 80 countries, reaching potentially an estimated 400,000 to 500,000 people. This is calculated considering the microsite's unique visitors<sup>7</sup>, the article in the WIPO magazine, the webinars, networking sessions, and email marketing and social media kit and campaigns, in addition to those participating in national events. Interviewees also emphasized that the people reached were less a "general public" and more accurately described as a "public interested and/or involved in IP".
- (b) **Knowledge exchange:** The activities to support a knowledge exchange with the general public were limited to the webinars<sup>8</sup> and the virtual networking sessions<sup>9</sup>, in addition to the national events and the CDIP side event<sup>10</sup>. Interviewees who participated in these activities were very positive about the opportunity to exchange, discuss and ask questions about IP examination. At the same time, it was recognized that the project had a limited time period of one year and a set budget, and it was not realistic to expect more extensive exchanges with a broader public.

### C. Sustainability

*The likelihood of maintaining awareness and appreciation of IP Examiners and their essential contributions to ensuring the validity and quality of protected IP.*

41. **Finding 14:** As described under Effectiveness and in the Project Completion Report, the project's outputs were all achieved successfully. Therefore, this has increased the likelihood of the continuation of the benefits of the project.

42. **Finding 15:** The likelihood of maintaining awareness and appreciation of IP Examiners has been strengthened by project resources that will remain available, notably the [microsite](#), its resource repository, explanatory and competition winner videos and the Changemakers gallery of IP Experts. However, there was consensus among all interviewees, including WIPO staff and external stakeholders, that these resources needed to be regularly updated and expanded to maintain their relevance and utility.

43. **Finding 16:** Sustainability was also supported by national and regional IP offices that held their own events and activities to raise awareness of IP Examiners and generate interest, notably on November 11, 2025. There were indications that some offices will continue with these activities and events in future years, for example, the Saudi Authority on Intellectual Property (SAIP) in collaboration with the Gulf Cooperation Council (GCC) for the Gulf countries.

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<sup>7</sup> As of end December 2025, the microsite had received 396,245 unique visitors and 945,799 page views, far exceeding the project's output target of 2,000 unique visitors.

<sup>8</sup> Attended by a total of 503 participants.

<sup>9</sup> Six such sessions were held in October and November 2025, attended by 44 participants

<sup>10</sup> Attended by approximately 200 participants.

44. **Finding 17:** With awareness and appreciation of IP Examiners and their essential contributions now established, several interviewees suggested that, to build on and sustain the project benefits, the focus should shift to further building the capacity of “aspiring” current IP Examiners, for example, through more targeted training and capacity-building activities. Of note, the Lisbon, Hague and Madrid Registries and PTS do offer training that covers examination. In particular, PTS has a “Cooperation on Examination and Training Section” dedicated to capacity-building activities for patent examiners. The WIPO Academy also offers online courses on Madrid and PCT systems. This is discussed further under Conclusions and Recommendations.

#### **D. Implementation of Development Agenda (DA) Recommendations**

##### *The extent to which the DA Recommendation 11 has been implemented through this project.*

45. **Finding 18:** DA recommendation 11 is focused on assistance to Member States to strengthen their national capacity to protect domestic creations, innovations and inventions and to support development of national scientific and technological infrastructure, where appropriate. The project has contributed to implementation of the recommendation, particularly through strengthening national capacity. This was achieved by raising the visibility of IP Examiners, facilitating cross-border knowledge-sharing and supporting professional development through the consolidation of resources, networking and targeted training for the video competition winners.

#### **V. CONCLUSIONS AND RECOMMENDATIONS**

46. **Conclusion 1 (Ref: Findings 9-13, 18):** The project successfully delivered all the project’s outputs and activities within its one-year duration. This has supported the project in contributing to the DA recommendation 11 and to increasing public awareness and the capacity of IP Examiners globally, as per the project objective. Given that the project reached an estimated 400,000 to 500,000 people for a budget of CHF 144,400, it indicates a cost per person reached of 0.36 CHF, a comparatively very good value for money.

47. **Conclusion 2 (Ref: Findings 1-8):** The project was managed efficiently and effectively by the project team, led by the Project Manager, Ms. Natalie Mougel-Humsi, considering the challenges of running it globally, across time zones and within a short implementation period of one year. The project could have benefited from more detailed operational definitions and indicators for its public awareness elements, such as defining the public audience to be reached.

