

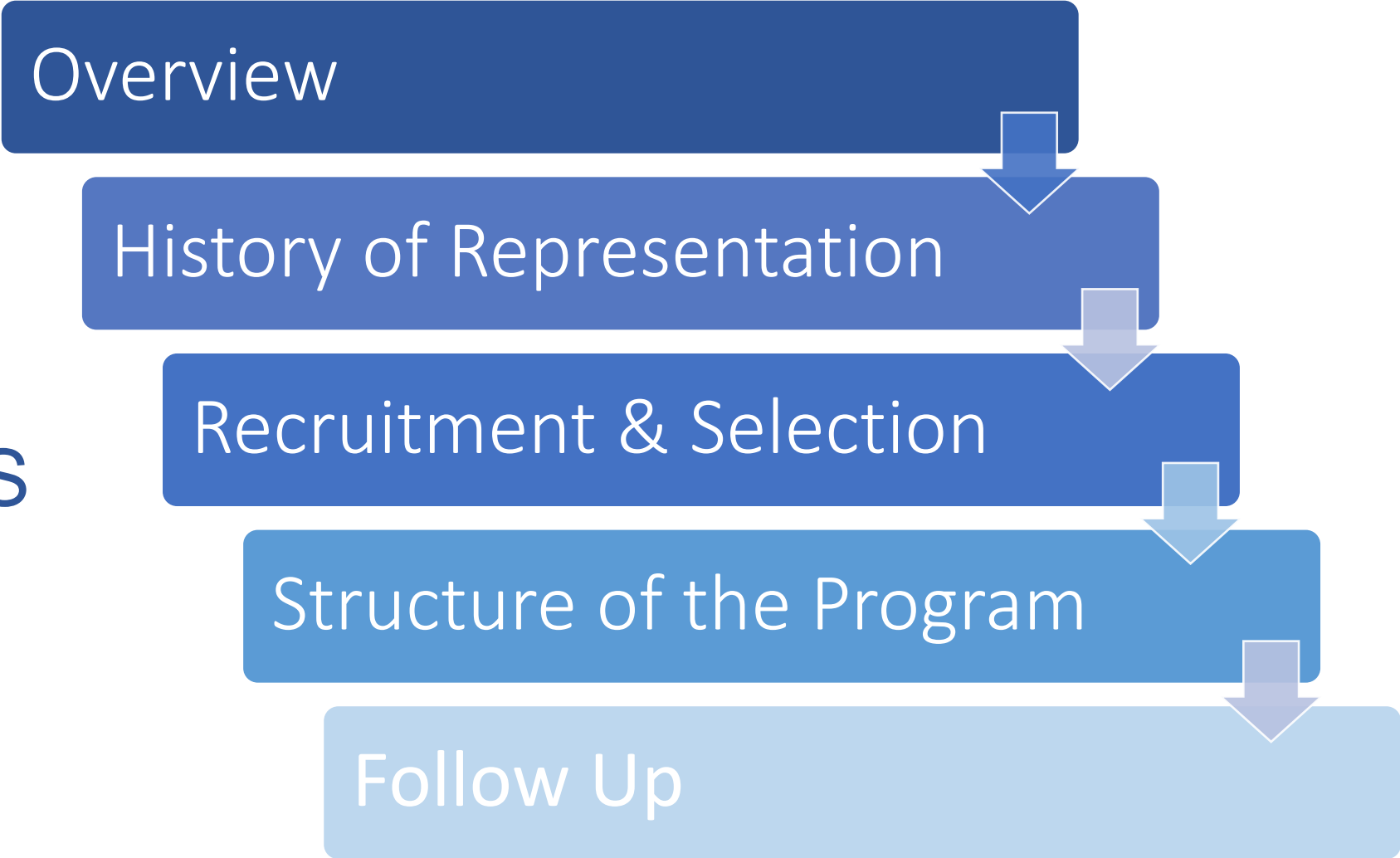
MADRID FELLOWSHIP PROGRAM

Internal Oversight Division
Pre- Evaluation Review

IOD Ref: EVAL 2024-02
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Background

The **2024 Oversight Annual Workplan** included the evaluability review of the Brands and Designs Sector's (BDS) Madrid Fellowship Program.

As part of the Medium-Term Strategic Plan (MTSP) 2022-2026, Strategic Pillar 4, the World Intellectual Property Organization (WIPO) is committed to supporting governments, enterprises, communities, and individuals to use intellectual property (IP) as a tool for growth and sustainable development.

The Madrid Fellowship Program is a special WIPO training activity within BDS that recruits “qualified individuals (Examination Fellows) to fulfill learning objectives, in line with WIPO’s mission to lead the development of a balanced and effective international IP system that enables innovation and creativity for the benefit of all.”

