



The Intellectual  
Property Office of the  
Republic of Serbia

# Quantifying Impact: Strategies for Monitoring and Evaluating Technical Assistance and Capacity Building

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# The Intellectual Property Office of Serbia

- State body responsible for tasks related to industrial property rights and copyright and related rights - In 2024 Total of 9480 applications for IPRs
- Supervision over the work of Collective Management Organisations (8 CMOs in Serbia)
- IPO provides expert and administrative support to Coordination body for Efficient Enforcement of IPRs established in 2014
- Raising awareness on importance of IPR protection

105  
1920  
2025



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# Why Measure IP Office Impact?

## Improve service delivery

→ Operational efficiency in granting procedure, IT – administration, digitalization and e-services

## Support innovation & economic growth

→ Raising knowledge about the use of intellectual property in innovation and business operations

## Attract investment and enhance legal certainty

→ Strong and efficient IP system affects the attraction of investments and security in the enforcement of IPR



# Digital transformation in IP Office



## Goals

- Adopting modern IT technologies to enhance existing service delivery
- Provision of the advanced customer experience, inline with e-Government
- Empower data-driven informed decision making



## Project 1: Introduction of e-filing system in 2016



## Objectives

- Paperless filing and reduction workload – reception and delivery
- Solution based on the configurable workflow and WIPO IPAS data structure
- Automatic fee calculation - integration with the e-Government payment web services
- Developed by the vendor, customization and new features developed by IT department of the Office



## Prerequisites:

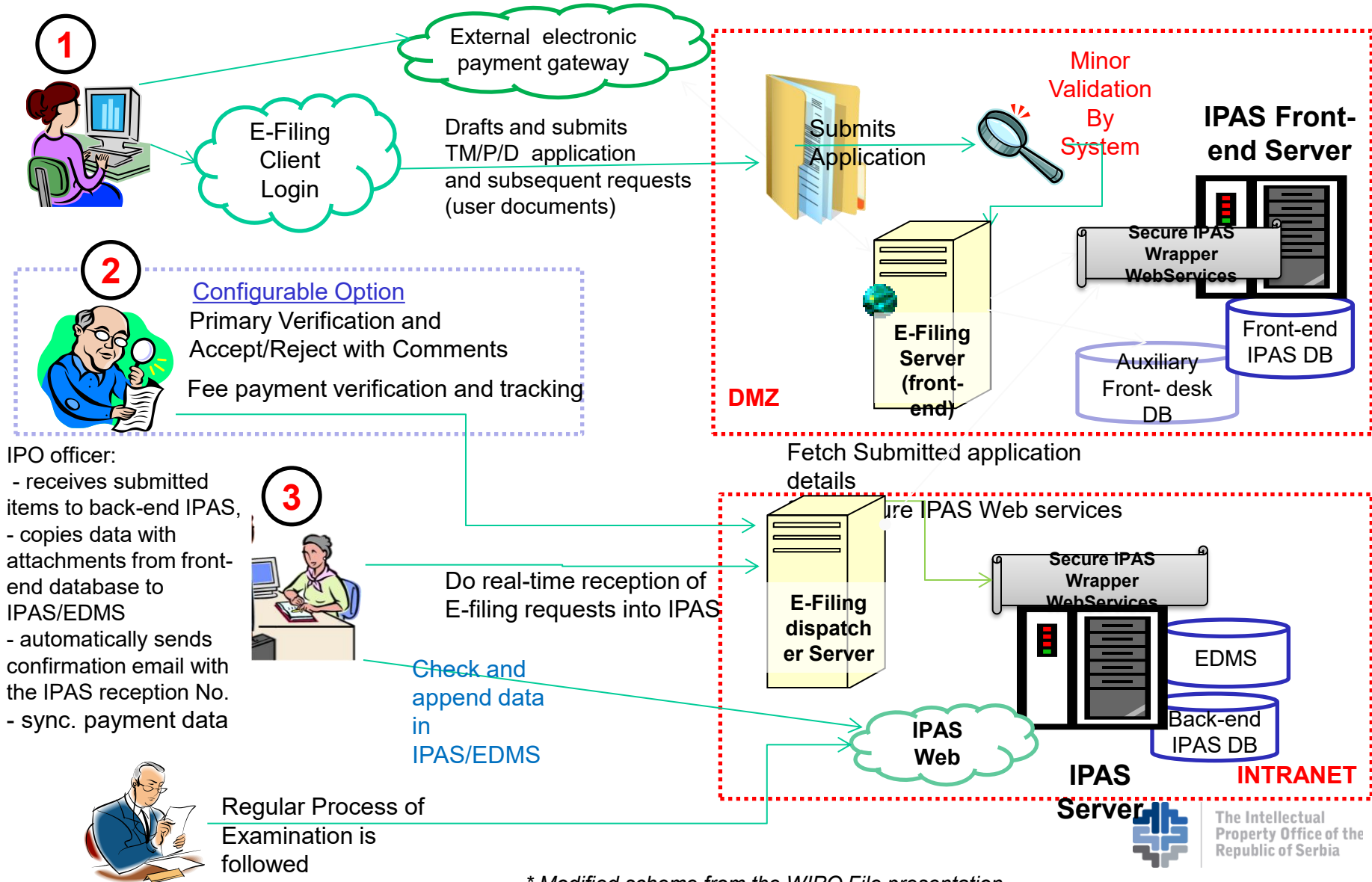
- Smart planning and preparation inline with available resources
- WIPO IPAS with EDMS support in IPO
- Mandatory qualified certificates for the electronic document signature according to the Law on electronic documents and trust services