48. **Conclusion 3 (Ref: Findings 14-17):** The likelihood of maintaining continued benefits of the project will depend on the sustainability measures put in place by WIPO and national and regional IP offices. The online resources developed, notably the microsite and associated content, should be maintained, and that could be challenging without a concerted effort as the technical expertise is spread across four different teams (i.e., the Hague, Madrid and Lisbon Registries and the PTS). There was also a request to further build the capacity of potential and current IP Examiners, through more targeted training and capacity building activities. National and Regional IP Offices should also be encouraged to continue to raise awareness of IP Examiners and IP examination around November 11 and in general.

49. **Recommendation 1 (Ref: Conclusion 2, Findings 1-8):** For future similar DA projects with awareness-raising objectives, define the target audience and associated measurement indicators, rather than using the generic term “general public”.

50. **Recommendation 2 (Ref: *Conclusions 1 and 3, Findings 9-17*):** To ensure that the microsite and its associated resources and content are maintained, a temporary task force should be established between the Hague, Madrid and Lisbon Registries, the PTS, the WIPO Academy and the Development Agenda Coordination Division (DACD). The task force should meet every six months over a two-year period to review the resources and content and to propose additional and/or new content. At the end of the two-year period, the task force should determine whether there is a need to further maintain the resources and content.

51. **Recommendation 3 (Ref: *Conclusions 1 and 3, Findings 9-17*):** The WIPO Secretariat should consider further capacity-building initiatives for IP Examiners, such as a beginners WIPO Academy course for “aspiring” and junior examiners and/or by improving existing training programs provided by the teams concerned (Hague, Madrid and Lisbon Registries, and the PTS) for national IP Examiners.

52. **Recommendation 4 (Ref: *Conclusions 1 and 3, Findings 9-17*):** The WIPO Secretariat and Member States should continue to organize annual commemorative events, such as virtual networking sessions, webinars and/or in-person activities, using November 11 as an anchor date to recognize IP Examiners.

[End of Annex, Appendices follow]

## **APPENDIX I: PERSONS INTERVIEWED/CONSULTED**

### **WIPO Staff and consultants:**

1. Mr. Nishant Anurag, Associate IP eLearning Officer, IP eLearning and Internal Training Program, IP eLearning Section, WIPO Academy, Regional and National Development Sector (RNDS)
2. Mr. Sidney Gray, Head, Operations Service, The Hague Registry, Brands and Designs Sector (BDS)
3. Ms. Alexandra Grazioli, Director, Lisbon Registry, Department for Trademarks, Industrial Designs and Geographical Indications, BDS
4. Ms. Mary Hayrapetyan, Program Officer, Development Agenda Coordination Division (DACD), RNDS
5. Mr. Kim Taegeun, Senior Program Officer, Cooperation on Examination and Training Section, PCT International Cooperation Division, PCT Legal and International Affairs Department, Patents and Technology Sector (PTS)
6. Mr. Li Qiangqiang Li, Manager, Madrid Operations Team 5, Madrid Operations Service, Madrid Operations Division, Madrid Registry, BDS
7. Ms. Nora Manthey, Editor, WIPO Magazine
8. Ms. Erica Martin, Client Advisor, Madrid Operations Team 5, Madrid Operations Service, Madrid Operations Division, Madrid Registry, BDS
9. Ms. Natalie Mougél-Humsj, Promotion Officer, Intellectual Property Training Institutions Program, WIPO Academy, RNDS
10. Mr. James Nurton, Author, WIPO Magazine
11. Ms. Maria Orekhova, Examiner, Operations Service, The Hague Registry, BDS
12. Ms. Tamara Vundru, Project Fellow, Development Agenda Coordination Division (DACD), RNDS

### **External:**

1. Mr. Hesham Saad Alarifi, Executive Director, International Cooperation and Partnerships, Saudi Authority for Intellectual Property (SAIP), Saudi Arabia
2. Mr. Faisal Alenazi, Head of International Organizations, SAIP, Saudi Arabia
3. Mr. Hussein Haji, IP Examiner, Kenya Industrial Property Institute, Kenya
4. Ms. Saima Kanwal, Patent Examiner, Intellectual Property Organization of Pakistan, Pakistan
5. Ms. Consuelo Leguizamón, Industry and Trade Authority, Colombia