The pre-evaluation review aimed to understand the activities that inform the Madrid Fellowship Program and the related verifiable data available. The review, therefore, focused on:

- a. The history of the Madrid Fellowship Program;
- b. The target group;
- c. The regions served;
- d. The Program’s impact on ex-fellows career path;
- e. The relevance of the Program to Madrid Operations’ ongoing operations; and
- f. The program’s effectiveness in contributing to the WIPO Strategic Pillars.



**Madrid Fellowship Program’s
Total Allocated Budget 2024 -
2025 Biennium**

CHF 3, 452, 400

Source: [Brands and Designs Sector Workplan Summary Report 2024](#)

Areas covered in the pre- evaluation review

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Overview - WIPO Fellowship Program



A fellowship is a **specially tailored training activity** that provides a stipend to qualified individuals for the purpose of **fulfilling learning objectives**, in line with **WIPO's mission** to lead the development of a balanced and effective international IP system that enables **innovation and creativity** for the benefit of all.

- WIPO fellowships are open to individuals from specialized disciplines, particularly from countries needing developmental support, including candidates nominated by their respective governments.
- Fellows fall under the following categories:
 - Category I – Translation Fellows
 - **Category II – Examination Fellows (Madrid Fellowship Program)**
 - Category III – Legal Case Manager Fellows
 - Category IV – Visiting and Research Fellows
 - Category V – Other Specialized Fellows
- **Delegated Authority (Recruitment & Selection):** Program Manager in consultation with the Human Resources Management Department (HRMD).

Overview- Madrid Fellowship Program (cont'd)



The Madrid Fellowship Program is located in the Madrid Operations Division (MOD). Through this program, **fellows are recruited to conduct processing and formalities examinations for international trademark applications and associated transactions** within any of the five teams of the Madrid Registry (*Source: Madrid Operations Terms of Reference*).

- The program was initiated in 2010.
- Fellows are selected from qualified professionals nominated by National IP Offices upon receiving a request to participate from the Brands and Designs Sector or when National or Regional IP Offices propose candidates.
- **Eligibility:** University degree in IP, three years of relevant experience in trademarks or comparable experience, good knowledge of Nice Classification, and fluency in languages (excellent written and spoken: English, French or Spanish, or Russian).
- **Duration:** Up to 12 months (this can be extended to a cumulative period of up to 3 years).
- Post training, fellows will be qualified to serve as an important operational link between her/his National/ Regional IP Office and WIPO.

Criteria for Candidate Countries

The [HR Manual HRM/fel/1 WIPO Fellowship Program](#) stipulates that fellows are recruited based on:

a) Developmental Support.

MOD-monitors the quality of applications filed by National IP Offices. Thereafter, an assessment is conducted to determine which countries would benefit from capacity development to enhance the quality of applications filed.

b) Business Need

Fellows are recruited in line with WIPO's mission to lead the development of a balanced and effective international IP system that enables innovation and creativity for the benefit of all. This includes the projected filing needs and the language skills required to meet the business needs.

The criteria for the Madrid Program have evolved over time to include:

c) Representation and capacity to provide qualifying resources

BDS-assesses which country is not represented in the Madrid Registry when needed. The assessment ensures that the Office can deliver upon request.

d) Participation of a Member State in the last five years and quality/experience of past candidates

