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Program and Budget Committee

**Thirty-First Session
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INTERNAL OVERSIGHT DIVISION (IOD) VALIDATION REPORT OF THE WIPO
PERFORMANCE REPORT 2018/19

prepared by the Secretariat

1.	The Validation Report on the WIPO Performance Report (WPR) has been prepared by the Internal Oversight Division (IOD) to provide support to ensuring the reliability and authenticity of the WPR for 2018/19 (document WO/PBC/31/6). The Validation Report provides IOD's main findings, conclusions and recommendations arising from the validation exercise.

2.	The following decision paragraph is proposed.

> *3.	The Program and Budget Committee (PBC) took note of the IOD Validation Report on the WIPO Performance Report for 2018/19 (document WO/PBC/31/7).*

[IOD Validation Report follows]

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ANNEXES

LIST OF ACRONYMS

ACE	Advisory Committee on Enforcement
ADR	Alternative Dispute Resolution
CDIP	Committee on Development and Intellectual Property
CMOs	Collective Management Organizations
EPM	Enterprise Performance Management
ERs	Expected Results
FMR	Financial Management Report
HRMD	Human Resources Management Department
IAOC	Independent Advisory Oversight Committee
ICT	Information and Communication Technology
IGO	Intergovernmental Organization
IOD	Internal Oversight Division
IP	Intellectual Property
IPSAS	International Public Sector Accounting Standards
LDCs	Least-Developed Countries
P&B	Program and Budget
PBC	Program and Budget Committee
PCT	Patent Cooperation Treaty
PD	Performance Data
PI	Performance Indicator
PIE	Performance Indicator Evaluation
PPBD	Program Performance and Budget Division
PMSDS	Performance Management and Staff Development System
PPR	Program Performance Report
RBF	Results-Based Framework
RBM	Results-Based Management
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SMT	Senior Management Team
TISC	Technology and Innovation Support Center
TLS	Traffic Light System
WIPO	World Intellectual Property Organization
WPR	WIPO Performance Report

LIST OF WIPO PROGRAMS, AS DEFINED IN THE 2018/2019 WPR

Program 1 – Patent Law
Program 2 – Trademarks, Industrial Designs and Geographical Indications
Program 3 – Copyright and Related Rights
Program 4 – Traditional Knowledge, Traditional Cultural Expressions, and Genetic Resources
Program 5 – The PCT System
Program 6 – Madrid System
Program 7 – WIPO Arbitration and Mediation Center
Program 8 – Development Agenda Coordination
Program 9 – Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries
Program 10 – Transition and Developed Countries
Program 11 – The WIPO Academy
Program 12 – International Classifications and Standards
Program 13 – Global Databases
Program 14 – Services for Access to Information and Knowledge
Program 15 – Business Solutions for IP Offices
Program 16 – Economics and Statistics
Program 17 – Building Respect for IP
Program 18 – IP and Global Challenges
Program 19 – Communications
Program 20 – External Relations, Partnerships and External Offices
Program 21 – Executive Management
Program 22 – Program and Resource Management
Program 23 – Human Resources Management and Development
Program 24 – General Support Services
Program 25 – Information and Communication Technology
Program 26 – Internal Oversight
Program 27 – Conference and Language Services
Program 28 – Information Assurance, Safety and Security
Program 30 – Small and Medium-Sized Enterprises (SMEs) and Entrepreneurship Support
Program 31 – The Hague System
Program 32 – Lisbon System

EXECUTIVE SUMMARY

1.   WIPO assesses the performance of its Programs annually, based on an approved performance framework. In the last two biennia, the WIPO Performance Report (WPR) has been restructured and streamlined to include more comprehensive and transparent financial and performance information. This report of the Internal Oversight Division (IOD) is an independent validation of the WPR for the 2018/19 biennium, in line with IOD's 2020 Oversight Plan. This is the sixth validation exercise undertaken by IOD since 2008. The objectives of this validation are to:

(a)   Provide an independent verification of the reliability and authenticity of performance information contained in the 2018/19 WPR; and

(b)   Follow-up on the implementation status of recommendations of the previous Validation Reports through documentary and other corroborative evidence.

2.   The scope includes an assessment of Performance Data (PD) for one randomly selected Performance Indicator (PI) from each Program as reported in the 2018/19 WPR. The validation also includes general conclusions on the progress made towards improving the Results-Based Management (RBM) framework during the biennium under review[1]. For the first time, two PIs were selected for one Program – one PI for Program 20 External Offices, and one for Program 20 External Relations and Partnerships. This was done to give more consideration to External Offices within the scope of the validation.

3.   The key positive outcomes of this validation exercise, based on the randomly selected sample of 32 PD, can be summarized as follows:

(a)   Thirty one PD (97 per cent) were validated as relevant and valuable in 2018/19 representing an increase of seven per cent compared with 28 PD (90 per cent) in 2016/17 biennium;

(b)   Thirty PD (94 per cent) were validated as accurate and verifiable in comparison to 25 PD (81 per cent) in 2016/17;

(c)   Thirty one PD (97 per cent) were validated as efficiently collected and easily accessible, compared to 26 PD (84 per cent) in 2016/2017; and

(d)   The number of PD that had an accurate self-assessment of their Traffic Light System (TLS) increased to 32 (100 per cent) in 2018/19 biennium compared to 26 (84 per cent) in 2016/17.

4.   The validation identified one case where opportunities exist for improvements. The PD did not meet the criteria in four out of the six validation criteria, and only partially met the remaining two criteria.

5.   An overview of PIs across the last two biennia shows that PIs have continued to be streamlined and refined. The number of PIs for the 2018/19 biennium has decreased by three per cent to 279 from 287 in 2016/17. While the total number of PIs decreased by eight, a detailed review indicates that the wording of approximately 92 PIs (33 per cent) were modified when developing the 2018/19 P&B. These modifications or changes were done to, among others, better formulate and link PIs to Expected Results (ERs), merge specific PIs or disaggregate some PIs into different PIs for better transparency. Over the last two biennia, there have been continued efforts to streamline the RBM framework by reducing the number of

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[1] The total number of PD under review is 32 for 31 Programs.

(ERs). The number of ERs in 2018/19 was 38, which decreased by one ER compared to 2016/2017.

6.   The survey of Program Managers and Alternates responsible for reporting on Program performance shows that 81 per cent of respondents felt that RBM is done in a participatory and constructive manner therefore making it useful; risk management captures RBM related risks (93 per cent of respondents); and the framework is appropriate and relevant to WIPO's strategic goals (82 per cent of respondents), as well as useful for accountability to Member States (74 per cent of respondents).

7.   While acknowledging that the survey results capture perception of Program Managers and Alternates that responded, it is nevertheless relevant to explore and where applicable, address the conditions that result in these perceptions; some of which are summarized below.

8.   IOD reiterates the importance of the full involvement and responsibility of Programs in this process, to get full buy-in and engagement. The survey showed that 48 per cent of respondents indicated not have fewer and SMARTer indicators, targets and baselines in the 2018/19 biennium. Further, around 52 per cent of respondents indicated that the selection of their indicators and data quality had improved since the last validation exercise.

9.   In addition, the survey results show that 35 per cent of respondents indicated to have identified one to two PIs that are not well defined or are not relevant for their program activities. Twelve per cent of the respondents identified three to five PIs, which are not well defined or not relevant for their Program activities. This indicates the need to continually provide technical guidance to Programs, and in particular, assistance in developing SMART[2] indicators, and appropriate tools to capture relevant data to report on indicators. This will help ensure that the RBM framework is valuable for monitoring progress, intended success, and decision-making for Programs.

10.   Further, 50 per cent of respondents indicated that they used the PIs for regular management purposes. Using PIs and related results for management purposes is a key objective in mainstreaming RBM practices within the Organization. Likewise, while 66 per cent felt that the Result Based Framework was valuable for monitoring progress intended success and decision-making in Programs, 23 per cent felt that more could be done in that regard. More efforts should be made to instill the usefulness of RBM as a management tool.

11.   Finally, 48 per cent of respondents found that monitoring tools and systems were easily accessible to Programs (42 per cent in 2016/17). Likewise, 48 per cent of respondents found that other Programs share useful monitoring and reporting data in a timely manner. These results indicate an opportunity to further institutionalize a culture of knowledge sharing as well as promote the use of existing tools and processes to support knowledge sharing.

12.   One recommendation from the validation of the 2016/17 report has been fully implemented, one partially implemented, and two are no longer applicable as the performance indicators concerned were discontinued. Recommendations from the previous validations (2014/15 and 2012/13) have all been implemented and closed.

13.   IOD makes no formal recommendation following this validation, but will continue to monitor the full implementation of pending recommendations from the previous validation report. Furthermore, key points raised in this report and proposed resolutions will be monitored through subsequent planned audits and evaluations, and in particular the combined audit and evaluation of RBM at WIPO, planned for the second half of the 2020/21 biennium.

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[2] SMART – Specific, Measurable, Achievable, Realistic and Time-bound.

1. INTRODUCTION

14. The approved P&B provides the framework for measuring program performance on an annual basis within the Organization. For this purpose, the WPR is prepared and submitted to the WIPO Program and Budget Committee (PBC) on a yearly basis. From the 2016/17 biennium, the WPR was streamlined and redesigned, consolidating the former Financial Management Report (FMR) and the Program Performance Report (PPR). WIPO Programs self-assess and report on their achievement of PIs. The Program Performance and Budget Division (PPBD) checks and consolidates the reports from the Programs to produce the WPR.

15. This is the sixth independent validation of the WPR conducted by IOD. This validation has been conducted against the individual WPR submissions prepared by WIPO Programs as defined in the 2018/19 P&B.

2. WPR VALIDATION OBJECTIVES

16. The objectives of this validation exercise are to:

(a) Provide an independent verification of the reliability and authenticity of information contained in the 2018/19 WPR; and

(b) Follow-up on the implementation status of recommendations of the previous Validation Report through documentary and other corroborative evidence.

17. The validation also includes general observations and suggestions on strengthening the RBM Framework, including accountability for results within WIPO.

3. WPR VALIDATION SCOPE AND METHODOLOGY

18. In the previous IOD validations, the practice has been to perform an in-depth analysis of PD for one randomly selected PI for each Program as defined in the WPR. However, for the first time, two PIs were selected for Program 20 – one for External Relations and Partnerships, and another specific to External Offices, in order to include External Offices within the scope. A total of 32 PIs[3] were assessed in the context of the validation exercise.

19. The criteria used to validate PD reported in individual WPRs have remained unchanged for consistency purposes[4]. In addition, the validation assessed the accuracy of the TLS used to report on the achievement of the target set for the PI. Detailed explanation of the validation criteria is presented in Annex III of this report.

20. The validation includes a review of supporting documentary evidence coupled with Skype™ and phone interviews with key staff members responsible for monitoring and reporting against the 32 randomly selected PIs.

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[3] Two PIs were selected for Program 20.
[4] The criteria are: relevant and valuable; sufficient and comprehensive; efficiently collected and easily accessible; accurate and verifiable; timely reporting; and clear and transparent.

(A)   INFORMATION PRESENTED IN ADVANCE

21.   As part of the preparatory work for the WPR validation exercise, the following information was circulated prior to the start of the exercise:

(a)   An e-mail, dated February 4, 2020, to all Program Managers from the PPBD, providing guidelines and timelines for the preparation and submission of the WPR inputs; and

(b)   A memorandum, dated March 25, 2020, to all Program Managers by the Director of IOD, informing on the key steps and dates of the independent validation exercise.

(B)   RANDOM SAMPLING

22.   IOD staff arranged for Skype™ meetings to facilitate Senior Management Team (SMT) Members or their alternates/designated representatives to randomly select PIs for validation for each Program. Annex IV of this report provides the list of staff members involved in the random selection of PIs. The randomly selected PIs represent 11.5 per cent (32 out of 279 PIs) of the total number of indicators in the 2018/19 biennium. Measures were taken to exclude PIs selected in the previous validation exercise. Furthermore, two selections were made for Program 20 – one for External Offices, and another for External Relations, Partnerships. The validation assessments for each randomly selected PI can be found in Annex II of this report.

23.   The validation team scheduled Skype™ meetings to discuss the PD used for monitoring and reporting progress against the selected PIs, and performed validations based on verifiable evidence and supporting documentation.

(C)   SURVEY ON WIPO RESULTS-BASED MANAGEMENT FRAMEWORK

24.   As part of the WPR validation exercise, IOD distributed a survey[5] to 118 Program Managers, alternates, and other persons responsible for reporting on performance, to receive their feedback on RBM at WIPO. A total of 48 (41 per cent) staff members participated in the survey.

(D)   VALIDATION MEETINGS AND INDIVIDUAL PROGRAM VALIDATION ASSESSMENTS

25.   IOD met and/or held Skype™ meetings with staff members who are responsible for reporting against the PIs to gain insights on the use of WPR information and on the implementation of recommendations from past validations.

26.   The validation fieldwork took place from April 6, 2020 to June 12, 2020. The work included Skype™ meetings, verification of documents, and electronic evidence provided by Programs.

(E)   LIMITATIONS

27.   As has been the case in the previous biennia, the primary limitation of the validation is linked to the method adopted and used by IOD of validating only a randomly selected sample of

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[5] The survey results are found in Annex I of this report.

the total PIs. This could lead to findings and conclusions, which may not necessarily reflect the whole RBM framework at WIPO. However, with some limitations random sampling remains the most appropriate method to assess the quality of PD with sufficient and reasonable depth. Such limitations include time constraints, maintaining consistency and comparability between and among previous validation exercises. Details on the sample of the randomly selected PIs are found under Annex V.

(F)   STATUS OF PREVIOUS VALIDATION RECOMMENDATIONS

28.   One recommendation from the validation of the 2016/17 WPR report has been fully implemented, one partially implemented and two are no longer applicable as the PIs concerned were discontinued. Recommendations from the previous validations (2014/15 and 2012/13) have all been implemented and closed.

4.   **WPR VALIDATION OBSERVATIONS**

(A)   KEY ACHIEVEMENTS

29.   Some key achievements related to Program performance management and the RBM framework during the 2018/19 biennium can be summarized as follows:

(a)   The WPR 2018/19 was enhanced with redesigned Strategic Goal Dashboards, which include an overview of performance by ERs. In addition, the Funds-in-Trust (FIT) Progress Report 2019 was strengthened to provide an overview of key results achieved under the FITs in 2019;

(b)   A new Development Agenda (DA) highlights section, as well as budget utilization explanations, which have been consolidated at the Organizational level;

(c)   RBM processes have continued to be enhanced as a way of embedding a results-based culture and strengthening WIPO's performance cycle. Among the measures that have been put in place are the following: (i) the introduction of systematic briefings on WIPO's RBM for all new senior managers (P5 and above); (ii) enhanced performance monitoring and results tracking; and (iii) the use of strengthened work plan implementation analyses to inform decision making;

(d)   In 2018/19, the Project management Governance framework was defined. As a result, the project management methodology for the Capital Master Plan (CMP) portfolio of projects was enhanced. Further, there was continued comprehensive project management training fully linked to WIPO's results framework and the further integration of project planning into WIPO's performance cycle;

(e)   Measuring 'satisfaction' with WIPO services and activities was standardized, enabling, for the first time, the ability to report results as a robust, aggregate customer satisfaction index. Going forward, the standardized customer satisfaction framework and balanced scale will be applied to all WIPO customer satisfaction surveys (IP Services, capacity building programs and events); and

(f)   The number of ERs in 2018/19 decreased to 38 compared to 39 in the previous biennium. In addition, there was a decrease in the number of PIs to 279 in 2018/19 compared to 287 in 2016/17.

(B)   GENERAL OBSERVATIONS

30.   The results of the individual Program validation assessments conducted on the 32 randomly selected PIs and their respective PD across 31 Programs (two PIs were selected for Program 20) led to the following general observations.