6. Ms. Patricia López Calvo, IP Examiner, Spanish Patent and Trademark Office, Spain
7. Mr. John Anthony Richards, IP Examiner, Maltese IP Office, Malta
8. Ms. Monika Sedat, IP Examiner, German Patent and Trade Mark Office, Germany
9. Ms. Delia López Suero, Patent Examiner, Mexican Industrial Property Institute, Mexico
10. Ms. Clara Tumwine, Trademark Examiner, Uganda Registration Services Bureau, Uganda
11. Ms. Eno-obong Usen, Senior Patent Examiner, Patents Office of the Trademarks, Patents and Designs Registry, Nigeria
12. Mr. Alejandro Uribe Vargas, Trademark Examiner, Industry and Trade Authority, Colombia
13. Ms. Ozden Ilhan, Industrial Property and Geographical Indications Expert, Turkish Patent and Trademark Office, Türkiye (previously a fellow in the Lisbon Registry, Department for Trademarks, Industrial Designs and Geographical Indications, BDS, WIPO)
14. Ms. Meenakshi Prasad, IP Law and Policy Expert (previously a fellow in the WIPO Academy, RNDS)

[Appendix II follows]

**APPENDIX II: DOCUMENTS CONSULTED**

WIPO (2024), CDIP, *Revised Project on Empowering and Celebrating Intellectual Property (IP) Examiners - Project Proposal submitted by Saudi Arabia*, [CDIP/33/13 REV.](#)

WIPO (2025), CDIP, 35<sup>th</sup> Session. *Progress Report*, [CDIP/35/3.](#)

WIPO (2026), *Completion Report of the Project on Empowering and Celebrating Intellectual Property (IP) Examiners*, CDIP/36/8.

Project microsite and associated resources: <https://www.wipo.int/en/web/examiners>.

Monitoring and project activity data.

[Appendix III follows]

## **APPENDIX III: INCEPTION REPORT**

### **1. Introduction**

This document is an inception report for the evaluation of the Development Agenda (DA) Project on Empowering and Celebrating Intellectual Property (IP) Examiners. It contains an outline of the purpose, objectives, strategy, methodology and work plan of the evaluation. The final report will be based on this inception report, pending approval by the World Intellectual Property Organization (WIPO).

### **2. Purpose and objectives**

The purpose of the evaluation is to assess the project's implementation and overall performance. It will feed into the decision-making process of the Committee on Development and Intellectual Property (CDIP).

The main objective is two-fold:

1. To learn from the experience gained during project implementation – what worked well and what did not – in order to guide continuing activities in this field. This includes assessing the project design framework and management, including monitoring and reporting tools; measuring and reporting on the results achieved to date; and assessing the likelihood of sustaining the results achieved beyond the life of the project.
2. To provide evidence-based evaluative information in order to support the Committee's decision-making process.

The evaluation will focus on the extent to which the project has succeeded in the following areas:

- (a) Consolidating a repository of examination experiences, good practices, lessons learned, expert knowledge and resources on IP examination.
- (b) Organizing webinars on the role of IP examiners at the regional and inter-regional levels, with a view to gathering good practices and lessons learned.
- (c) Establishing a roster of IP Examiners or national IP office focal points capable of providing IP examination advice and participating in webinars and/or other programs related to IP examination.
- (d) Developing a gallery of Changemakers – outstanding IP Examiners nominated by IP offices – for the webpage, with a biography and short story about each of those examiners for the video competition.
- (e) Organizing virtual networking sessions for the nominated examiners.
- (f) Organizing a video competition for the nominated IP Examiners with the theme "Behind the scenes of examining an IP application".
- (g) Holding virtual networking events for the winners of the video competition.
- (h) Awarding WIPO Academy courses to the winners of the video competition.
- (i) Developing an interactive webpage to feature project activities and outputs.
- (j) Developing an E-Quiz on the webpage for the general public on the role of IP examiners.

### **3. Evaluation strategy**

- The evaluation will be participatory in its approach and, as far as feasible, involve all stakeholders in its different steps.

- The information and data will be gathered from multiple sources using different research methods in order to be able to triangulate and cross-reference the results drawn.
- The evaluation will find a balance between questions of project design (“what worked”) and questions of effectiveness and impact (“what was achieved”).