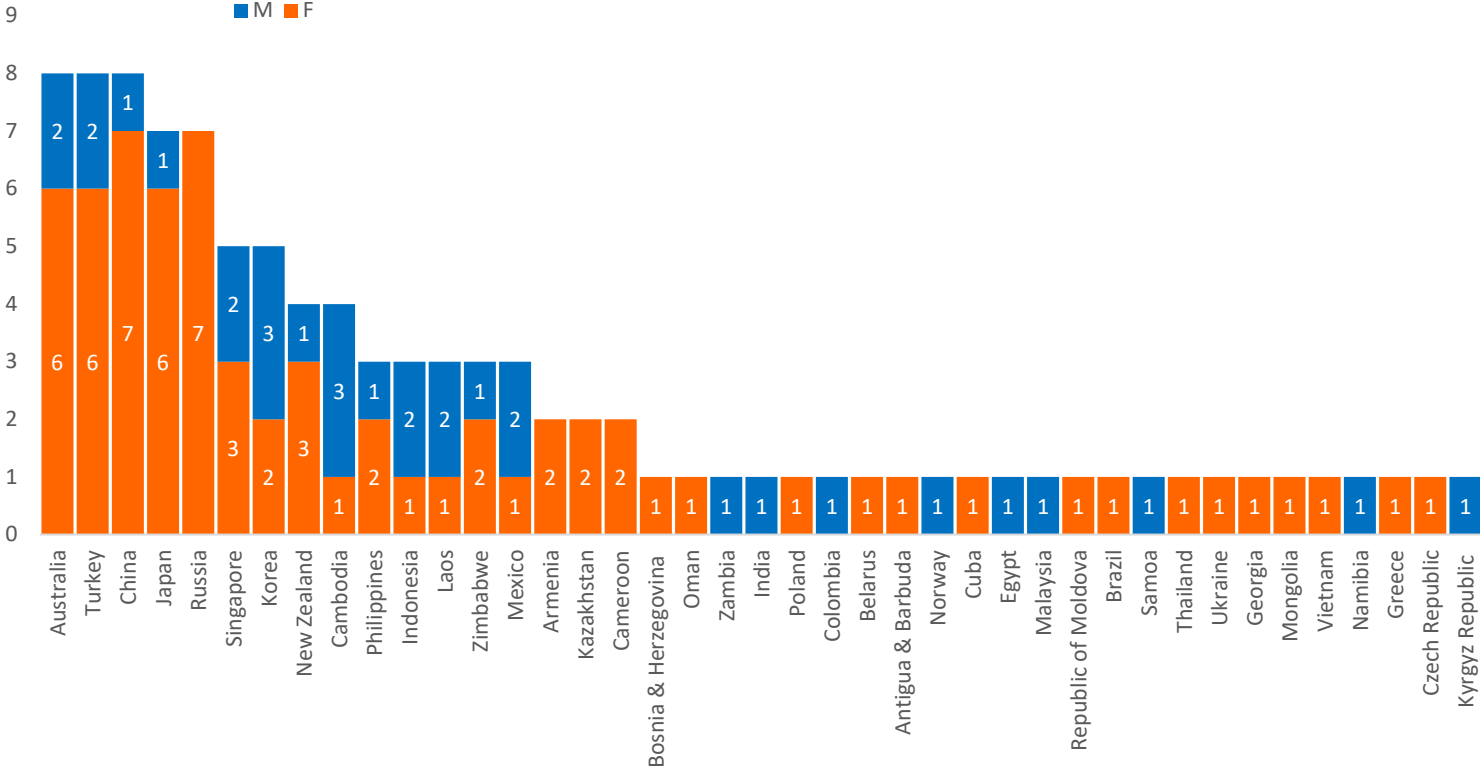
Countries actively utilizing the Madrid Registry filing system are considered, especially if they can provide qualifying candidates.

f) Request by a member State

This request can be communicated informally or *via* email, and countries that have participated before can propose new candidates for consideration.

History of Country Representation (2013-2024)

Figure 1: Country Analysis

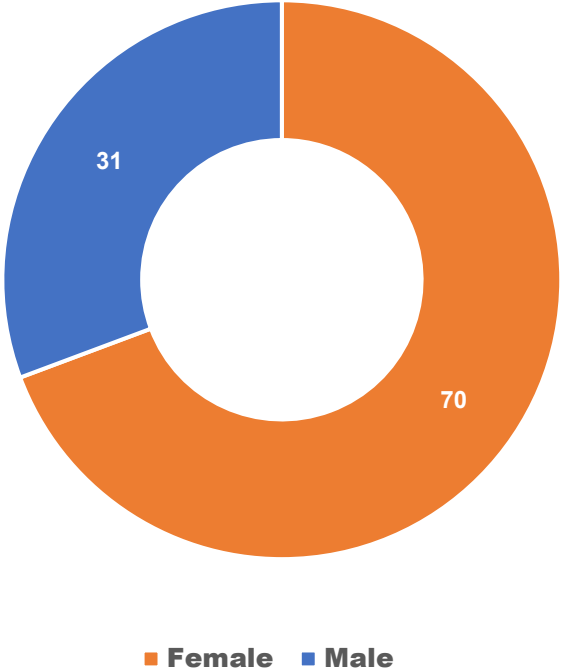


Observation

- ❖ 101 fellows have been selected into the Program between 2013 and 2024.
- ❖ Out of 114 Madrid member States, **41** members have been participating.

History of Gender Representation (2013 – 2024)