31.   After validating the PD and the supporting information used to report against PIs, the significant strengths identified were as follows:

(a)   Thirty one PD (97 per cent) were validated as relevant and valuable in 2018/19 representing an increase of seven per cent compared with 28 PD (90 per cent) in 2016/17 biennium;

(b)   Thirty PD (94 per cent) were validated as accurate and verifiable in comparison to 25 PD (81 per cent) in 2016/17;

(c)   Thirty one PD (97 per cent) were validated as efficiently collected and easily accessible, compared to 26 PD (84 per cent) in 2016/2017; and

(d)   The number of PD that had an accurate self-assessment of their Traffic Light System (TLS) increased to 32 (100 per cent) in 2018/19 biennium compared to 26 (84 per cent) in 2016/17.

32.   The overall quality of PD has increased when compared to the previous validation. All the six validation criteria were rated 94 per cent or above. Previously, only four out of six validation criteria rated above 80 per cent. The validation identified one case where opportunities exist for improvements. The PD did not meet the criteria in four out of the six validation criteria, and only partially met the remaining two criteria.

33.   The formulation of PIs for some Programs could be further enhanced to better measure performance and achievement towards respective ERs. Indicatively, 35 per cent (29 per cent in 2016/17 biennium) of respondents to the RBM survey indicated that they had identified one to two PIs that are not well defined or relevant to their Programs while 12 per cent (six per cent 2016/17 biennium) identified between three and five PIs. The figures below (1-4) compare the quality of the validation criteria over the last three biennia.

Figure 1: Performance Data that met the Criteria - Last Three Biennia
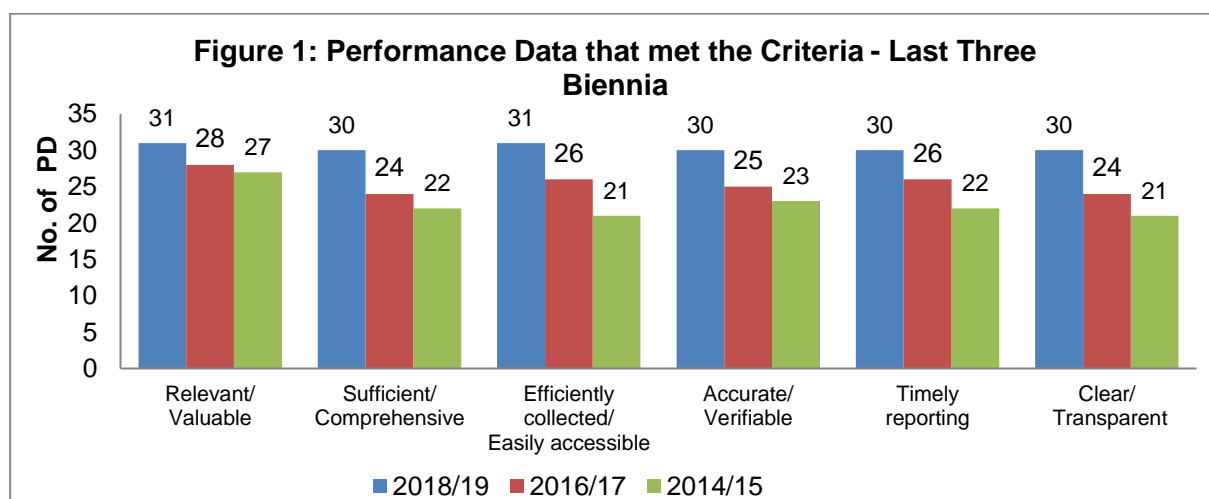
Source: Compiled by IOD

34.   Figure 1 above compares the number of PD, which sufficiently met the validation criteria over the last three biennia. Compared to the last biennium, the results for all six criteria have improved.

Figure 2: Performance Data that Partially Met the Criteria - Last Three Biennia
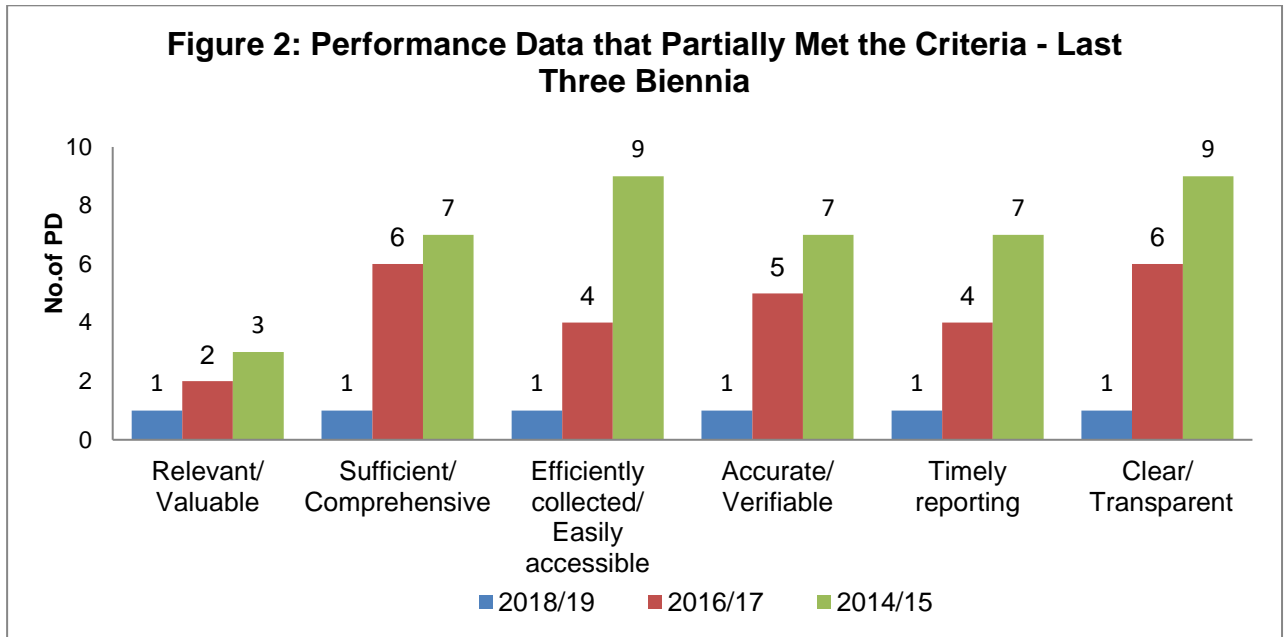
Source: Compiled by IOD

35.   As can be seen in Figure 2 above, the number of Programs that provided PD that partially met the criteria has decreased as compared to the last biennium.

Figure 3: Performance Data that Did Not Meet the Criteria - Last Three Biennia
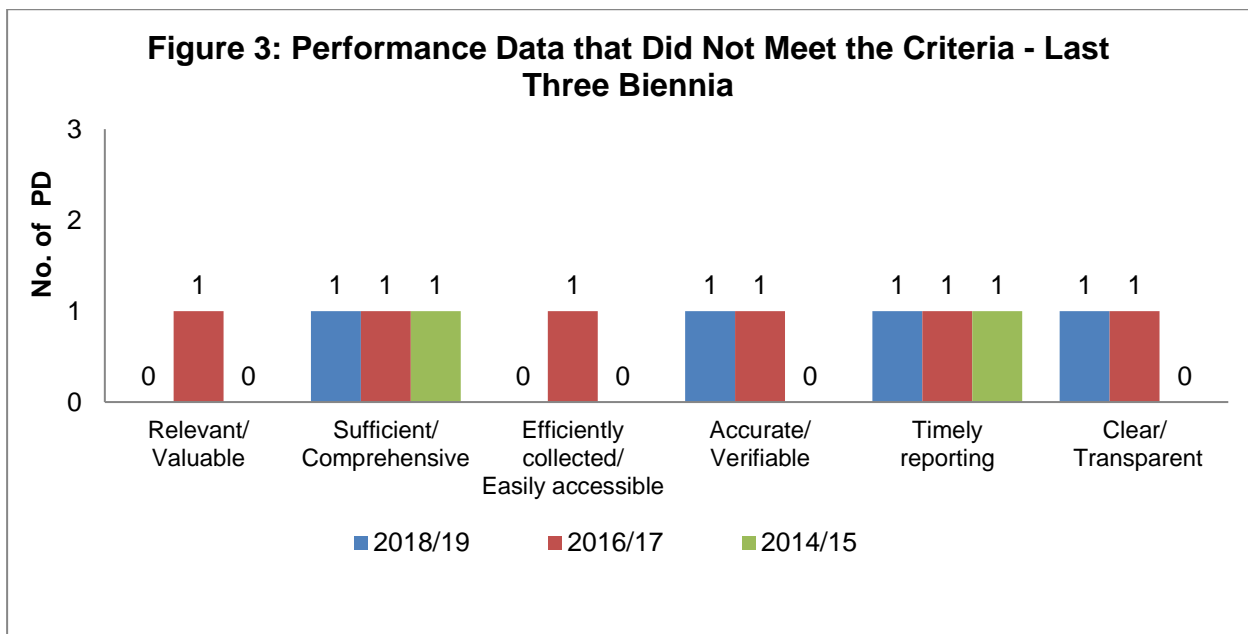
Source: Compiled by IOD

36.   The number of PD that did not meet the validation criteria has remained stable at one for most cases, except for relevant/valuable and efficiently collected/easily accessible, which have improved when compared to the previous biennium.

Table 1: Summary of PD Validation Results

Criteria	Sufficiently meet Criteria		Partially meet Criteria		Did not meet the Criteria	
	No. of PD	Per cent	No. of PD	Per cent	No. of PD	Per cent
Relevant/Valuable	31	**97%**	1	**3%**	0	**0%**
Sufficient/ Comprehensive	30	**94%**	1	**3%**	1	**3%**
Efficiently collected/ Easily accessible	31	**97%**	1	**3%**	0	**0%**
Accurate/Verifiable	30	**94%**	1	**3%**	1	**3%**
Timely Reporting	30	**94%**	1	**3%**	1	**3%**
Clear/Transparent	30	**94%**	1	**3%**	1	**3%**
	Accurate		**Not Assessable**		**Not Accurate**	
	No. of PD	Per cent	No. of PD	Per cent	No. of PD	Per cent
Accuracy of the TLS	32	**100%**	0	**0%**	0	**0%**

Source: Compiled by IOD

37.   For each criterion, Table 1 above shows the number and percentage of PD that sufficiently, partially or did not meet the specific criterion out of the 32 PD reviewed. For instance, 31 PD provided to measure the 32 selected PI (97 per cent) were relevant and valuable and one PD was partially relevant and valuable.

Further, Table 1 summarizes the accuracy of the TLS - the number of instances where the self-assessment rating of the achievement of PIs against set targets were accurate. A more detailed analysis of the TLS over the last three biennia follows below.

Figure 4: Accuracy of the Traffic Light System (TLS) over the Last Three Biennia
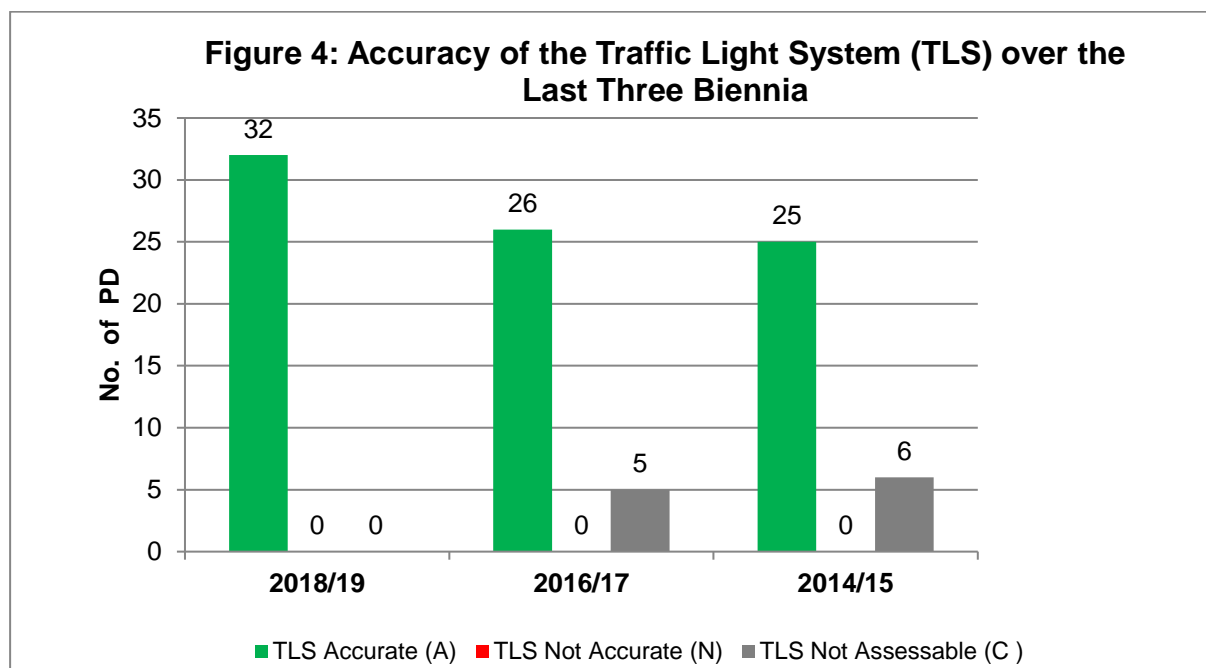
Source: Compiled by IOD

38. Figure 4 shows the evolution of the accuracy of the TLS over the last three biennia. The TLS provides five options: fully achieved, partially achieved, not achieved, not assessable[6], and discontinued. The validation assessed the accuracy of the reported status of the PI based on PD provided.

39. As can be seen in the figure above, the results show all 31 Programs accurately reported their TLS for the 32 PI randomly selected. This is a 100 per cent accuracy compared to the previous period where PD for 26 PI were accurate (84 per cent).

(C)   VALIDATION OBSERVATIONS BY CRITERIA

(i) Relevant/Valuable

40. This criterion aims to identify relevance and value of the information used for reporting on PIs and ERs, and overall program delivery, in particular for the purpose of measuring meaningful progress and intended success. It also assesses whether the quantification and reporting of PD includes information that covers all significant aspects of performance expressed in the PIs.
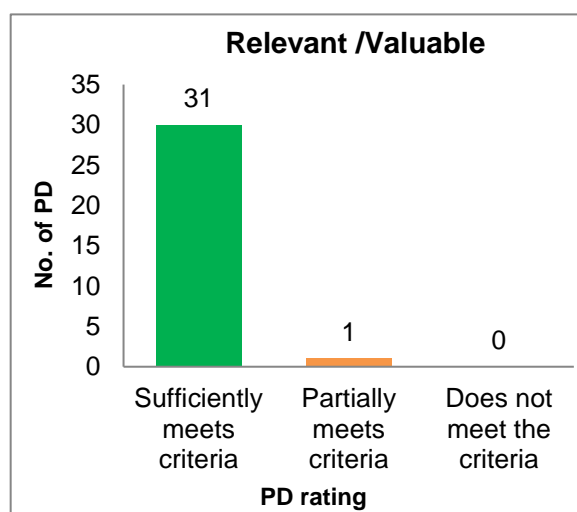
41. The PD for 97 per cent of PIs (31) sufficiently met this criterion whilst one Program's PD partially met the criterion.

Relevant /Valuable

PD rating	No. of PD
Sufficiently meets criteria	31
Partially meets criteria	1
Does not meet the criteria	0

42. **Examples of good practices found:** Programs 2, 6, 7,9,17 and 23 could be cited as Programs that provided relevant and valuable PD and information used for effectively reporting; enabling a sound assessment of the data quality with clear linkages between PI and ER.