#### 4. Evaluation framework

Theme and questions	Proposed indicators	Data collection tools	Sources of information
<b>Project design and management</b>			
1. Appropriateness of the initial project document as a guide for implementation and assessment of the results achieved.	Use of project documents to guide implementation and results assessment	Document review and interviews	WIPO staff and external stakeholders
2. The project monitoring, self-evaluation and reporting tools and analysis of whether they were useful and adequate to provide the project team and key stakeholders with relevant information for decision-making purposes.	Level of usefulness of monitoring and reporting tools	Document review and interviews	WIPO staff and external stakeholders
3. The extent to which other units in the WIPO Secretariat have contributed to and enabled effective and efficient project implementation.	Number of WIPO units involved and their contribution	Document review and interviews	WIPO staff and external stakeholders
4. The extent to which the risks identified in the initial project document have materialized or been mitigated.	Type of risks encountered during project implementation and how they were addressed	Document review and interviews	WIPO staff and external stakeholders
5. Project responsiveness to emerging trends, technologies and other external forces.	Level of ability of the project to respond to external forces	Document review and interviews	WIPO staff and external stakeholders
<b>Effectiveness</b>			
1. The effectiveness of the project in increasing awareness among the public and relevant stakeholders of the role IP Examiners play in ensuring the validity and quality of IP applications at WIPO and in IP offices around the world.	Extent of effectiveness of the project in increasing awareness	Document review and interviews	WIPO staff and external stakeholders

2. The effectiveness of the project in providing IP examiners with a platform on which to hold knowledge-sharing and networking sessions across borders.	Extent of effectiveness of the project in providing a platform to IP examiner	Document review and interviews	WIPO staff and external stakeholders
3. The effectiveness of the project in developing and consolidating a repository of resources related to examination experiences and good practices, lessons learned, expert knowledge and IP examination.	Extent of effectiveness of the project in developing and consolidating a repository of resources	Document review and interviews	WIPO staff and external stakeholders
4. The effectiveness of the project in delivering awareness-raising and knowledge-sharing activities for the general public.	Extent of effectiveness of the project in delivering awareness-raising and knowledge exchanging activities	Document review and interviews	WIPO staff and external stakeholders
<b>Sustainability</b>			
1. The likelihood of sustaining awareness and appreciation of IP Examiners and their essential contribution to ensuring the validity and quality of protected IP after project completion.	Likelihood of maintaining awareness and appreciation of IP Examiners	Document review and interviews	WIPO staff and external stakeholders
<b>Implementation of Development Agenda (DA) Recommendations</b>			
1. Project effectiveness in terms of implementing DA Recommendation 11.	Extent to which recommendation 11 has been implemented	Document review and Interviews	WIPO staff and external stakeholders

#### 4.1 Evaluation tools

The research tools will be used across different themes and questions. The following table provides further information on the tools and how they will be deployed.

<b>Tool</b>	<b>Description</b>	<b>Information source</b>
<i>Interviews – WIPO staff</i>	13 semi-structured interviews	<i>By telephone or in-person:</i> WIPO Secretariat staff, including: - Development Agenda Coordination Division (DACD), - WIPO Academy - Madrid team

		- Hague team - PCT team - Lisbon team
<i>Interviews – IP examiners</i>	Some 15-19 semi-structured interviews	<i>By telephone:</i> - IP examiners who participated in the video competition, virtual networking sessions and/or who were interviewed for the WIPO Magazine
<i>Interviews – Delegates</i>	Three semi-structured interviews	<i>By telephone:</i> - Representatives of the Saudi Authority for Intellectual Property, Patent Office of the Cooperation Council for the Arab States of the Gulf and Mexican Industrial Property Institute
<i>Document review</i>	Review of main documentation	WIPO documentation, including internal/external reports/publications, guides, videos and tools produced

The list of persons to be interviewed is detailed further in the Annex.

**Data analysis methods:** The quantitative and qualitative data collected will be analyzed and compiled using comparative and statistical methods where appropriate. The data will be correlated and organized to respond to the evaluation questions. Those findings will form the basis for the conclusions and proposed recommendations.

## 5. Work plan and timetable

The proposed milestones and timelines are:

<b>Milestones/Deliverables</b>	<b>Key dates</b>
Work starts	December 1, 2025
Submission of inception report to WIPO	December 16, 2025
Feedback from WIPO on inception report	December 19, 2025
Submission of final inception report to WIPO	December 22, 2025
Submission of draft report to WIPO	January 23, 2026
Factual corrections from WIPO on draft report	January 28, 2026
Submission of final report to WIPO	February 6, 2026
Presentation of evaluation report at the CDIP	May 4-8, 2026

## 6. Key assumptions and risks

It is assumed that the project team and DACD will assist the consultant in: identifying and accessing all key documents; informing key stakeholders about the evaluation; making necessary introductions; providing contact information and facilitating interviews as required; and providing consolidated and timely feedback on deliverables. It is also assumed that the interviews will be successful and that language will not be a barrier (the consultant speaks English and French). It is further assumed that the people to be interviewed will be available and willing to provide the required information.

[End of Appendix III and of document]