Figure 2: Gender Representation



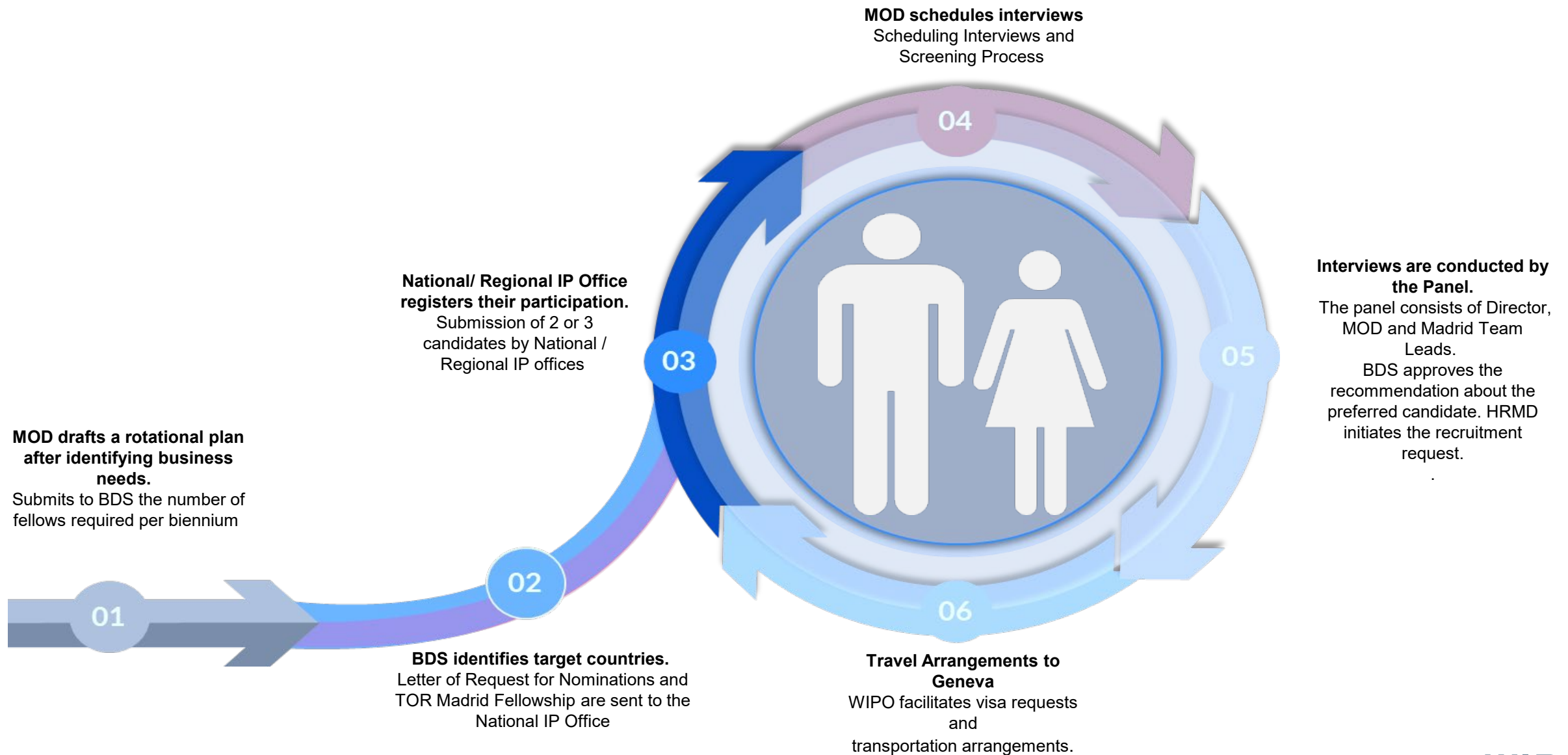
Observation

- ❖ A significant number of females (70: more than two times higher than males) have been recruited in the past eleven years.

✓

GENDER REPRESENTATION IN PLACE.

Recruitment & Selection Procedure



Structure of the Program

Induction Training

The Quality and Training Section trains fellows in the **Examination of International Applications** and the **Examination of Nice Classification**.

Fellows take a test that they must pass.

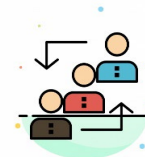


Coaching

Madrid Teams Coordinators designate an **experienced examiner** for international applications as the coach for the fellow.

Coaching will take eighty (80) hours over weeks.

A competency-based test and assessment is organized cross-team.



Continuous Training, L&D

Fellows can also enroll in **self-paced e-learning** modules and training organized by WIPO, **propose initiatives**, and take part in initiatives related to the home offices, such as drafting Madrid Member Office Profiles.

Between 2013 – 2023, fellows participated in a total number of **310 courses**.



Structure of the Program cont'd

Evaluation & Contract Extension

Performance assessment is conducted by the **supervisor** that the fellow is assigned to.

Depending on the performance of the fellow, the supervisor may recommend to offer an extension of the fellowship.



Departure

The completion of the program is marked by a ceremony where a Certificate of Completion is issued by BDS.

The departing fellow circulates a farewell message, sharing their opinion about the experience and leaving contact information.

WIPO bears the repatriation costs.