(ii) Sufficient/Comprehensive

43. This criterion assesses the sufficiency and comprehensiveness of PD used to measure progress made against the PI, and whether the PD included all the information available to make that assessment.
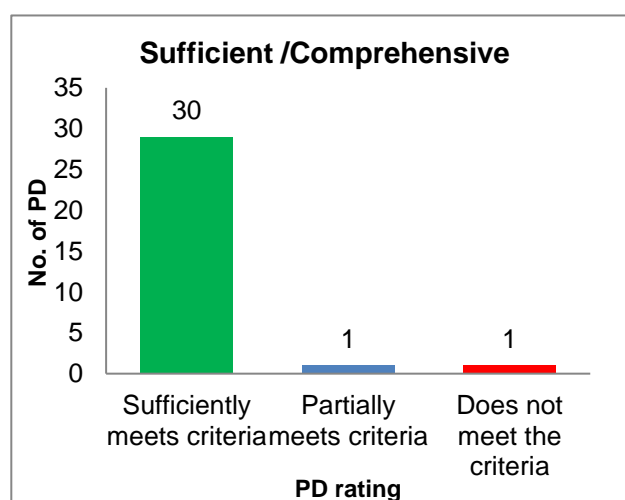
44. Overall, the PD provided for 94 per cent of PIs (30) was sufficient and comprehensive enough to enable an effective measurement of the selected PIs against the ERs. One Program provided PD that partially met the criterion, whilst another Program provided PD that did not meet the criterion.

Sufficient /Comprehensive

PD rating	No. of PD
Sufficiently meets criteria	30
Partially meets criteria	1
Does not meet the criteria	1

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[6] **Not Assessable** is applied when assessment of the performance is not feasible due to baseline, and target data not having been adequately defined or comparable, or when the PD is insufficient to determine the TLS.

45.   **Examples of good practices found:** Programs 2, 6, 17 and 23 could be cited as good examples when assessing this criterion. Their records of activities were comprehensive and sufficient for measuring progress against the PIs based on factual evidence.

(iii) Efficiently collected/Easily accessible

46.   This criterion assesses whether PD is efficiently collected and easily accessible, and whether appropriate systems exist to record, analyze, and report on the PD.

47.   The PD provided for 97 per cent of PIs (31) sufficiently met this criterion, as the PIs owners put in place systems and tools to collect, analyze and report data in an effective and efficient manner. One Program submitted PD that partially met the criterion.

**Efficiently collected /
Easily accessible**

No. of PD

- Sufficiently meets criteria: 31
- Partially meets criteria: 1
- Does not meet the criteria: 0

PD rating
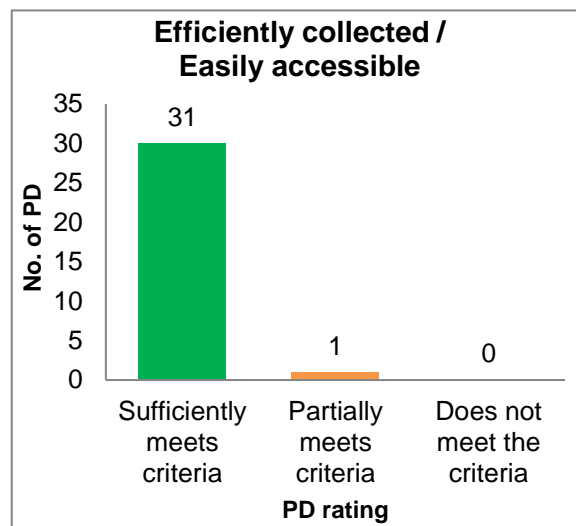
48.   **Examples of good practices found:** Programs 2, 6, 7, 9, 23 and 27 have put in place systems and tools that effectively and efficiently record, gather and analyze the PD.

(iv) Accurate /Verifiable

49.   The criterion assesses whether PD has clear supporting documentation, so that processes, which produce the performance measures, can be accurately validated.

50.   The PD provided for 94 per cent of PIs (30) were accurate and verifiable through review of relevant documentation, which in some cases, were available on WIPO's internal and external web sites. One Program provided PD that was partially verifiable or accurate to report against the PI, and one Program did not meet this criterion.

Accurate /Verifiable

No. of PD

- Sufficiently meets criteria: 30
- Partially meets criteria: 1
- Does not meet the criteria: 1

PD rating
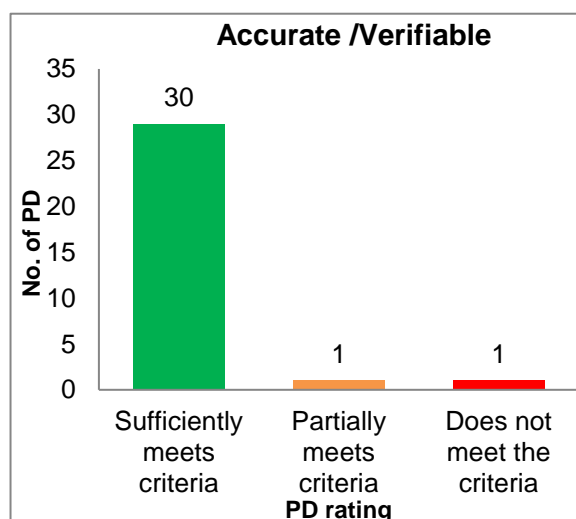
51.   **Examples of good practices found:** Programs 2, 6, 15, 7,9,17, 22, and 24 could be cited as good examples as PD was accurate, verifiable and in many cases available on the WIPO website.

(v) <u>Timely reporting</u>

52. This criterion verifies whether data is regularly produced to track progress and timely report on the PD.

53. Timely reporting of PD and related information was noted in 94 per cent of cases (30), which provided a basis to track performance regularly against PIs. One Program timely reporting of PD and related information was not fully adequate to help track progress made against their PI, and in one case, the PD failed to meet the criterion.

Timely reporting

No. of PD

30

1   1

Sufficiently meets criteria | Partially meets criteria | Does not meet the criteria

PD rating
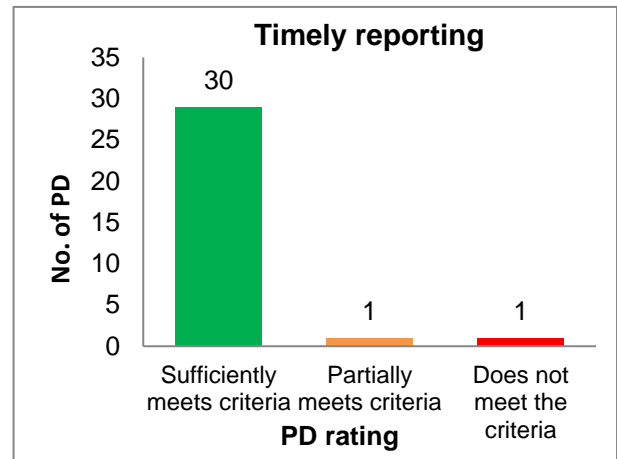
54. **Examples of good practices found:** Programs 6, 7,8,9,17 and 23 were good examples of how timely reporting of PD can become useful if used for management and decision making purposes.

(vi) <u>Clear/Transparent</u>

55. This criterion assesses whether PD enables users to understand and make decisions with reasonable confidence. Transparency relates to the degree information is seen as being reported in an open, clear, factual, neutral and coherent manner, based on documentary evidence.

56. Out of the 32 PIs sampled, 94 per cent (30) provided clear and transparent PD. One Program provided partially clear and transparent PD, and another failed to meet the criterion.

Clear /Transparent

No. of PD

30

1   1

Sufficiently meets criteria | Partially meets criteria | Does not meet the criteria

PD rating
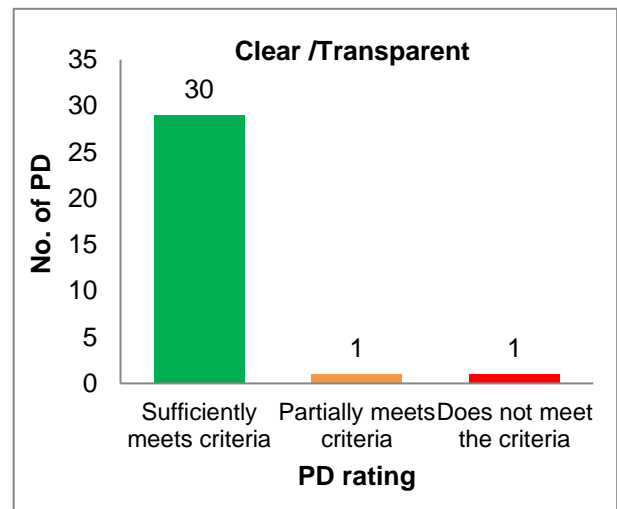
57. **Examples of good practices found:** PD was reported on the WPR in a clear and transparent manner and in some cases, information was publicly available on the Internet. Good examples of clear and transparent reporting were found in Programs 2, 6, 7, 8, 9 and 21.

(vii)   Accuracy of the Traffic Light System

58.   An assessment of the accuracy of the TLS was made to verify whether the self-assessment ratings could be justified based on information presented to support the PD used to report on the PI.

59.   The self-reporting of the TLS was accurate in all the sampled cases.

Accuracy of the Traffic Light System (TLS)

No. of PD

Accurate	Not Accurate	Not Assessable
32	0	0

TLS Rating
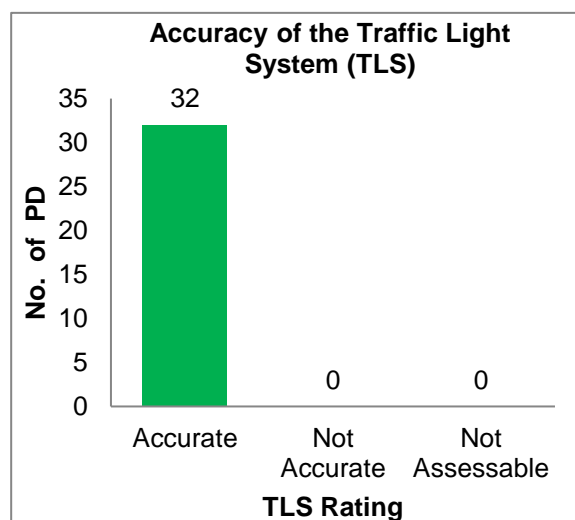
5.   OVERVIEW OF THE PERFORMANCE FRAMEWORK

60.   PIs are the main drivers by which Programs measure their contribution towards achieving WIPO's ERs, and their quality determines the quality and relevance of the PD used to measure the PI. Consequently, developing SMART PIs is crucial in ensuring that the right metrics appropriately measure achievement of the ER, through relevant and valuable PD.

(i)   Performance Indicators and Expected Results

61.   An overview of PIs across the last three biennia (2014/15, 2016/17 and 2018/19) shows that the evolution of PIs correlates with that of the ER. Accordingly, and as part of the effort to streamline the RBM framework, the number of ERs decreased to 38 in 2018/19 compared to 39 in 2016/17, and PIs decreased to 279 in 2018/19 biennium from 287 in 2016/17. Figure 5 below provides details on the evolution of PI and ERs per Program over three biennia.

62.   While the total number of PIs decreased by eight, a detailed review indicates that the wording of approximately 92 PIs, 33 per cent (139 PIs, 48 per cent in 2016/17) was modified when developing the 2018/19 P&B. The changes were necessary for among others, better formulation of PIs and linking them to ERs, merging specific PIs or disaggregating some PIs into different PIs for better transparency.

63.   A review of the PIs reported in the 2018/19 WPR identified nine discontinued Performance Indicator Evaluations7 (PIEs) of which five were new indicators introduced in 2018/19 biennium. There were 22 PIs and 24 PIEs that were not assessable. The 2018/19 WPR shows that of those 22 PIs, 18 PIs were established in previous periods and four PIs were newly introduced in the 2018/19 biennium. The 24 not assessable PIEs are made up of five 2018/19 PIEs and 19 PIEs from previous periods.

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[7] Some PIs have multiple indicator ratings/evaluations leading to multiple targets, or multiple units individually reporting on a given target, and therefore multiple traffic light ratings.

Figure 5: Performance Indicators and Expected Results per Program over Three Biennia

Program	2014-15 Total PIs	2016-17 Total PIs	2018-19 Total PIs
Prog 1	6	6	7
Prog 2	6	4	5
Prog 3	20	17	14
Prog 4	2	2	5
Prog 5	10	10	11
Prog 6	16	16	15
Prog 7	6	4	4
Prog 8	9	5	6
Prog 9	13	21	29
Prog 10	17	13	13
Prog 11	5	8	7
Prog 12	4	4	5
Prog 13	7	9	13
Prog 14	5	6	3
Prog 15	3	3	5
Prog 16	5	5	5
Prog 17	6	6	4
Prog 18	11	12	11
Prog 19	10	10	10
Prog 20	22	22	17
Prog 21	11	12	11
Prog 22	9	12	10
Prog 23	10	12	10
Prog 24	13	15	13
Prog 25	8	5	6
Prog 26	5	5	5
Prog 27	6	5	4
Prog 28	2	10	7
Prog 29	5	0	0
Prog 30	10	11	9
Prog 31	7	10	10
Prog 32	0	7	5
Total PIs	269	287	279
Total ERs	38	39	38

Source: WIPO Program and Budget 2014/15, 2016/17 and 2018/19

(ii)   Quality of Performance Indicators

64.   In the 2018/19 survey results, 49 per cent of respondents indicated that they had not identified any PIs that were not well defined or relevant to their Program activities. Further, 37 per cent (34 per cent in 2016/17 biennium) responded that at least 80 per cent of their PIs were output-oriented against 23 per cent (20 per cent in 2016/17 biennium) who indicated that around half of their indicators were outcome-oriented.

65.   Thirty-three per cent of survey participants responded that between 60 per cent and 100 per cent of their PIs are impact-focused, thereby measuring the long-term effect produced by their Program(s). Similarly, around 40 per cent of survey participants reported that less than 20 per cent or none of their PIs measure impact.

66.   Whereas output indicators are useful to steer Program activities and are used to track immediate effects/results of those activities, they only partly contribute towards gathering the relevant information required to assess progress towards achieving ERs. Hence, continuing to develop outcome and impact-oriented indicators would help measure medium and long-term results generated by the outputs from Programs' activities, and provide more direct evidence to assess contribution towards the achievement of ERs.

67.	Finally, the survey results show that 35 per cent of respondents (29 per cent in 2016/17 biennium) have identified one to two PIs that are not well defined or are not relevant for their Program activities. Twelve per cent (six per cent in 2016/17 biennium) have identified three to five PIs, compared to the 49 per cent (66 per cent in 2016/17 biennium) that have not identified any PIs that are not well defined or not relevant for their Program activities. IOD encourages Programs that identified PIs that were not well designed or adequately linked to ERs to work with PPBD to address these cases. The summarized survey results can be found under Annex I of this report.

(iii)	<u>Targets and Baselines</u>

68.	A baseline update exercise is conducted at the start of every biennium to ensure baselines are updated to reflect the end biennial situation as well as to reset targets in instances where the targets have been met by the end of the previous biennium. This exercise contributed to ensure that any baselines set as "to be decided" is justified by either, the fact that it is related to a new PI or PIE; and/or the related activity has not yet taken place to enable baseline data to be collected. IOD noted 40 baselines in the 2018/19 WPR that are related to new PIs/PIEs or for which activities have not taken place to capture baseline data.

69.	Likewise, setting targets also reflect the improvements brought to reviewing baselines, with only two cases of targets "to be decided" corresponding to discontinued activities. IOD also notes that some Targets are labelled "Maintain" to signify that the previous target or baseline should be maintained. IOD is of the view that this indication could be better formulated for clarity and consistency. For instance, IOD also notes the use of "maintain previous baselines" in some instance, and suggests that this term be consistently used in place of "Maintain" because it provides more clarity.

70.	Finally, as per observations made in the 206/17 WPR validation, IOD notes that some targets continue to be vaguely worded without a specific threshold (such as "improved", "enhanced", or "continued"), rather than enumerating the expected increase over the baseline. This contributes to targets being not adequately set. However, these are a small proportion of the population of PIEs. Work continues to be in progress to streamline and refine PI/PIEs, targets and baselines.

(iv)	<u>Summary of Survey Results</u>

71.	IOD administered a survey on the RBM framework at WIPO to 118 Program Managers, alternates, and other persons responsible for reporting on performance. Around 41 per cent (48/118) staff members participated in providing feedback. Table 3 below shows the survey participation rate in the 2018/2019 validation compared to 2016/17.