Note: Freepik illustration used



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# Creation of business process flow for e-filing

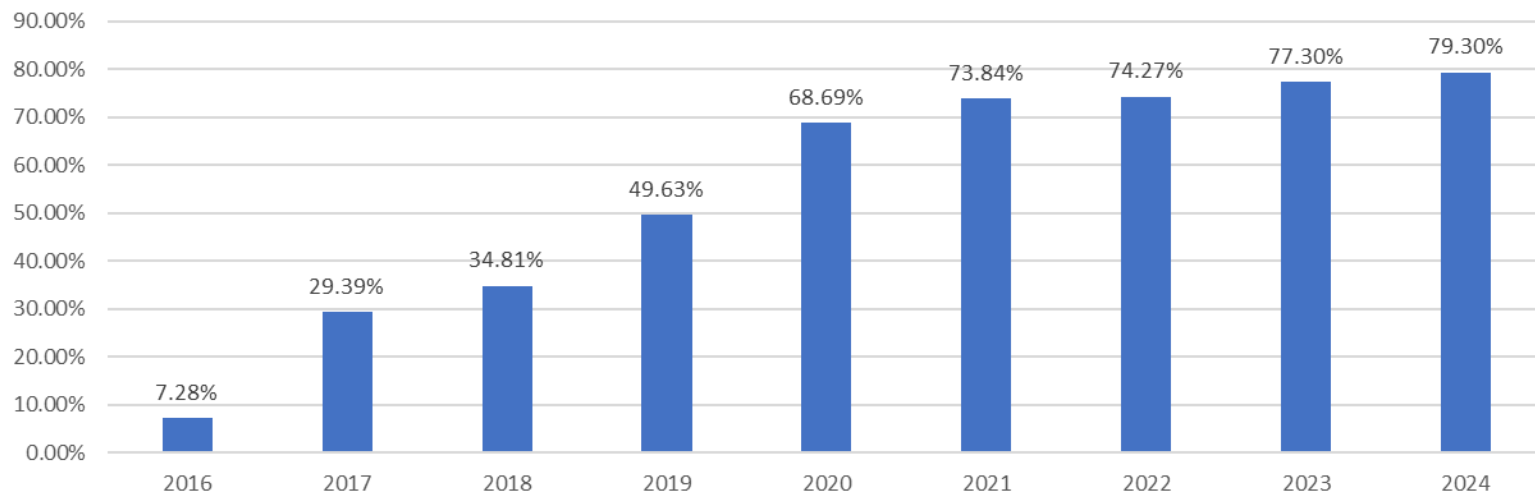


\* Modified scheme from the WIPO File presentation

# Results - 8 years after introduction of e-filing

- Monitoring and evaluation from early stages
- Internal trainings for employees
- Active promotion of e-filing: mail campaigns, phone calls, visits to large applicants and IP attorneys, helpline for e-filing, workshops
- Constant ongoing improvement and connectivity with government e-service portal

## Share of e-filings for IPR applications



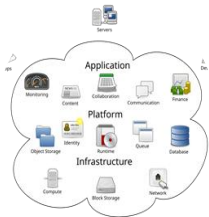
# Other IP service related projects



## Project 2: Quality Management System



- Quality management system ISO 9001-2015 for patent and trademark procedure introduced in 2011 and recertification conducted biannually
- Include annual measurement of user satisfaction that serves for improvement of the Office's operation



## Project 3: Migration of core IT infrastructure to the Cloud



- Recent IP Office building reconstruction had put a greatest challenge for the security of server infrastructure
- Within the 6 months with the support of Gov. IT Office, core IT infrastructure of IP Office had been moved on Oracle Cloud of Gov. Data Centre in December 2024
- Huge effort of IT staff had been introduced in planning and monitoring of migration process with ongoing enablement examiner's work from home