Follow Up

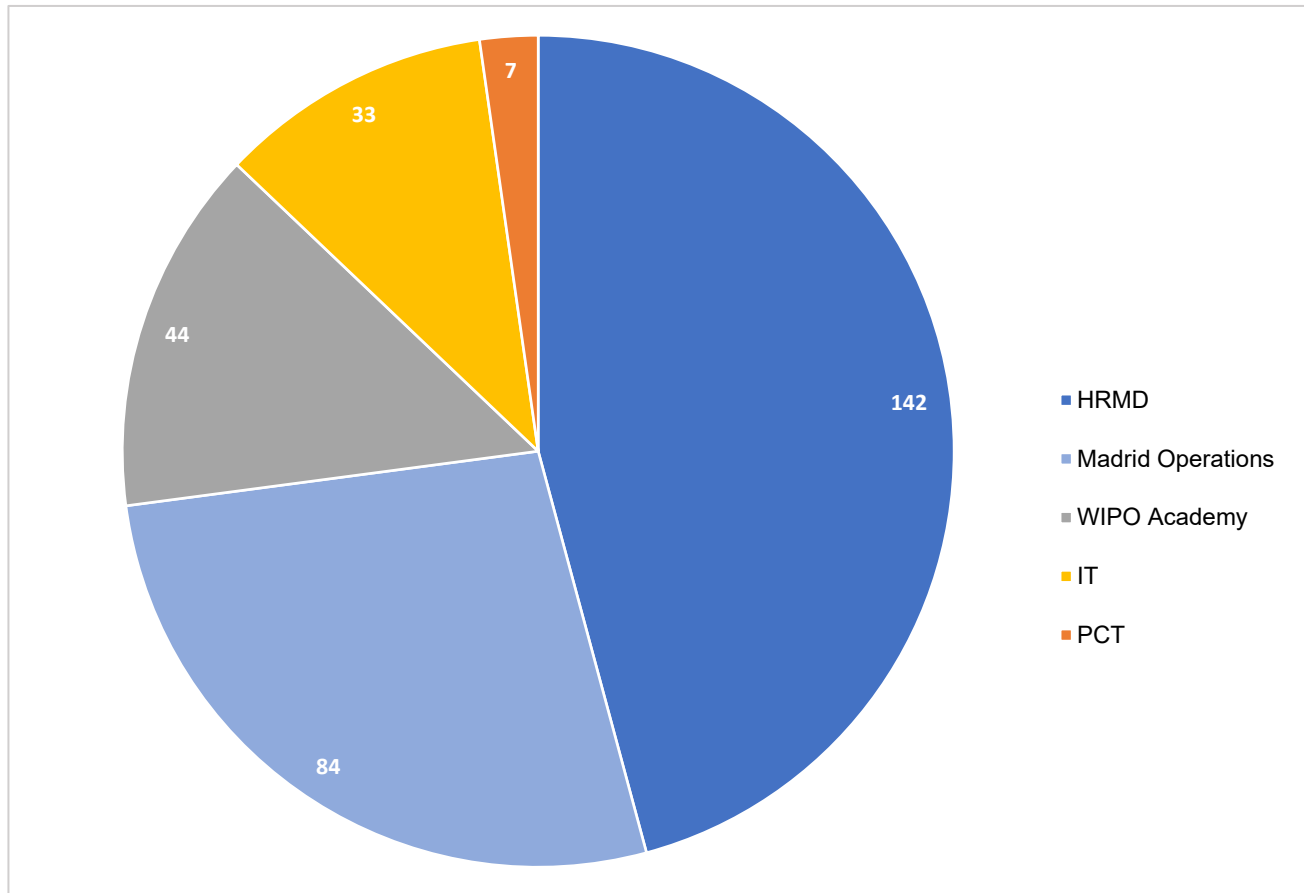
Fellows are encouraged to create a network on social media solely managed by them.

MOD records the contact details of ex-fellows and engages them as links between WIPO and National/Regional IP Offices when needed.



Training of Madrid Fellows - Learning Statistics 2013 - 2023

Figure 3: E-Learning Courses Statistics



Observation

Since 2013, Madrid fellows have completed a total of 310 courses.


TRAINING ON TRACK!

The legend colors indicate the owners of the training completed by Madrid fellows.