Table 3: Survey Participation Rate Comparison (2016/17 and 2018/19 biennium)

WPR 2016/2017		WPR 2018/2019	
Number of participants, invited to the survey			
121		118	
Participants, who responded to the survey	Participants, who did not respond to the survey	Participants, who responded to the survey	Participants, who did not respond to the survey
49	72	48	70
40%	60%	41%	59%
Participant indicated the program	Participant did not indicate the program	Participant indicated the program	Participant did not indicate the program
40	9	40	8
82%	18%	83%	17%

Source: IOD survey on Validation of the WIPO Performance Report (WPR) 2018-2019

72.   Some of the positive feedback received through the survey are summarized as follows:

(a)   Eighty one per cent of respondents indicated that the RBM framework is done in a participatory and constructive manner therefore making it useful; this result has increased compared to 71 per cent in 2016/17 biennium;

(b)   Eighty six per cent felt that the Program's RBM framework was appropriate and relevant to WIPO's strategic goals, and 82 per cent felt the PI was useful for accountability to Member States (74 per cent in 2016/17 biennium);

(c)   Seventy five per cent indicated that up-to-date monitoring information and PD for their PIs was regularly available in a timely manner when required; and 70 per cent felt that existing tools are useful to satisfy monitoring and reporting demands from internal and external stakeholders; and

(d)   Ninety three per cent of survey respondents were of the view that their risk registers captured assumptions and risks which could affect the achievement of the ERs recorded in the 2018/19 P&B. This is an increase of 10 percentage points compared to the last validation.

73.   The survey results also highlighted views of respondents on the following opportunities for further enhancing the Organization's RBM framework:

(a)   Sixty three respondents indicated that they received useful monitoring and technical assistance during the 2018/19 biennium. The rate of positive responses has dropped from 67 per cent in 2016/17 and 88 per cent in 2014/15 biennium. The results suggest that some element of technical assistance to track progress on Programs' RBM has decreased compared to prior periods;

(b)   While 65 per cent found that existing guidance on developing SMART PIs were useful, consideration should be given to the 35 per cent who did not know, and disagreed with this proposition. Further, 48 per cent of respondents (33 per cent in 2016/17) indicated that they did not have fewer and SMARTer indicators, targets and baselines in the 2018/19 biennium. Finally, 52 per cent of respondents (54 per cent in prior biennium) felt that the selection of their indicators and data quality had improved since the last validation exercise;

(c)   Fifty per cent of respondents indicated that they used the PIs for regular management purposes. Using PIs and related results for management purposes, is a key objective in mainstreaming RBM practices within the Organization. Likewise, while 66 per cent felt that the Result Based Framework was valuable for monitoring progress intended success and decision-making in Programs, 23 per cent felt that more could be done in that regard. More efforts should be made to instill the usefulness of RBM as a management tool;

(d)   Forty eight per cent of respondents found that monitoring tools and systems were easily accessible to Programs (42 per cent in 2016/17). Likewise, 48 per cent of respondents found that other Programs share useful monitoring and reporting data in a timely manner. These results indicate an opportunity to further enhance information sharing within the Organization; and

(e)   Finally, out of ten new staff members or staff transferred in a new role, four felt that they were not adequately briefed on the status of PI and related measures under their responsibility.

74.   Below is a summary of key learning opportunities from comments made in the survey, presented under three key areas - design, process, and quality.

Table 4: Summary of the Types of Comments made by Respondents to the Survey

Suggested Areas for Improvement		
Design	Process	Quality
▪ Centralized definition of Cross-cutting program PI. ▪ Renovation of EPM, making it more intuitive. ▪ Simplify the risk register, make it easier to access. ▪ More autonomy to PM.	▪ More automation and Business Intelligence. ▪ Better integration of the Risk Register in Performance Management. ▪ More active participation in the identification of PI. ▪ Need a switch from working in silos. ▪ More active involvement of front liners.	▪ SMARTer PI. ▪ More interaction and information exchange. ▪ More Impact indicators. ▪ Faster monitoring. ▪ More support to External partners who provide PD. ▪ More guidance and coaching on identification and measuring of PI. ▪ Regular relevance check of monitoring tools. ▪ More outcome indicators linked to mission critical aspects.

Source: IOD Validation of the WIPO Performance Report (WPR) 2018-2019 Survey Results

75. Some other comments:

"There is always a need for consistency in Indicators and assuring comprehensive discussion and prior agreement among all in-house relevant stakeholders in this regard before introducing any change in the indicators"

"ER's should be linked to the mission/vision of the team/division/sector, so it measures the progress made towards achieving it and influences actions/responses towards the mission/vision. The connection and how it truly measures progress is not clear. It can be improved."

"PIs that are used to measure performance of program activities of different programs under identical Strategic Goals should be aligned so as to make a comparison between program delivery of different programs possible and meaningful: such PIs therefore should be defined centrally."

6.   WPR VALIDATION CONCLUSIONS

76.   Overall, the validation exercise reaffirmed continuous improvements in the Organization's RBM framework. More PD have met the assessment criteria, and the method used to record achievement has improved compared to the last validation exercise.

77.   IOD reviewed the 32 randomly selected PIs and related PD to identify opportunities to further enhance these indicators and/or tools and processes in place to capture relevant data to report on these measures. The observations that follow are made based on the assessment of PIs against the SMART criteria and RBM precepts, discussions with Programs, and consultation of previous IOD reports.

(A) CONTINUED ENHANCEMENT OF THE RBM FRAMEWORK

78.   While acknowledging the progress made in the continual refining of PIs, IOD reiterates the importance of the full involvement and responsibility of Programs in this process, to get full buy-in and engagement. The survey showed that 48 per cent of respondents did not have fewer and SMARTer indicators, targets and baselines in the 2018/19 biennium. Further, around 52 per cent of respondents reported that the selection of their indicators and data quality had improved since the last validation exercise. Although these are perceptions, it is important to address the conditions that result in these perceptions.
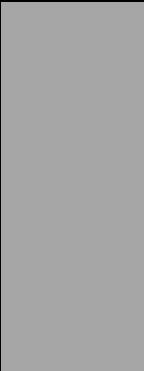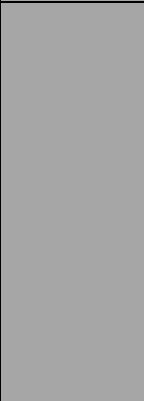
79.   Likewise, 50 per cent of respondents do not use information from PIs in regular management processes, hinting that there are still opportunities for RBM to further shift from a reporting tool to a management system. Finally, information sharing is a critical success factor for streamlining RBM, with only 48 per cent of respondents finding that other Programs share useful monitoring and reporting data in a timely manner. It is crucial to further institutionalize a culture of knowledge sharing as well as promote the use of tools such as the enterprise content management application, and/or other related tools to support knowledge sharing.

80.   Going forward, IOD encourages Programs to continue to work with PPBD to assess their PIs against the SMART criteria, with a view to ensuring that PIs are appropriately designed and linked to related ERs. Likewise continued efforts should be put in enhancing knowledge sharing across the Organization.

7.   WPR VALIDATION RECOMMENDATIONS

81.   IOD makes no formal recommendation following this validation, but will continue to monitor the full implementation of the pending recommendation from the previous validation report. Furthermore, key points raised in this report and proposed resolutions will be monitored through subsequent planned audits and evaluations, and in particular the combined audit and evaluation of RBM at WIPO, planned for the second half of the 2020/21 biennium.

8. FOLLOW UP ON STATUS OF IMPLEMENTATION OF RECOMMENDATIONS FROM PAST VALIDATION REPORTS

Fully implemented	
Partially implemented	
Not implemented	
No longer Applicable	

Recommendations Contained in the Previous Validation Reports	Status at WPR 2018/19	Comment(s) on status of implementation of recommendations
[WPR 2016/17] Recommendation 1 (a) **WIPO Program 9** (Africa, Arab, Asia And The Pacific, Latin America And The Caribbean Countries, Least Developed Countries), should work with PPBD to assess their PI - *Participants in WIPO workshops who apply the skills learned in their work* - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring performance data for this indicator; (ii) approaching other Programs with similar indicators, to obtain advise and good practices on methods used to measure these indicators; and/or (iii) consider redesigning the PI to better measure and report on related Expected Results.		As part of the harmonization of measuring the impact of WIPO's capacity building activities, measurement of application of skills (Level 3 of the Kirkpatrick model) is in the process of being standardized across the house for 2020/21.
[WPR 2016/17] Recommendation 1(b): **WIPO Program 10** (Transition and Developed Countries) should work with PPBD to assess their PI - Participants that have increased use of WIPO services within six months of attending roving seminars on WIPO services and initiatives - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring performance data for this indicator; (ii) approaching other Programs with similar indicators, to obtain advise and good practices on methods used to measure these indicators.; and/or (iii) consider redesigning the PI to better measure and report on related Expected Results.		The PI was discontinued in 2018/19 due to lack of sound methodology for measuring the indicator. The PI was not included for 20/21.
[WPR 2016/17] Recommendation 1(c): **WIPO Program 30** (Small And Medium-Sized Enterprises (SMEs) And Entrepreneurship Support) should work with PPBD to assess their PI - Participants in training programs targeting SME support institutions using enhanced knowledge and upgraded skills in their work - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring performance data for this indicator; (ii) approaching other Programs with similar indicators, to obtain advise and good practices on methods used to measure these indicators; and/or (iii) consider redesigning the PI to better measure and report on related Expected Results.		Program 30 took steps to ensure that follow up questionnaires were sent out to measure the "% of participants in WIPO training and capacity building activities from TMOs in universities or research organizations who apply the enhanced knowledge and upgraded skills in their work". *IOD notes that the PI has been discontinued*
[WPR 2016/17] Recommendation 2: The Economics and Statistics Division (**Program 16**) and the Communications Division (**Program 19**) should regularly review and validate the data on number of visitors to Global Innovation Index websites, so as to enhance the efficiency of the collection and transmission method, timeliness and clarity of the data reported at year end. Alternatively, Staff members in the Economics and Statistics Division should be provided with the appropriate training in the use of the Google Analytics tool so that they can autonomously compile, analyze and report on their PI.		The Program ensured that a dashboard to track downloads was implemented following the validation.

ACKNOWLEDGMENT

ANNEXES

Annex I.	THE 2018/19 WPR VALIDATION SURVEY RESULTS
Annex II.	VALIDATION ASSESSMENTS INCLUDING RATING
Annex III.	DEFINITION OF VALIDATION CRITERIA
Annex IV.	RANDOM SAMPLING MEETINGS
Annex V.	VALIDATION FRAMEWORK

[Annexes follow]

ANNEX I – THE 2018/2019 WPR VALIDATION SURVEY RESULTS

PART 1: Preliminary Questions and Ownership

1.1 Our Program's Results Based Framework (RBF) is done in a participatory and constructive manner making it useful.

Response	Percentage
Strongly Agree	19%
Agree	63%
Do not Know N/A	6%
Disagree	8%
Strongly Disagree	4%

1.2 I have been provided training and/or coaching in the development of my RBF.

Response	Percentage
Strongly Agree	15%
Agree	48%
Do not Know N/A	19%
Disagree	17%
Strongly Disagree	2%

1.3 Existing guidance on how to develop SMART PIs, and their linkages with ERs are adequate and useful.

Response	Percentage
Strongly Agree	6%
Agree	58%
Do not Know N/A	15%
Disagree	19%
Strongly Disagree	2%

1.4 I have been provided useful monitoring technical assistance, if and when required.

Strongly Agree	13%
Agree	50%
Do not Know N/A	25%
Disagree	10%
Strongly Disagree	2%

1.5 The selection of my indicators and data quality has improved since the last validation exercise.

Strongly Agree	10%
Agree	42%
Do not Know N/A	29%
Disagree	17%
Strongly Disagree	2%

PART 2: Assessment of Criteria

CRITERIA 1: Relevant and Valuable

2.1 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF is appropriate and relevant to WIPO's strategic goals.

Strongly Agree	25%
Agree	61%
Do not Know N/A	9%
Disagree	5%
Strongly Disagree	0%
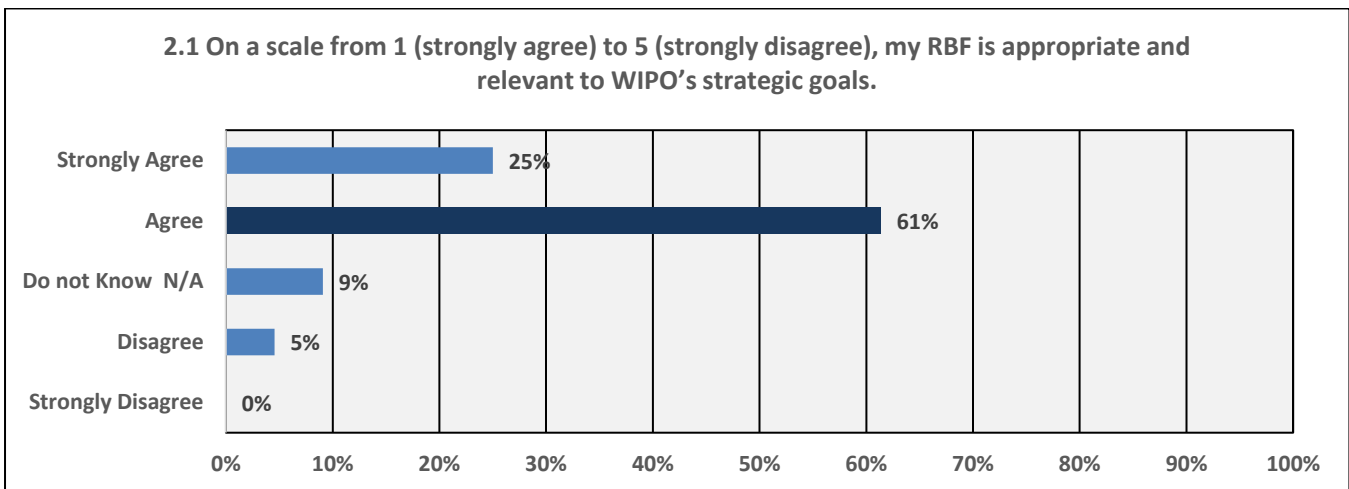
2.2 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF is valuable for monitoring progress, intended success and decision-making in my Program.

Strongly Agree	16%
Agree	50%
Do not Know N/A	11%
Disagree	18%
Strongly Disagree	5%
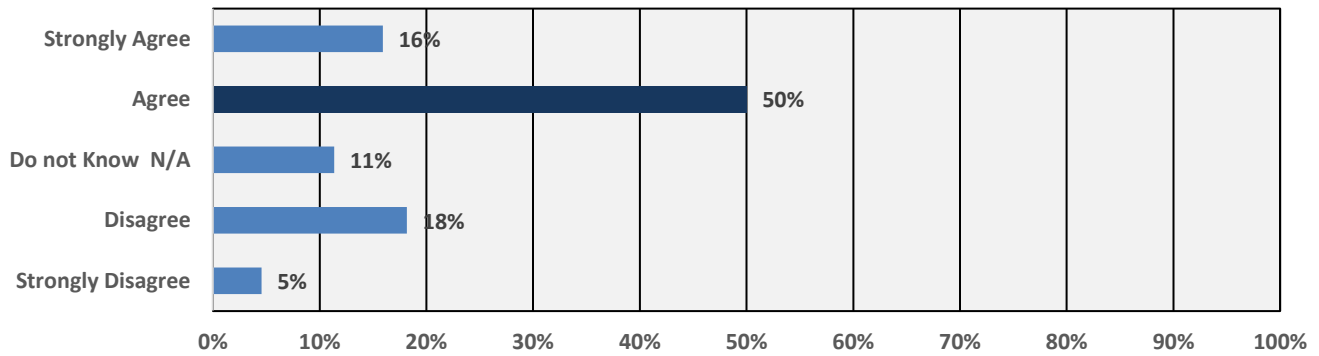
2.3 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF is: useful for accountability purposes to Member States.