Note: Freepik illustration used

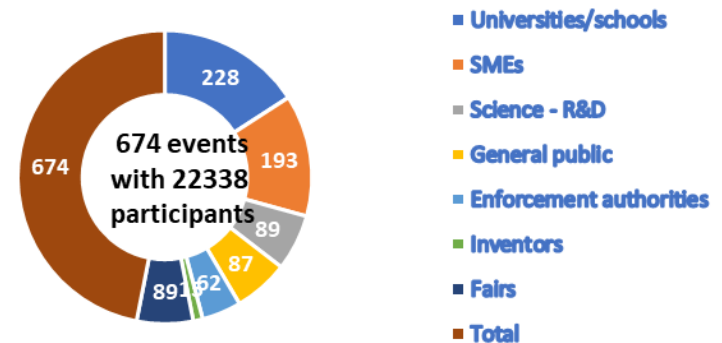


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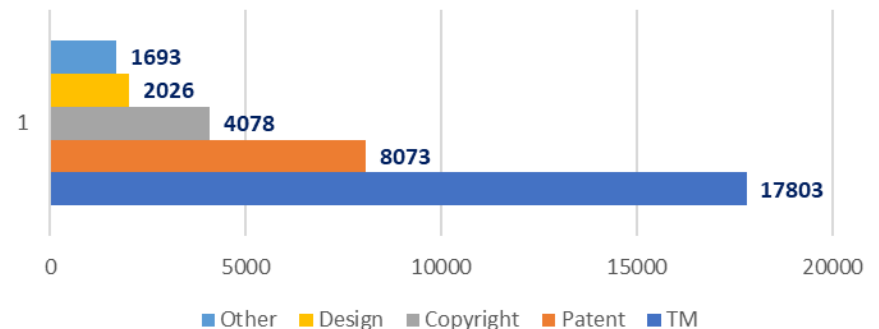
# The New Role of IP Offices in Supporting Innovation Education and Information Centre

- Raising Awareness – Tailored outreach for R&D, SMEs&Start-ups, creators, and policymakers
  - ✓ Establishment of stakeholder’s network through partnership with policy makers, SMEs support organisations, MoUs, etc.
  - ✓ Building long-term collaboration
  - ✓ New IPO Website and presence through social networks since 2022
- 
- Dedicated IP Helpdesk – Guidance and quick support for IP-related inquiries from businesses, innovators, and individuals
  - ✓ Rules and timeline for responses, internal knowledge database, oversight and evaluation of responses

Number of educational and raising awareness events 2010-2024



IPR Helpdesk consultations 2015-2024  
33673 consultations



# Cooperation with WIPO – recent projects

- Technical Assistance Projects – WIPO Study on Innovation Ecosystem in Serbia 2022-2023, ongoing support for drafting National IPR Strategy 2026-2030
- ✓ Important - communication with stakeholders and experts
- Sector-Specific Programs – Focused initiatives for creative industries – WIPO Levelling UP – for video game industry (2022).
- Support to Start-ups – Assisting innovative start-ups in protecting and leveraging their intellectual assets from early stages.
- ✓ WIPO IP Guide for start-ups translated, customized and promoted with WIPO “IP clinic” implemented for start-up teams

## National IP Strategies Framework

### Stakeholders



Government & Policymakers



Academia & Researchers

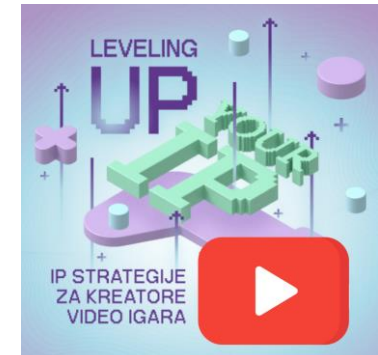


NGOs & Civil Society



Business, Innovators, Creators

### Development Process



# It's all about collaboration

- **Mutual Understanding** – Open dialogue with science and research institutions, SMEs, and industry bodies ensures IP policies align with real needs.
- **Shared Responsibility** – Encouraging stakeholders to actively promote IP protection within their sectors
- **Trust-Based Collaboration** – Partnerships built on respect lead to smoother implementation of IP strategies and enforcement.
- **Knowledge Exchange** – Joint training and capacity building raise awareness of IP benefits and responsibilities.
- **Positive IP Culture** – Respect fosters voluntary compliance, reducing infringement and boosting innovation incentives.



# Challenges

- Small and medium sized IP Offices are usually limited with budget and staff for implementation of new technical assistance projects
- Orientation to digital tools – limited attractiveness of the hi-tech career in the public service
- Prioritization of activities – what is possible to implement with limited capacities and in collaboration with partner's organizations
- New responsibility of the Office to maintain and support IP rights enforcement data exchange platform
- Keeping the pace with new technological trends and implementation of international IP treaties - multiskilled personnel becomes a necessity



# Lessons learned

- **Needs Assessment:** Before starting, identify capacity gaps
- **Develop SMART indicators** (Specific, Measurable, Achievable, Relevant, Time-bound)
- **Activity Tracking:** Record delivery of planned activities (workshops, expert missions, software deployment).
- **Effectiveness:** To what extent were planned outcomes achieved
- **Stakeholder Feedback:** Collect from applicants, attorneys, enforcement agencies, and other users of the IP system
- **The M&E process is iterative** - evaluation findings feed back into new needs assessments and planning, ensuring each new intervention builds on the lessons of the last.



Thank you!

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