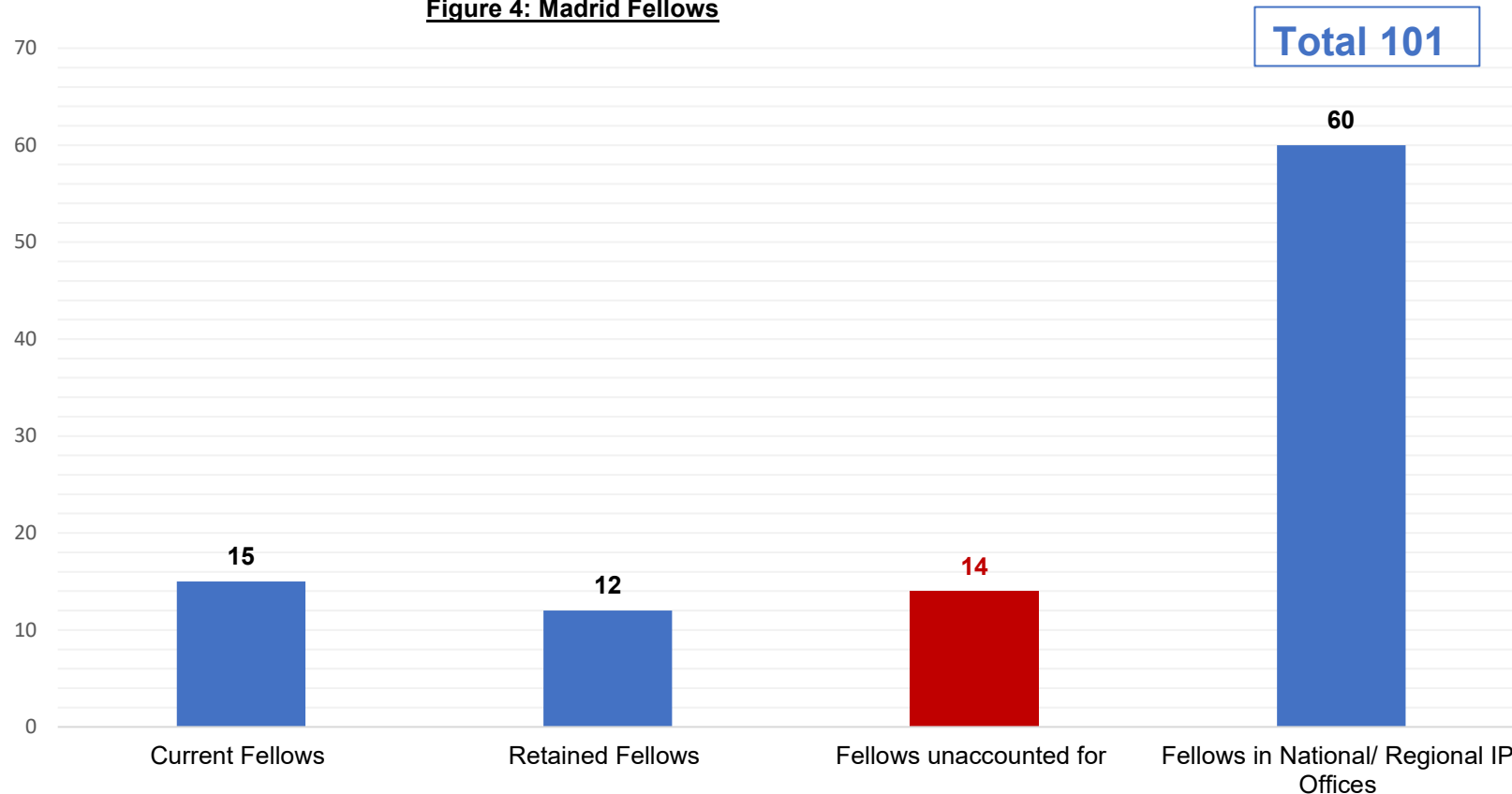
Relevance of the Program to MOD Product Outputs/ WIPO Strategic Pillars

According to BDS:

- Fellows have accounted for 26-30 per cent of the examination team in recent years. Their output regarding new international applications has been identified as critical to meeting the Division's production targets.
- Fellows bring valuable information about policy, practice, and tools from their home offices, which has contributed to improving examination quality at the International Bureau (IB).
- Fellows, as a bridge and connection point, have played an instrumental role in strengthening cooperation on operational matters between the IB and some of their home offices, such as digital data exchange, alignment of classification practice, improvement of document content and format, and promotion of the Madrid System.
- The above efforts are indicated to have resulted in the enhancement of efficiency, consistency, and broader use of the Madrid System.

Madrid Fellows - Where are they now?