Strongly Agree	25%
Agree	57%
Do not Know N/A	14%
Disagree	2%
Strongly Disagree	2%
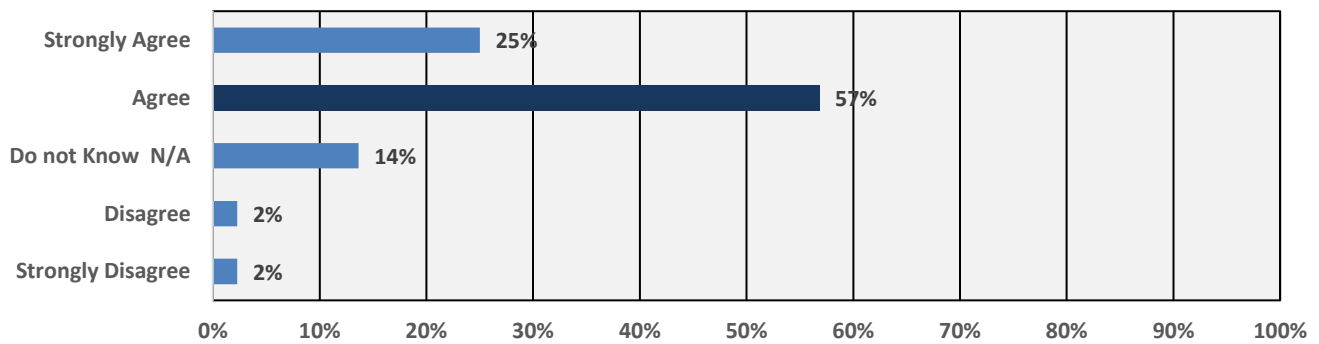
2.4 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF is useful for linking my individual work plan/ PMSDS to my Program's ERs.

Strongly Agree	14%
Agree	50%
Do not Know N/A	25%
Disagree	7%
Strongly Disagree	5%
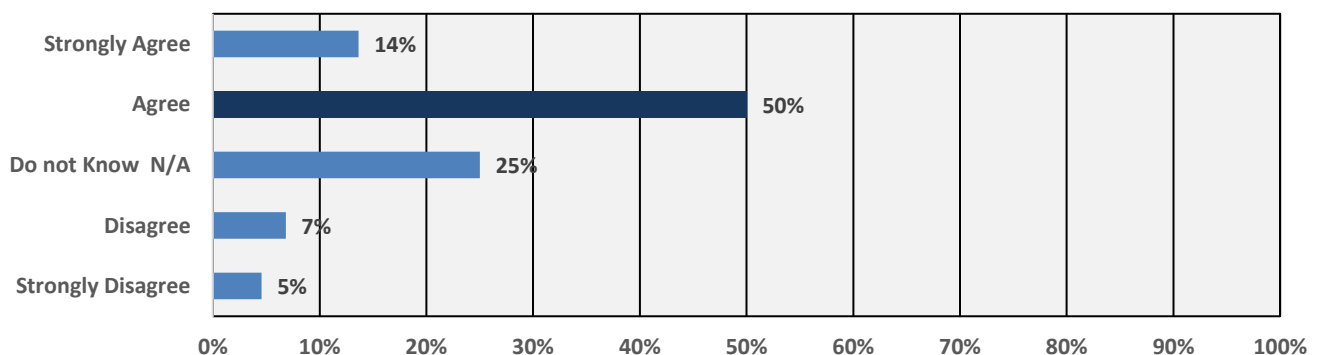
CRITERIA 2: Efficient and Easily Accessible

3.1 On a scale from 1 (strongly agree) to 5 (strongly disagree), our monitoring systems and tools are developed to efficiently collect data for performance reporting.

Strongly Agree	14%
Agree	50%
Do not Know N/A	5%
Disagree	27%
Strongly Disagree	5%

3.2 On a scale from 1 (strongly agree) to 5 (strongly disagree), our monitoring systems and tools are useful to report against the performance measures.

Strongly Agree	16%
Agree	52%
Do not Know N/A	7%
Disagree	20%
Strongly Disagree	5%

3.3 On a scale from 1 (strongly agree) to 5 (strongly disagree), our monitoring systems and tools are useful to satisfy monitoring reporting demands from internal and external stakeholders.

Strongly Agree	11%
Agree	59%
Do not Know N/A	14%
Disagree	14%
Strongly Disagree	2%

3.4 On a scale from 1 (strongly agree) to 5 (strongly disagree), our monitoring systems and tools are easily accessible to other Programs.

Strongly Agree	11%
Agree	36%
Do not Know N/A	23%
Disagree	27%
Strongly Disagree	2%
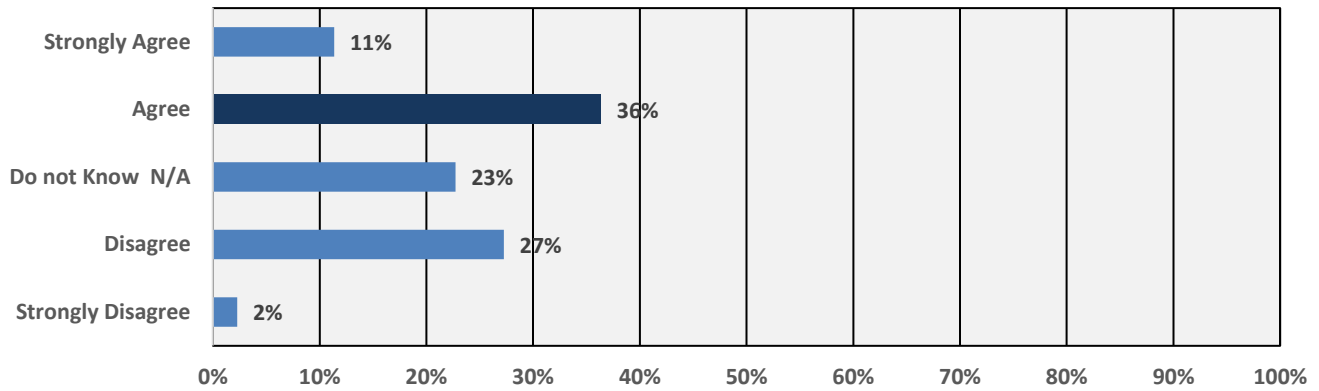
3.5 On a scale from 1 (strongly agree) to 5 (strongly disagree), our monitoring systems and tools are used regularly for management purposes.

Strongly Agree	11%
Agree	39%
Do not Know N/A	16%
Disagree	25%
Strongly Disagree	9%
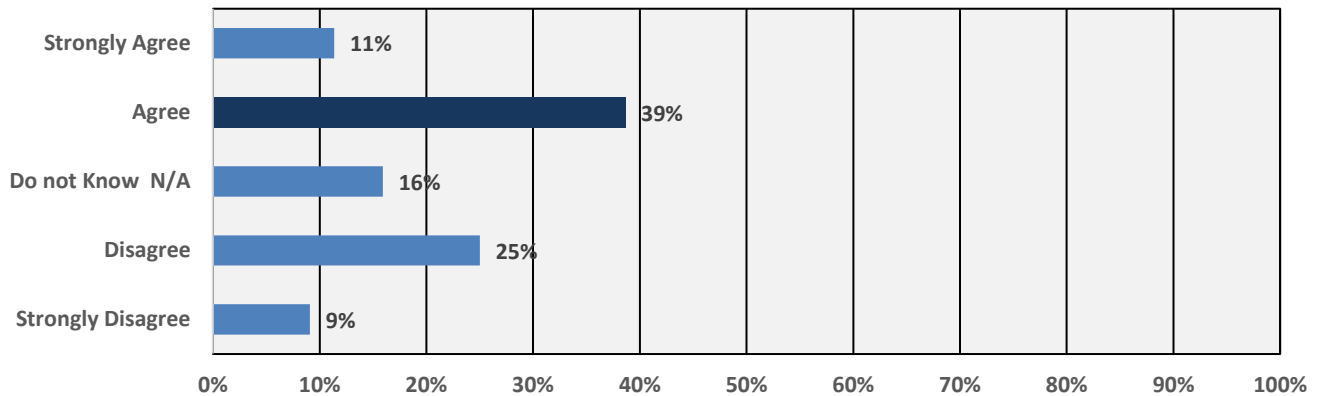
CRITERIA 3: Timely Reporting

4.1 Up-to-date monitoring information and performance data for my PIs are regularly available in a timely manner when required.

Strongly Agree	18%
Agree	57%
Do not Know N/A	7%
Disagree	16%
Strongly Disagree	2%
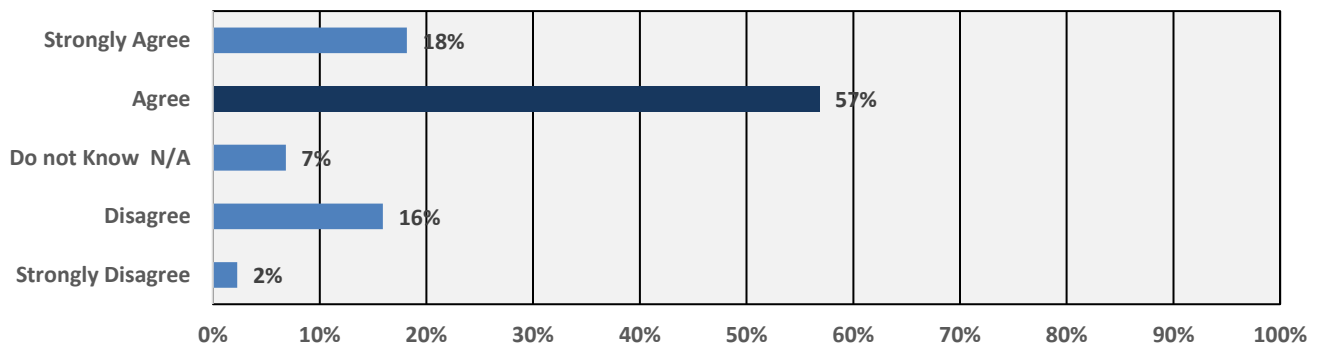
4.2 When needed, other Programs share useful monitoring and reporting data with us in a timely manner.

Strongly Agree	14%
Agree	34%
Do not Know N/A	27%
Disagree	20%
Strongly Disagree	5%
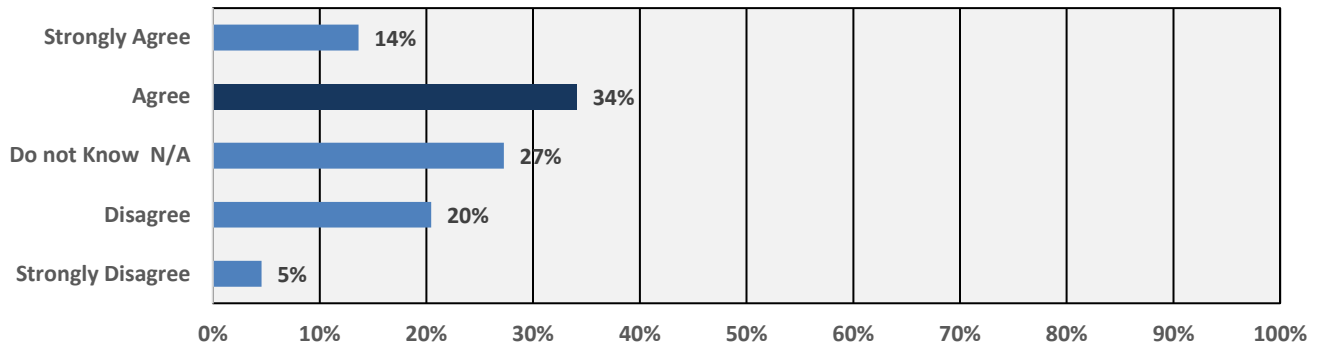
PART 3: Quality of Performance Indicators

5. Have fewer and SMARTer indicators, targets and baselines been identified during the 2018/19 biennium to facilitate reporting to internal and external stakeholders?

N/A 25%
No 48%
Yes 27%
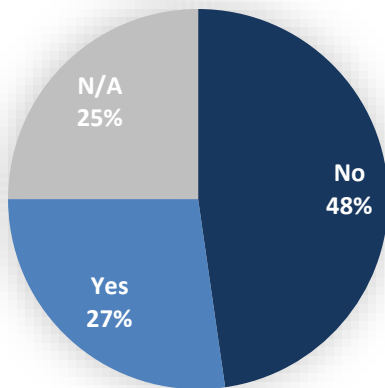
6. In your risk registers, did you capture assumptions and risks which could affect the achievement of the ERs recorded in the 2018-2019 P&B?

No 7%
Yes 93%
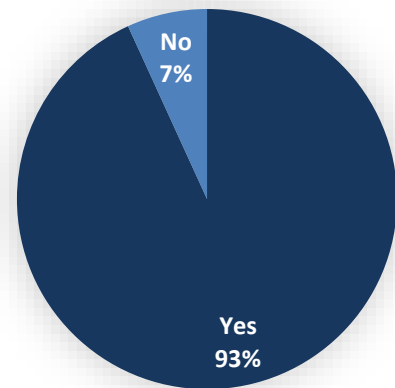
7. Were you a new staff member or transferred to a new role in 2018/2019 or in 2020?

Yes 23%
No 77%
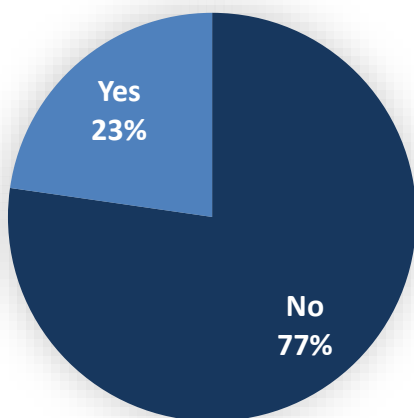
8. As a new member I was adequately briefed on the status of all program performance measures that I will own/manage in my new role.

No 40%
Yes 60%
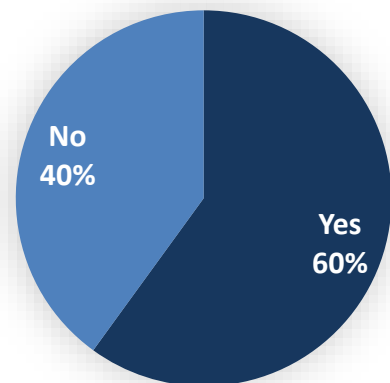
9.1 What percentage of the PIs of your Program fall within the Inputs indicators?

80% or greater	26%
60%-79%	9%
40%-59%	14%
20%-39%	2%
Less than 20%	14%
None	35%
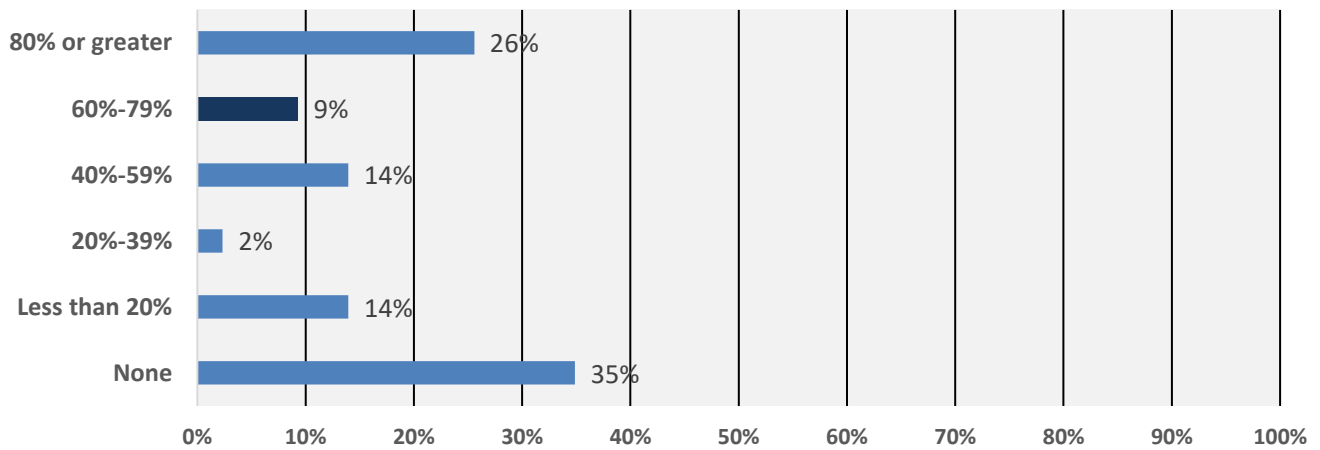
9.2 What percentage of the PIs of your Program fall within the output indicators?