Figure 4: Madrid Fellows

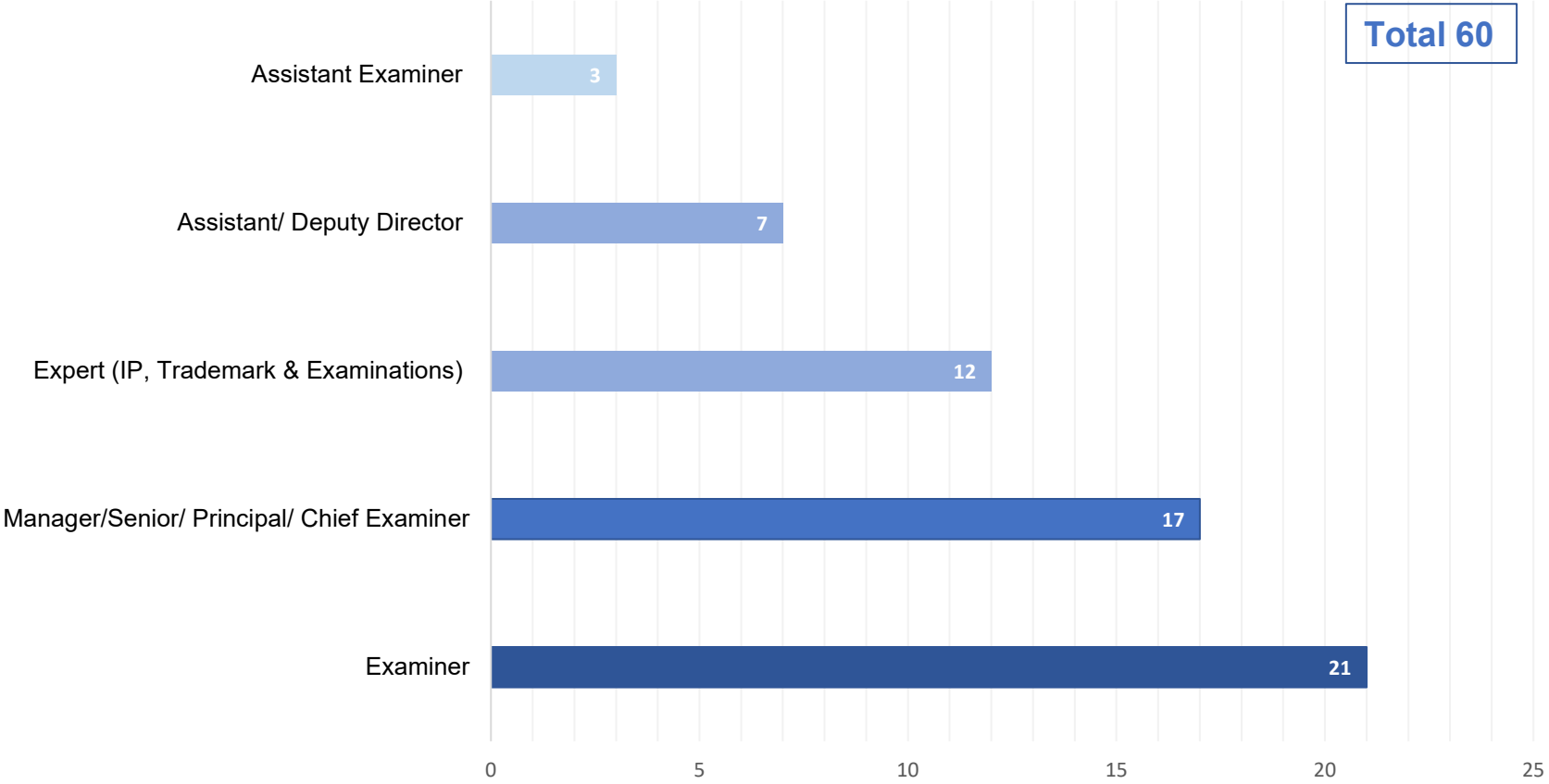


Observations

- ✓ The Program has positively impacted **60 fellows** who returned to their National IP Offices and hold higher positions.
- ✓ **WIPO retained 12 ex-fellows** through competitive recruitment processes, and who are currently WIPO staff members.
- ❖ Updated information could not be found for **14 fellows- based on IOD searches (LinkedIn, WIPO Conference participants list, and Google Search).**