80% or greater	37%
60%-79%	21%
40%-59%	19%
20%-39%	12%
Less than 20%	2%
None	9%
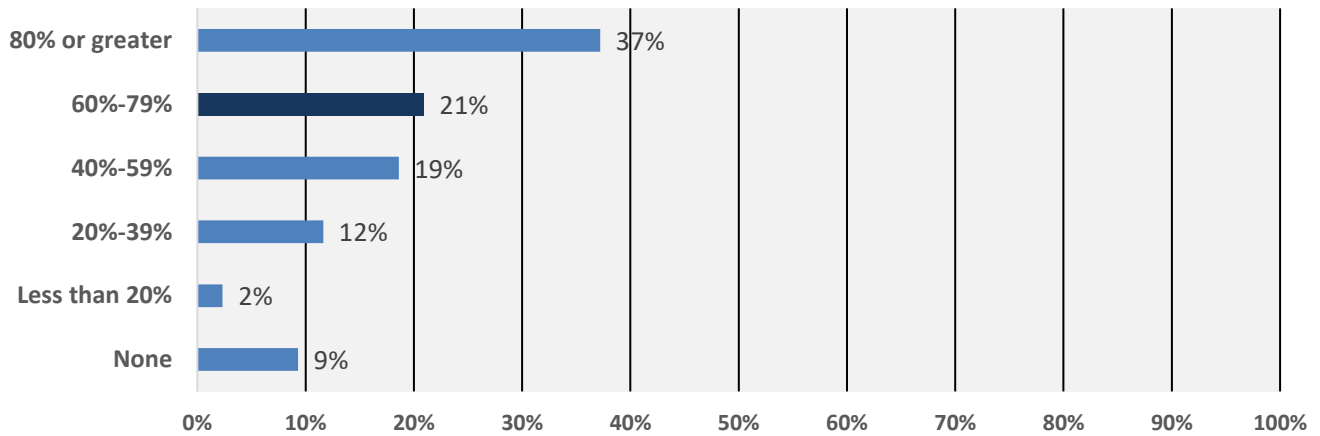
9.3 What percentage of the PIs of your Program fall within the outcome indicators?

80% or greater	21%
60%-79%	14%
40%-59%	23%
20%-39%	12%
Less than 20%	14%
None	16%

9.4 What percentage of the PIs of your Program fall within the impact indicators?

Category	Percentage
80% or greater	14%
60%-79%	19%
40%-59%	16%
20%-39%	12%
Less than 20%	14%
None	26%

10. My Program/Sector performance indicators strike the right balance between Input, Output, Outcome, and Impact indicators, needed to effectively measure achievement of our expected result(s).

Category	Percentage
Strongly disagree	2%
Disagree	19%
I do not know/ N/A	21%
Agree	47%
Strongly agree	12%

11. Have you identified any PIs that are not well defined or relevant to your Program activities?

Category	Percentage
No - none	49%
Yes - above 5 PIs	5%
Yes – between 3 and 5 PIs	12%
Yes – between 1 and 2 PIs	35%

PART 4: General Information

Survey Participation Rate per Program of Respondents Identifying their Program - Out of 118 Program managers and alternates invited to take the survey, 40 out of 48 respondents provided their Program number

Program Name	Survey Participants WPR 2018-19
PROGRAM 1: PATENT LAW	
PROGRAM 2: TRADEMARKS, INDUSTRIAL DESIGNS AND GEOGRAPHICAL INDICATIONS	1
PROGRAM 3: COPYRIGHT AND RELATED RIGHTS	1
PROGRAM 4: TRADITIONAL KNOWLEDGE, TRADITIONAL CULTURAL EXPRESSIONS AND GENETIC RESOURCES	
PROGRAM 5: THE PCT SYSTEM	5
PROGRAM 6: MADRID SYSTEM	1
PROGRAM 7: WIPO ARBITRATION AND MEDIATION CENTER	
PROGRAM 8: DEVELOPMENT AGENDA COORDINATION	1
PROGRAM 9: AFRICA, ARAB, ASIA AND THE PACIFIC, LATIN AMERICA AND THE CARIBBEAN COUNTRIES, LEAST DEVELOPED COUNTRIES	3
PROGRAM 10: TRANSITION AND DEVELOPED COUNTRIES	4
PROGRAM 11: THE WIPO ACADEMY	2
PROGRAM 12: INTERNATIONAL CLASSIFICATIONS AND STANDARDS	1
PROGRAM 13: GLOBAL DATABASES SERVICE	1
PROGRAM 14: SERVICES FOR ACCESS TO INFORMATION AND KNOWLEDGE	2
PROGRAM 15: BUSINESS SOLUTIONS FOR IP OFFICES	2
PROGRAM 16: ECONOMICS AND STATISTICS	1
PROGRAM 17: BUILDING RESPECT FOR IP	1
PROGRAM 18: IP AND GLOBAL CHALLENGES	1
PROGRAM 19: COMMUNICATIONS	
PROGRAM 20: EXTERNAL RELATIONS, PARTNERSHIPS AND EXTERNAL OFFICES	3
PROGRAM 21: EXECUTIVE MANAGEMENT	2
PROGRAM 22: PROGRAM AND RESOURCE MANAGEMENT	1
PROGRAM 23: HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT	2
PROGRAM 24: GENERAL SUPPORT SERVICES	2
PROGRAM 25: INFORMATION AND COMMUNICATION TECHNOLOGY	2
PROGRAM 27: CONFERENCE AND LANGUAGE SERVICES	2
PROGRAM 28: INFORMATION ASSURANCE, SAFETY AND SECURITY	3
PROGRAM 30: SMALL AND MEDIUM-SIZED ENTERPRISES (SMES) AND ENTREPRENEURSHIP SUPPORT	2
PROGRAM 31: THE HAGUE SYSTEM	1
PROGRAM 32: LISBON SYSTEM	2

[Annex II follows]

ANNEX II – VALIDATION ASSESSMENTS INCLUDING RATING

Program 1 Performance Indicator (PI): Percentage of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge.

---

1. Assessment of Performance Data(PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant to report on the PI data as it corresponds directly to the substantive matter of the PI (knowledge on patents).
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive to report against the PI. The data provided covers the change in the knowledge of participants.
1.c.	Efficiently collected/ easily accessible	🟩	The supporting documentation provided to report against the PI is electronically stored and easily retrievable.
1.d.	Accurate/verifiable	🟩	The pre-test and post-test administered to participants reflect accurately the data collected and make it readily verifiable.
1.e.	Timely reporting	🟩	The data is reported regularly after the delivery of each capacity building activity.
1.f.	Clear/transparent	🟩	Reports against the PI are available, and information is reported clearly and transparently.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		Other comments

Program 2 Performance Indicator (PI): No. of signs contained in the Article 6ter database.

---

1. Assessment of Performance Data (PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria
🟩		🟧		🟥	

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable because it shows the number of signs in the Article 6ter database. Further, the data is relevant to States are that are party to the Paris Convention, international intergovernmental organizations (IGOs) and interested parties.
1.b.	Sufficient/comprehensive	🟩	The PD is comprehensive. The Article 6ter database contains all the registered signs, and any changes made to them.
1.c.	Efficiently collected/ easily accessible	🟩	The collection of the PD is conducted electronically and easily retrievable from the Article 6ter database. Interested parties can access and search the database on the WIPO website, https://www.wipo.int/article6ter/en/.
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable. A structured search or query of the Article 6ter database can confirm the accuracy of the number of signs registered, *https://www.wipo.int/ipdl/en/6ter/search-struct.jsp.*
1.e.	Timely reporting	🟩	Each year, on the last day of March and September, the Program sends an e-mail alert to National, Regional IP Offices, international intergovernmental organizations (IGOs) including interested parties who have subscribed to the notification. The alert informs the stakeholders on, among others, the number of signs in the Article 6ter database and any changes.
1.f.	Clear/transparent	🟩	The PD is factual and clear.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable
🟩		🟥		⬜	

2.a.	Accuracy of TLS	🟩	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 3 Performance Indicator (PI): No. of countries that have adopted national copyright strategies as part of their national IP strategies.

---

1. Assessment of Performance Data(PD)

Rating:

■ Sufficiently meets criteria   ■ Partially meets criteria   ■ Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	■	The PD is relevant to report on the PI as it corresponds directly to and provides information on how National IP strategies and plans include copyright objectives and actions.
1.b.	Sufficient/comprehensive	■	The PD is sufficient and comprehensive to report against the PI. The data provided covers the inclusion of copyright at the national level for the countries reached during this reporting cycle.
1.c.	Efficiently collected/ easily accessible	■	The supporting documentation provided to report against the PI is electronically stored and easily retrievable.
1.d.	Accurate/verifiable	■	The national IP strategies provided reflect the data on copyright so it makes it readily verifiable.
1.e.	Timely reporting	■	The data is reported as required by different stakeholders on ad hoc basis.
1.f.	Clear/transparent	■	The national IP strategies information is available, and information is reported clearly and transparently.
1.g.	**Conclusion on PD**	■	**Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

■ TLS Accurate   ■ TLS Not Accurate   ■ TLS Not Assessable

2.a.	Accuracy of TLS	■	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 4 Performance Indicator (PI): Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs.

---

1. Assessment of Performance Data(PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The PD is relevant to report on the PI. The data collected is relevant to the measurement of the level of personal level of satisfaction of the participants in awareness raising and promotional activities.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report against the PI. The data provided covers the inclusion of information linked to the personal satisfaction of participants.
1.c.	Efficiently collected/ easily accessible		The supporting documentation provided to report against the PI is physically stored and retrievable when needed. An electronic summary of the results would be a complementary element to consider for analysis and reporting purposes.
1.d.	Accurate/verifiable		The surveys sufficiently reflect the state of the satisfaction of participants and the information can be verified.
1.e.	Timely reporting		The data is reported as required by stakeholders on ad hoc basis.
1.f.	Clear/transparent		The information is reported clearly and transparently by means of the surveys and mission reports.
1.g.	**Conclusion on PD**		**Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS		Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 5 Performance Indicator (PI): Quality of Translation.

<table>
<tr><td colspan="3">1. Assessment of Performance Data(PD)</td></tr>
<tr><td colspan="3">Rating:</td></tr>
<tr><td colspan="3">🟩 Sufficiently meets criteria   🟧 Partially meets criteria   🟥 Does not meet the criteria</td></tr>
<tr><td colspan="2">Criteria for PD</td><td>Comments/data limitations</td></tr>
<tr>
<td>1.a.</td><td>Relevant/valuable</td>
<td>The PI and PD are helpful to report that The PCT Translation Division is maintaining sufficient quality levels in the translations provided. The results from quality controls are not only reported as part of the WPR but also in the monthly divisional meetings where results are used for regular monitoring purposes and corrective actions.</td>
</tr>
<tr>
<td>1.b.</td><td>Sufficient/comprehensive</td>
<td>The PD is calculated based on the results of quality control reports that are compiled weekly by each of the three translation sections for abstracts and monthly by Asian Language Section 1 and Asian Language Section 2 and by the English Section for patentability reports (the French Section does not handle patentability reports). The Division also has an Aligned Rating System and Categories of Errors Guidance paper, a PCT Translation Division Quality Control Guidelines – Abstracts and PCT Translation Division Quality Control Guidelines Patentability Reports (WOSAs and IPRPs) to guide the quality control process.</td>
</tr>
<tr>
<td>1.c.</td><td>Efficiently collected/ easily accessible</td>
<td>The reports are currently compiled in Excel files and Excel Tables. The PCT Translation Division has some word macros for compilation. The Division has been looking at Business Intelligence systems since 2016, but other aspects of IT have been prioritized. Nevertheless, this has not affected the efficiency of the process.</td>
</tr>
<tr>
<td>1.d.</td><td>Accurate/verifiable</td>
<td>The Division has added more macros to ease report compilation, which has helped. The quality control system is highly accurate. It is relatively easy to verify, but this would require some working knowledge of how this system for evaluating the agencies and external suppliers works.</td>
</tr>
<tr>
<td>1.e.</td><td>Timely reporting</td>
<td>This information is provided annually based on data that is accumulated weekly for abstracts and monthly for patentability reports. The Division supplies the raw data to the Statistics Division, and they calculate the indicator, usually the same day or by the following day.</td>
</tr>
<tr>
<td>1.f.</td><td>Clear/transparent</td>
<td>Some translations are selected randomly to be subjected to quality control. The numbers are samples of the overall volumes, with the size of the samples being determined using a statistical model similar to that used for electronic components. The Division selected this model to minimize the amount of quality control by not performing more quality control than is statistically necessary. It should be noted that the indicator is an average for the quality across all documents and language combinations weighted against the number of documents present. An indicator per-language combination would also be possible and has been discussed between the Director of the Divison and his manager on multiple occasions. Still, it was concluded that this would be cumbersome for the recipients to deal with.</td>
</tr>
<tr><td></td><td></td><td></td></tr>
<tr>
<td>1.g.</td><td>Conclusion on PD</td>
<td>Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.</td>
</tr>
<tr><td colspan="3">2. Assessment of Accuracy of the Traffic Light System (TLS)
Rating:</td></tr>
<tr><td colspan="3">🟩 TLS Accurate   🟥 TLS Not Accurate   ⬜ TLS Not Assessable</td></tr>
<tr>
<td>2.a.</td><td>Accuracy of TLS</td>
<td>Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.</td>
</tr>
<tr>
<td>2.b.</td><td>Program Comments</td>
<td>Other comments</td>
</tr>
</table>

Program 6 Performance Indicator (PI): Renewals (Madrid).

<table>
<tr><td colspan="4">

1. Assessment of Performance Data (PD)

Rating:

<table>
<tr><td>🟩</td><td>Sufficiently meets criteria</td><td>🟧</td><td>Partially meets criteria</td><td>🟥</td><td>Does not meet the criteria</td></tr>
</table>
</td></tr>
<tr><td colspan="2">***Criteria for PD***</td><td></td><td>***Comments/data limitations***</td></tr>
<tr><td>1.a.</td><td>Relevant/valuable</td><td>🟩</td><td>The PD is relevant and valuable because it shows the total number of renewals of international registrations in force in the Madrid Register. Renewals are a major source of revenue of the International Bureau (IB).</td></tr>
<tr><td>1.b.</td><td>Sufficient/comprehensive</td><td>🟩</td><td>The PD is sufficient and comprehensive. The data shows all the renewals of international registrations in the Madrid Register for the 2018/2019 biennium.</td></tr>
<tr><td>1.c.</td><td>Efficiently collected/ easily accessible</td><td>🟩</td><td>The PD is efficiently collected using the Madrid International Registrations Information System (MIRIS). Further, the PD is accessible directly from the MIRIS and the WIPO Statistics Database.</td></tr>
<tr><td>1.d.</td><td>Accurate/verifiable</td><td>🟩</td><td>The PD is accurate and verifiable from the MIRIS and WIPO Statistics Database.
https://www3.wipo.int/ipstats/pmhindex.htm?tab=madrid</td></tr>
<tr><td>1.e.</td><td>Timely reporting</td><td>🟩</td><td>The Program monitors the number of renewals of international registrations in force in the Madrid Register and reports on them on weekly, monthly, and yearly basis. Further, a report on renewals is included as part of the Program and Budget for the biennium.</td></tr>
<tr><td>1.f.</td><td>Clear/transparent</td><td>🟩</td><td>The PD meets the criteria. It is factual, clear and reported in a transparent manner.</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>1.g.</td><td>**Conclusion on PD**</td><td>🟩</td><td>**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**</td></tr>
<tr><td colspan="4">

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

<table>
<tr><td>🟩</td><td>TLS Accurate</td><td>🟥</td><td>TLS Not Accurate</td><td>⬜</td><td>TLS Not Assessable</td></tr>
</table>
</td></tr>
<tr><td>2.a.</td><td>Accuracy of TLS</td><td>🟩</td><td>Based on the performance data provided for the selected PI, the self-assessment ratings reported as "Fully achieved" and "Partially achieved" for 2018 and 2019 respectively are accurate.</td></tr>
<tr><td>2.b.</td><td>Program Comments</td><td></td><td></td></tr>
</table>

Program 7 Performance Indicator (PI): Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support.

1. Assessment of Performance Data(PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant to report on the Center's performance and its stakeholders. Also, information on effective maintenance in the Domain Name System (DNS) of dispute resolution policies is reported to the General Assembly. Data used to report against this PI is updated on the WIPO website regularly. The PD provides information on how the Center contributes to: • effective maintenance in the Domain Name System (DNS) of dispute resolution policies • country-code Top-Level Domain (ccTLD) dispute resolution policies administered • ccTLD dispute resolution policies supported
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive to report against the PI. More detailed information is partly published on the WIPO website. A detailed report was shared with IOD.
1.c.	Efficiently collected/ easily accessible	🟩	The supporting documentation provided to report against the PI can be found under the Domain Name Dispute Resolution Services of the WIPO website. https://www.wipo.int/amc/en/domains/cctld/ Furthermore, a full overview across policies is included in annual updates produced by the Center for the WIPO General Assembly.
1.d.	Accurate/verifiable	🟩	Since the PD is easily accessible and is available on the WIPO website and in General Assembly documents, it can readily be verified. The reporting framework accurately and helpfully accommodates the need to plan and document the Center's performance, both in the area of case administration and in the field of policy development and support. Likewise, over time the Center has developed a range of reliable data gathering and storage tools, including IT systems.
1.e.	Timely reporting	🟩	The data is reported regularly through updates on the Domain Name Dispute Resolution Services of the WIPO website.
1.f.	Clear/transparent	🟩	Reports against the PI are publicly available, and information is reported clearly and transparently.
		🟩	
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

|			
2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		Other comments

Program 8 Performance Indicator (PI): No. of Programs, which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work.

1. Assessment of Performance Data(PD)			
Rating:			
🟩 Sufficiently meets criteria		🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable as it highlights which WIPO Programs take into consideration the guiding principles of the DA Recommendations in their activities.
1.b.	Sufficient/comprehensive	🟩	As the PI focus on outputs, the PD used for this purpose is sufficient and comprehensive because it captures the number of programs.
1.c.	Efficiently collected/ easily accessible	🟩	Program 8 collected data from internal colleagues via emails, and the WPR 2018. Also, consultations are held with program managers and coordinated with colleagues from the PPBD. The report for WPR 2018/2019 is based on the inputs received from the various programs for the DG's report on the implementation of the DA in 2019. The deadline for the DG`s report is close to the WPR deadlines, and both reports require the same information. Overall, Program 8 invests 2-3 hours in the preparation of this PD. The DA links for the Program and Budget can be found in Annex IX to the Program and Budget 2010/11 and was approved by the Member States in 2009 https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/budget_2010_2011.pdf
1.d.	Accurate/verifiable	🟩	The PI has remained consistent over the last six years. The PD is easy to verify, and it is accurate. Program 8 shared with IOD all the detailed recorded data.
1.e.	Timely reporting	🟩	The DACD is requested to provide an update of this data twice a year, after each CDIP session. Similar information, which is based on inputs from all relevant programs, is contained in the WPRs and the DG's report. See reference below for the CDIP report: https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=453432And the DG's Report at https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=474843
1.f.	Clear/transparent	🟩	Data used for reporting is clear, and transparent linkages to DA recommendations are presented for each program in the Program and Budget documents, and WPRs.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)			
Rating:			
🟩 TLS Accurate		🟥 TLS Not Accurate	⬛ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		Other comments

Program 9 Performance Indicator (PI): No. of countries engaged in South-South Cooperation.

---

1. Assessment of Performance Data(PD)
Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The PD is relevant as it reflects the outputs of WIPO's work on SSC which is guided by the WIPO Convention, as well as the Organization`s DA principles and the WIPO Medium- Term Strategic Plan (2016-21). Moreover, it helps keep track of the progress made in increasing the number of partners. The PD is not only relevant for reporting on the WPR and the ODDG, Development Sector, but it is also reported to the CDIP https://www.wipo.int/edocs/mdocs/mdocs/en/cdip_19/cdip_19_5.pdf, and the DG. The data is also included in the WIPO Technical Assistance Database.
1.b.	Sufficient/comprehensive		As the PI focus on outputs, the PD used for this purpose is enough and comprehensive because it captures the number of countries engaged in SSC.
1.c.	Efficiently collected/ easily accessible		Data is efficiently collected in the WIPO Technical Assistance Database and easily accessible on the WIPO website. The ODDG, Development Sector prepares a Mapping of South-South Cooperation (SSC) Activities within the WIPO to provide an overview of the IP-related activities undertaken by the Secretariat in the context of South-South Cooperation (SSC). https://www.wipo.int/edocs/mdocs/mdocs/en/cdip_19/cdip_19_5.pdf Also, a list of SSC activities by country is recorded in the WIPO Technical Assistance Database. https://www.wipo.int/tad/en/
1.d.	Accurate/verifiable		The indicator was included for the first time in the Program and Budget document 2018-19, and it has been maintained for 2020-21, which facilitates progress measurement and verification of data.
1.e.	Timely reporting		The mapping is prepared on demand for the CDIP. Mappings were made available for the CDIP and on the WIPO website, for instance, in 2016, 2017, and 2019. The WIPO TAD is updated regularly, as the Member States monitor the PD. Also, the PD is required for reporting on WPR. The mapping and WIPO TAD allow for timely reporting as data is readily available.
1.f.	Clear/transparent		The PD is reported through the mapping transparently and is available to the public.
1.g.	**Conclusion on PD**		**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

---

2. Assessment of Accuracy of the Traffic Light System (TLS)
Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS		Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		Other comments

Program 10 Performance Indicator (PI): No. of transition countries with updated national laws and Regulations.

1. Assessment of Performance Data(PD)			

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant as it correctly reflects the mandate of the Department for TDC and captures the outcomes of the Department for TDC activities. The indicator and PD help the business unit to follow the regulatory developments in the countries and to tailor and further strengthen the related capacity building and technical assistance strategy.
1.b.	Sufficient/comprehensive	🟩	The indicator is easy to measure. PD is sufficient and comprehensive to report against the PI. The Department of TDC provided a full-fledged records list of updated laws to IOD
1.c.	Efficiently collected/ easily accessible	🟩	PD is easily accessible from the WIPO Lex database and official internet links to national records of updated legislation (mainly the webpage of the IP Office). Since some data might not always be captured within the WIPO Lex, when preparing relevant reports on this PI, for accuracy, TDC undertakes additional research and validation. The Department of TDC provided IOD with evidence on updated national legislation.
1.d.	Accurate/verifiable	🟩	This program indicator did not change in the past six years. The system to gather information is accurate and easy to verify as the updated legislation is recorded in a WIPO database and other relevant official national databases. The legislative documents are also verified with the Member States for confirmation.
1.e.	Timely reporting	🟩	The Member States regularly and timely report the PD through WIPO Lex, the TDC Director ask once or twice a year for this information, to keep track of the unit's performance. The time needed for reporting against this PI is based on the timeline defined by PPBD. Usually, it takes between one and two weeks to produce a timely, detailed, and accurate report.
1.f.	Clear/transparent	🟩	The Department for TDC relies on internal records, updates from the WIPO Lex database and official website of the countries.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)
Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		Other comments

Program 11 Performance Indicator (PI): % of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work.

---

1. Assessment of Performance Data (PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD is relevant to what the organization is aiming to achieve and directly linked to its Expected result.
1.b.	Sufficient/comprehensive	🟩	To an extent for the covered period. Submitted an online Follow-Up Evaluation Survey conducted in 2019 by the Professional Development Program of the WIPO Academy for the courses offered in 2018. 2019 data will be collected from September 2020. Information collected is comprehensive since it covers all supervisors who participated n the training courses for that selected year.
1.c.	Efficiently collected/ easily accessible	🟩	PD is easily collected and accessible – through an online survey sent to participants.
1.d.	Accurate/verifiable	🟩	PD is verifiable to the extent that data is provided by the Program managers. From data submitted for the survey conducted the percentages are accurately represented.
1.e.	Timely reporting	🟩	Only 2018 data is available given that the evaluation is made on a yearly basis. This time interval is chosen on purpose, as it is the minimum period needed in order to obtain a reliable feedback on the level of satisfaction of supervisors with the use of enhanced IP knowledge and skills by trainees in their work. Data is collected between 9 and 12 months following the offering of the training courses as per the evaluation model of Program 11.
1.f.	Clear/transparent	🟩	From the data provided it is clear and transparent, being reported in an open, clear, factual and coherent manner.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 12 Performance Indicator (PI): No. of users accessing the internet publications of International classifications and standards, in particular from the developing countries

---

1. Assessment of Performance Data (PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD meets criteria to what the organization is aiming to achieve and links directly to the expected result.
1.b.	Sufficient/comprehensive	🟩	Information provided through google analytics for each one of the sources provided as baselines for the indicator with percentages provided for visits from developing countries.
1.c.	Efficiently collected/ easily accessible	🟩	Data easy to collect through information from google analytics, easily accessible to program managers who have access.
1.d.	Accurate/verifiable	🟩	From documentation provided, information could be validated by running the same information request for data. Most of the targets have been fully achieved.
1.e.	Timely reporting	🟩	Data can be produced on request so it is timely.
1.f.	Clear/transparent	🟩	Clear indicator with transparent, factual and clear baselines and targets.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 13 Performance Indicator (PI): No. of users per quarter in Global Database Systems.

---

1. Assessment of Performance Data (PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD is relevant to what the organization is aiming to achieve and in line with the achievement of its linked Expected result.
1.b.	Sufficient/comprehensive	🟩	Information provided and used is sufficient for the indicator. 2018 and 2019 google analytics data provided on the quarterly number of users for both sources of data, Global Brands Database and Global Design Database.
1.c.	Efficiently collected/ easily accessible	🟩	Data through Google analytics can be collected efficiently and is accessible to relevant Program Managers.
1.d.	Accurate/verifiable	🟩	Clear documentation extracted from Google analytics for two quarters of each reported year. Data should be verifiable with access to the google analytics tool.
1.e.	Timely reporting	🟩	Data can be extracted on demand so it should be timely available
1.f.	Clear/transparent	🟩	PD is clear on what is measuring so data provided is transparent, clear. Factual and coherent.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 14 Performance Indicator (PI): No. of active registered users of ARDI and ASPI.

---

1. Assessment of Performance Data(PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The PD is relevant to report on the PI data as it corresponds directly to the substantive matter of the PI. In this case, the desired increase of active registered users of ARDI and ASPI.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report against the PI. The data provided shows the increase in the number of participants for the ARDI systems on a monthly basis and the subscriptions by status and date for the ASPI.
1.c.	Efficiently collected/ easily accessible		The supporting documentation provided to report against the PI is electronically stored and easily retrievable as provided from the CRM system of Research4Life, which coordinates the ARDI logins and the subscription database for ASPI.
1.d.	Accurate/verifiable		The reflected information is accurate and the data collected make it verifiable at request.
1.e.	Timely reporting		The data is reported at least on an annual basis as per WIPO RBM procedures.
1.f.	Clear/transparent		Reports against the PI are available, and the information has been reported clearly and transparently.
1.g.	**Conclusion on PD**		**Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS		Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		Other comments

Program 15 Performance Indicator (PI): Average Service Level of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications.

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1. Assessment of Performance Data(PD)

Rating:

🟩	Sufficiently meets criteria	🟧	Partially meets criteria	🟥	Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable as it indicates the level of WIPO support to National IP Offices, which are using IPAS.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive. It is a composite indicator, which is assessed based on 5 categories with multiple checkpoints to use and grade the usage of IPAS.
1.c.	Efficiently collected/ easily accessible	🟩	The Program collects necessary information on relevant IP offices throughout the year. In the beginning of the following year, Program makes an assessment of each IP Office. A matrix consisting of five categories is used for assessing "Average Service Level of IP Offices". Each of the five categories includes check points for the WIPO Secretariat to use and grade the usage of IPAS. Each IPO's "score" is graded from 1 to 5 (from basic to most advanced) for a given year. Scores of IPOs are summed up to calculate an average Service Level of IP Offices assisted in a given year.
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable. The data correlates with the figures reported for the Performance Indicator.
1.e.	Timely reporting	🟩	No significant timing issues identified.
1.f.	Clear/transparent	🟩	The PD for PI calculation is clear and transparent. Supporting documentation provided.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩	TLS Accurate	🟥	TLS Not Accurate	⬜	TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		"The program will continue to refine the data collection and validation process for the indicator".

Program 16 Performance Indicator (PI): Difference between January forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold ranges.

1. Assessment of Performance Data(PD)

Rating:

🟩 Sufficiently meets criteria		🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable as it indicates the level of accuracy of forecasts made by the Program (Economics and Statistics Division) regarding the filings in PCT, Madrid and Hague systems.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive because it provides details on the number of filings in PCT, Madrid and Hague systems over specified period.
1.c.	Efficiently collected/ easily accessible	🟩	The process of collection of data on filings is semi-automated. PD is easily accessible through WIPO IP Statistics Data Center (https://www3.wipo.int/ipstats/).
1.d.	Accurate/verifiable	🟧	**Number of Filings – timing effect** The data on filings from National Offices is obtained with delay, which sometimes can be even 1 year long. That is why the recorded number of actual filings for the year under review is changing over time. When calculating the performance indicator for annual reporting purposes, a "snapshot" of data is made (normally in March-April of the following year), after which the number of actual filings for the year may still change, but is not updated for reporting purposes. Although the abovementioned timing effect makes reported data not fully accurate, additional changes in the number of filings, which occur after reporting date, constitute a very insignificant part of annual filings. Therefore, these unreported changes cannot significantly affect the accuracy of Performance Indicator.
1.e.	Timely reporting	🟩	Number of filings is one of the Key Performance Indicators and is updated on regular basis. The PD for the Program's PI under review is formally calculated and reported once a year.
1.f.	Clear/transparent	🟩	Overall, PD is easily verifiable; the basis for the calculation of performance indicator is disclosed.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Data is accurate and sufficient to report on the selected PI; hence the self-assessment rating reported as "Fully achieved" is also accurate.
2.b.	Program Comments		The statistics by filing date are always being revised. That is the nature of such statistics. For the purpose of comparison, a "snapshot" on a given date should be considered "accurate" on that day.

Program 17 Performance Indicator (PI): No. of strategic collaborations with partner organizations on building respect for IP.

---

1. Assessment of Performance Data (PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD provided by the Program is indeed relevant and valuable to what the organization is aiming to achieve according to performance measures and Expected result linked to indicator.
1.b.	Sufficient/comprehensive	🟩	Program made available sufficient and comprehensive background data on the 8 active strategic collaborations they have in place for the validation period. Providing an explanation of each strategy and supporting mission reports and documents.
1.c.	Efficiently collected/ easily accessible	🟩	Data is efficiency collected for the indicator through the detailed mission reports, side event documents and other reports as study visits to fulfill this indicator
1.d.	Accurate/verifiable	🟩	Since documents submitted are WIPO documents used internally and approved through different layers/systems, PD is verifiable and accurate to the extent possible.
1.e.	Timely reporting	🟩	Information is reported timely through reports developed after each relevant meeting for the establishment and maintenance of the collaborations.
1.f.	Clear/transparent	🟩	Information is transparent offered in a clear, factual, and coherent manner
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 18 Performance Indicator (PI): No. of hosting arrangements for developing country scientists.