Ex Madrid Fellows by National/ Regional IP Offices Designation

Figure 5: Ex-Madrid Fellows in National/Regional IP Offices



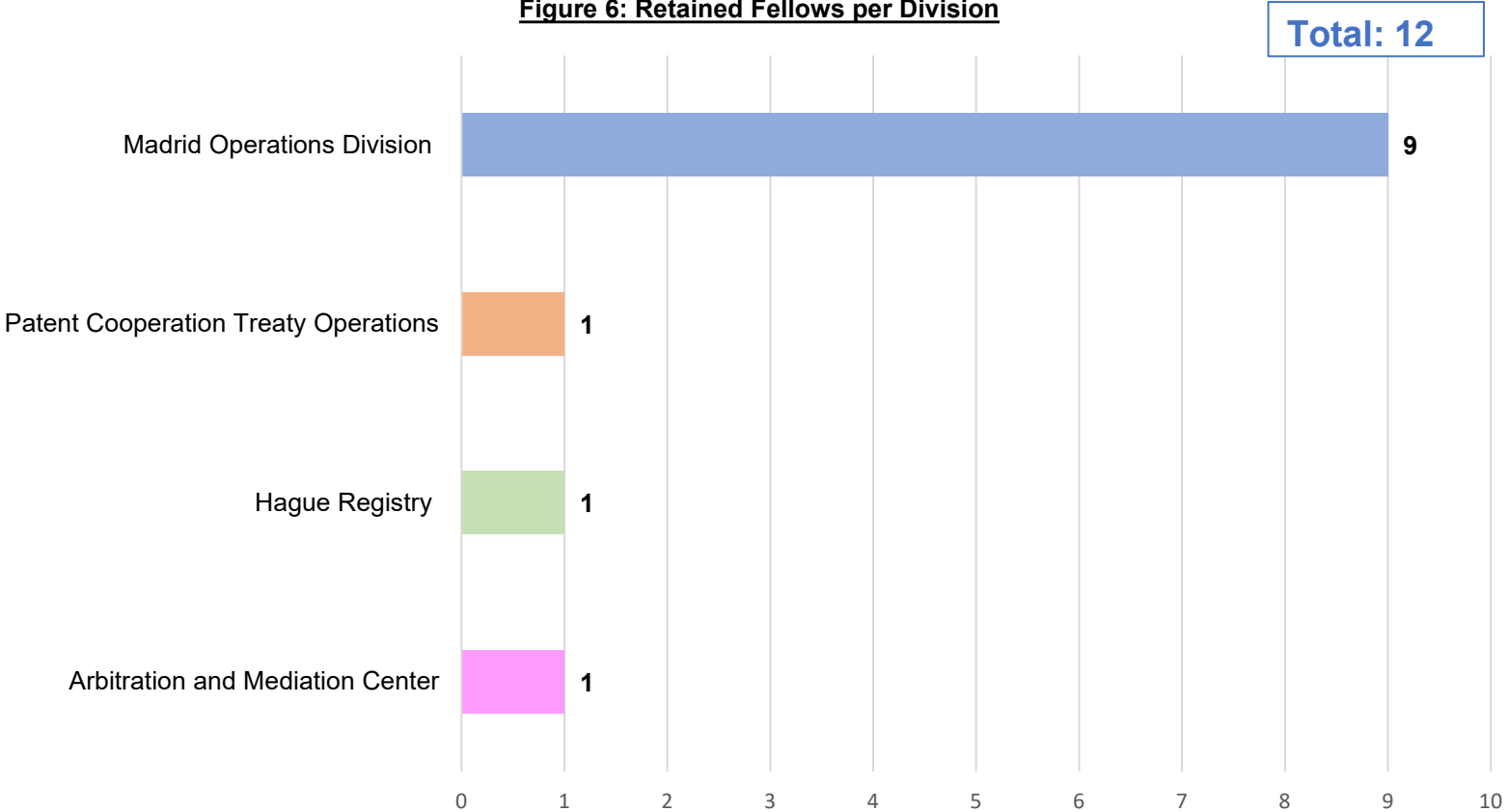
Observations

- ❖ 12 previous fellows have advanced in ranking to Senior Managers/Principals or Chief Examiners.
- ❖ 7 out of 60 have obtained a higher rank as Deputy Directors in their National/ Regional IP Offices.

Ex-Fellows hired by WIPO post Program experience

✓
There is currently no retention risk (i.e., the risk of defeating the purpose of the Program, which is to ultimately strengthen the capacity of National/ Regional IP offices), as only 12 of the 100 fellows were recruited between 2013 and 2024.

Figure 6: Retained Fellows per Division



Conclusion and Recommended Actions

Based on the pre-evaluation review findings, IOD will not undertake a fully-fledged evaluation of the Madrid Fellowship Program in 2024 but recommends BDS to:

- Adhere to a well-documented approach regarding the varying needs that inform the criteria for the final selected candidate countries.
- Enlarge the pool for target countries to allow participation on a rotational basis.
- Create a Community of practice (networking) for Madrid Fellows.
- Survey participating Member States to obtain feedback on what worked, what did not, and how the Madrid Fellowship Program can be further improved.

Management Comments

No	Recommendations	Priority	Person (s) Responsible	Other Stakeholder	Management Action Plan	Deadline
1	Adhere to a well-documented process regarding the varying needs that inform the criteria for the final selected candidate countries.	High	ODDG; Director, MOD; Head of Operations Service, MOD		Documenting the reasons for selecting participating countries or agreeing to a request for participation in the program	Q1 2025
2	Enlarge the pool for target countries to allow them to participate on a rotational basis.	Medium	ODDG in consultation with Director, MOD		Creating a roster list of countries to allow rotation at the end of each year	Q4 2024
3	Create a Community of practice (networking) for Madrid Fellows	Medium	Administrative Assistant, MOD	Current fellows	Creating a Whatsapp group to facilitate communication among the current fellows	Q1 2025
4	Survey participating member States - what worked, what did not, and how the Madrid program can be further improved.	High	Senior Administrative Officer, ODDG in consultation with MOD	Participating member states	Conducting the survey every 3 years	Q4 2025

Acknowledgement

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

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