1. Assessment of Performance Data (PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		PD is relevant and valuable to what the program aims to measure through the PD.
1.b.	Sufficient/comprehensive		The PD has been successful in measuring the progress under the hosting arrangements for developing country scientists under the WIPO Re:Search Fellowship Program. FIT information as well as final report indicating arrangements for scientist has been provided.
1.c.	Efficiently collected/ easily accessible		Information is available in line with FIT and reporting needs, it is accessible for all relevant parties.
1.d.	Accurate/verifiable		FIT final report and information on each scientist participating is available – data is accurate to the best possible.
1.e.	Timely reporting		Information is produced yearly about the scientists hosted under the FIT. The PD for the PI is reported timely.
1.f.	Clear/transparent		Information provided is clear and transparent and reported in a factual and coherent manner.
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS		Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 19 Performance Indicator (PI): Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world.

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1. Assessment of Performance Data(PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable, as it indicates the perception of WIPO by the public.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive.
1.c.	Efficiently collected/ easily accessible	🟩	KPI is calculated automatically by a third-party media monitoring tool, Cision, according to its own algorithm. Data is easily accessible through the Cision client portal.
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable because the data correlates with the figures reported by Cision for the Performance Indicator. Cision Ltd. is a public relations and earned media software company and services provider with good reputation on the market.
1.e.	Timely reporting	🟩	Reporting is available in real time; therefore, there are no significant issues with the timeliness of necessary information.
1.f.	Clear/transparent	🟩	Performance data is clear and easily verifiable.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬛ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		
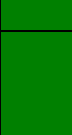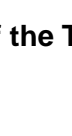
Program 20 (External Offices) Performance Indicator (PI): Improved service orientation and responsiveness to inquiries.

---

1. Assessment of Performance Data(PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria
🟩		🟧		🟥	

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable as it indicates the ability of WIPO offices to respond to their customers in timely manner.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive.
1.c.	Efficiently collected/ easily accessible	🟩	The process of collection of data has two levels: ▪ data collection at the level of local offices (manual / semi-automated); ▪ data collection at WIPO headquarters (manual). Data gathering is well organized; communication channels are established.
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable. It is supported by underlying details.
1.e.	Timely reporting	🟧	PD is partially timely reported because some Offices reported with delays.
1.f.	Clear/transparent	🟩	Performance data is clear and easily verifiable.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable
🟩		🟥		⬛	

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 20 (External Relations, Partnerships) Performance Indicator (PI): WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes.

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1. Assessment of Performance Data (PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD is relevant to what the organization is aiming to achieve and its Expected result.
1.b.	Sufficient/comprehensive	🟩	Information provided is sufficient to understand the progress made by WIPO's contributions in different reports by Organizations. ERD collects towards the end of each work plan year, the data for the submissions that have not been collected during the course of the year and titles are included in the dedicated established list of PPR indicators.
1.c.	Efficiently collected/ easily accessible	🟩	Data is collected, stored and checked to see if WIPO's input has been included. No inputs are recorded twice for each biennium. Reports are online and available to all interest persons.
1.d.	Accurate/verifiable	🟩	Information can indeed be validated by accessing the different links and information provided by Program Managers.
1.e.	Timely reporting	🟩	WIPO'S contributions are periodically accessed and submitted depending on the work of the Organization with Other UN organizations.
1.f.	Clear/transparent	🟩	Reports and data are available online and are transparent, open, clear and coherent.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 21 Performance Indicator (PI): New joint initiatives with other UN agencies/IGOs.

1. Assessment of Performance Data (PD)

Rating:

<table>
<tr><td>■ (green)</td><td>Sufficiently meets criteria</td><td>■ (orange)</td><td>Partially meets criteria</td><td>■ (red)</td><td>Does not meet the criteria</td></tr>
</table>

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	(green)	The performance data (PD) is relevant because it shows the new joint initiatives of WIPO with other United Nations (UN) agencies and Intergovernmental Organizations (IGOs) with the participation of the Director General (DG).
1.b.	Sufficient/comprehensive	(green)	The PD is sufficient and comprehensive because it provides details of the events or new joint initiatives that WIPO participated in with other UN agencies /IGOs.
1.c.	Efficiently collected/ easily accessible	(green)	The PD is accessible on the WIPO website, and/or websites of participating UN agencies/IGOs.
1.d.	Accurate/verifiable	(green)	The PD is accurate and verifiable on the WIPO website, websites of participating UN agencies and/or IGOs, and from the exchange of correspondence between WIPO and partner organizations.
1.e.	Timely reporting	(green)	The Program reports annually to the Member States on new joint initiatives with partner organizations, through the WIPO Performance Report (WPR). Further, the DG reports broadly to the Members States on WIPO activities and accomplishments through the annual report to the WIPO Assemblies.
1.f.	Clear/transparent	(green)	The PD is factual and clear and is visible on the WIPO website
1.g.	**Conclusion on PD**	(green)	**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

<table>
<tr><td>■ (green)</td><td>TLS Accurate</td><td>■ (red)</td><td>TLS Not Accurate</td><td>■ (grey)</td><td>TLS Not Assessable</td></tr>
</table>

2.a.	Accuracy of TLS	(green)	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 22 Performance Indicator (PI): Enhanced management awareness and accountability for the application of the regulatory framework.

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1. Assessment of Performance Data(PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable as it indicates the level of management awareness of the WIPO regulatory framework.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive. It is based on the results of annual Management Survey.
1.c.	Efficiently collected/ easily accessible	🟩	The data was efficiently collected by means of online survey. The survey results were easily accessible.
1.d.	Accurate/verifiable	🟩	The PD was accurate and verifiable. The calculation of the percentage of awareness was performed in MS Excel and it was transparent.
1.e.	Timely reporting	🟩	The survey was conducted on timely basis.
1.f.	Clear/transparent	🟩	Performance data was clear and easily verifiable.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 23 Performance Indicator (PI): Gender balance: % of women from P4 to D2 levels.

<table>
<tr><td colspan="3">1. Assessment of Performance Data (PD)

Rating:</td></tr>
<tr><td>■ Sufficiently meets criteria</td><td>■ Partially meets criteria</td><td>■ Does not meet the criteria</td></tr>
</table>

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The PD is relevant and valuable because the statistics on Gender balance are in line with results reported for the Performance Indicator (PI). The PI is set in line with the WIPO Policy on Gender Equality and commitments of the United Nations (UN) on Gender Equality and the Empowerment of Women.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. The statistics on Gender balance capture the relevant percent of women from Professional (P4) to higher categories (D2) in line with the parameters set out in the PI.
1.c.	Efficiently collected/ easily accessible		The PD is easily accessible and verifiable by relevant persons who have access to AIMS HR system. Further, the system is relatively user friendly and facilitates the efficient compilation and extraction of the proportion of women in Professional and higher categories.
1.d.	Accurate/verifiable		The PD is accurate and verifiable from the AIMS HR system. The relevant reports of the proportion of women in Professional and higher categories can be extracted from the system at any point throughout the year.
1.e.	Timely reporting		The PD is extracted from the AIMS HR system at year-end and biennially for reporting to Member States. In addition, monthly dashboards on Gender balance are extracted and reported to Management and relevant stakeholders.
1.f.	Clear/transparent		The PD is transparent and reported in an open, factual and clear manner.
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**

<table>
<tr><td colspan="3">2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:</td></tr>
<tr><td>■ TLS Accurate</td><td>■ TLS Not Accurate</td><td>■ TLS Not Assessable</td></tr>
</table>

2.a.	Accuracy of TLS		Based on the PD provided for the selected PI, the self-assessment ratings reported as "Fully achieved", for two PIEs and "Not achieved", for two PIEs, are accurate.
2.b.	Program Comments		
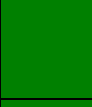
Program 24 Performance Indicator (PI): Reduced impact of WIPO activities on the environment.

1. Assessment of Performance Data(PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The PD is relevant and valuable as it indicates, whether WIPO is able to control the consumption of electricity and to be environment-friendly.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive.
1.c.	Efficiently collected/ easily accessible		The process of collection of data is efficient. The performance indicator is based on the monthly invoices received from the Electricity supplier. WIPO receives monthly : • One single invoice for the main WIPO Campus (Buildings NB, AB, GBI, GBII, PCT and WCH) because only one single electricity meter is installed for those buildings; • Two invoices for the CAM Building in which two electricity meters are installed (Note that WIPO is not the owner of the CAM Building, WIPO is a tenant). Based on these invoices, PID updates an energy track record.
1.d.	Accurate/verifiable		Data is accurate and easily verifiable.
1.e.	Timely reporting		Data is updated on monthly basis along with the received electricity invoices.
1.f.	Clear/transparent		Performance data is clear, calculation is transparent.
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the performance data meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS		Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 25 Performance Indicator (PI): Increase in the number of common ICT components used in the implementation of IP Platforms.

---

1. Assessment of Performance Data (PD)

Rating:

■ Sufficiently meets criteria   ■ Partially meets criteria   ■ Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	■	The Performance Data (PD) is relevant and valuable shows increase in the number of common ICT components used in implementing IP Platforms in WIPO.
1.b.	Sufficient/comprehensive	■	The PD is sufficient and comprehensive because it captures the additional functionalities and ICT components that have been developed and put into production.
1.c.	Efficiently collected/ easily accessible	■	The PD is accessible on the Wiki page of the IP Portal on the WIPO intranet, and other ICT components are available on the WIPO website.
1.d.	Accurate/verifiable	■	The PD is accurate and verifiable by relevant and interested parties that have access to documents and systems, on the intranet and WIPO website that show the common ICT components used in implementing IP Platforms.
1.e.	Timely reporting	■	The Program regularly reports the technical details on the common ICT components used in the implementing IP Platforms are to the IT Portal Program Board. Further, a summary of the PD is reported to Member States on an annual and biennial basis as part of the WPR.
1.f.	Clear/transparent	■	The PD is factual and clear. The documents show the different ICT components that have been implemented.
1.g.	**Conclusion on PD**	■	**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

■ TLS Accurate   ■ TLS Not Accurate   ■ TLS Not Assessable

2.a.	Accuracy of TLS	■	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 26 Performance Indicator (PI): Percentage of internal stakeholders who perceive that IOD recommendations are SMART.

1. Assessment of Performance Data(PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant as it reflects the outputs of IOD's work, and in particular, the perceived value of the result of IOD's work from the point of view of the auditees.
1.b.	Sufficient/comprehensive	🟩	The work done by IOD results in making recommendations. This PD is provided through surveys sent to management to collect information on the quality and these recommendations. It is considered sufficient and comprehensive
1.c.	Efficiently collected/ easily accessible	🟩	PD is collected through surveys. The survey results are compiled and stored in the IOD shared drive.
1.d.	Accurate/verifiable	🟩	The PD is collected from surveys and can be verified for accuracy since they are scanned and stored in the IOD shared drive.
1.e.	Timely reporting	🟩	The PD is collected after every IOD engagement, and reported in the quarterly reports to the Independent Advisory Oversight Committee
1.f.	Clear/transparent	🟩	The data and information contained in the PD is either self-explanatory or justified in a clear and transparent way.
		🟩	
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of the information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		No comments

Program 27 Performance Indicator (PI): % of internal and external participants satisfied with WIPO Conference Services.

<table>
<tr><td colspan="3">1. Assessment of Performance Data (PD)

Rating:</td></tr>
<tr><td>🟩 Sufficiently meets criteria</td><td>🟧 Partially meets criteria</td><td>🟥 Does not meet the criteria</td></tr>
<tr><td colspan="2" align="center">Criteria for PD</td><td align="center">Comments/data limitations</td></tr>
<tr><td>1.a.</td><td>Relevant/valuable</td><td>The PD is relevant and valuable because the surveys on customer satisfaction facilitate the collection of valuable data and are a channel of communication for WIPO and conference participants. The survey results provide valuable feedback to follow up on problems identified and helps to identify positive aspects in managing conference services.</td></tr>
<tr><td>1.b.</td><td>Sufficient/comprehensive</td><td>The PD partially meets the criteria. The survey results capture primarily external conference participants, and they are limited to those that respond to, or took part in, the survey. The results do not take into account the potential weight of those conference participants that did not respond to the survey.</td></tr>
<tr><td>1.c.</td><td>Efficiently collected/ easily accessible</td><td>The survey results for participants satisfied with WIPO Conference Services are available for verification by relevant persons who have access to Opinio (a web based survey tool). Further, the relatively user-friendly tool facilitates the efficient collection of feedback from conference participants.</td></tr>
<tr><td>1.d.</td><td>Accurate/verifiable</td><td>The PD is accurate and can be verified from Opinio. The tool accurately generates the percent of internal and external participants satisfied with WIPO Conference Services.</td></tr>
<tr><td>1.e.</td><td>Timely reporting</td><td>Survey results for various conferences held throughout the year are regularly extracted from Opinio. The results are discussed during Section/Division meetings and valuable feedback/comments are channeled to other relevant internal stakeholders.

A single standard report, consolidating feedback from the various surveys, is extracted from Opinio at year-end. The consolidated results of the surveys are reported to Management.</td></tr>
<tr><td>1.f.</td><td>Clear/transparent</td><td>The PD is transparent and reported in an open, factual and coherent manner.</td></tr>
<tr><td>1.g.</td><td>Conclusion on PD</td><td>Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.</td></tr>
<tr><td colspan="3">2. Assessment of Accuracy of the Traffic Light System (TLS)
Rating:</td></tr>
<tr><td>🟩 TLS Accurate</td><td>🟥 TLS Not Accurate</td><td>⬜ TLS Not Assessable</td></tr>
<tr><td>2.a.</td><td>Accuracy of TLS</td><td>Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.</td></tr>
<tr><td>2.b.</td><td>Program Comments</td><td></td></tr>
</table>

Program 28 Performance Indicator (PI): % of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances.

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1. Assessment of Performance Data (PD)

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The PD is relevant and valuable because it shows the relevant contracts for external service providers that were assessed for third party risks. Further, the PD shows the finalized process documentation for automation and training on four new risk management processes.
1.b.	Sufficient/comprehensive		The PD shows the progress towards achieving the set performance measures and relevant reports on information risks and third party risks are available for review.
1.c.	Efficiently collected/ easily accessible		There are systems and tools in place to access, record, track, report, and analyze the PD. An automated solution, MetricStream®, is used to manage information risks while Microsoft® Excel is used to record and track service requests for assessments of third party risks.
1.d.	Accurate/verifiable		The relevant PD on assessments of third party risks can be extracted/filtered from the Microsoft® Excel tracking sheets whilst the management and reporting of information risks are verifiable from relevant risk management reports.
1.e.	Timely reporting		Reporting on the number of service provider risk assessments completed is as part of the year-end reporting to the Security and Information Assurance (SIA) Steering Committee. Further, the implementation status of information risk management processes are reported to the Project Board at regular intervals and through Highlight reports.
1.f.	Clear/transparent		The PD is factual and transparent.
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)
Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

2.b.	Accuracy of TLS		Based on the PD provided for the selected PI, the self-assessment ratings reported as "Fully achieved" are accurate.
2.b.	Program Comments		
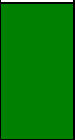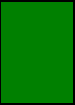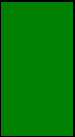
Program 30 Performance Indicator (PI): No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple-choice questionnaire.

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1. Assessment of Performance Data(PD)

Rating:

🟩 Sufficiently meets criteria   🟧 Partially meets criteria   🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟧	The design of the PD is appropriate for measuring the related PI. However the PD was collected only in one out of six instances
1.b.	Sufficient/comprehensive	🟥	The number of questionnaires collected for the PD only reflect one out of six engagements. Hence the PD is not sufficient and comprehensive
1.c.	Efficiently collected/ easily accessible	🟧	While the method identified to collect the PD is efficient, the PD was collected only in one out of six instances.
1.d.	Accurate/verifiable	🟥	The PD is not complete hence its accuracy cannot be verified
1.e.	Timely reporting	🟥	The PD is not complete hence its timely reporting is compromised
1.f.	Clear/transparent	🟥	The PD is incomplete, hence clarity and transparency cannot be assessed
1.g.	**Conclusion on PD**	🟥	**Based on the assessment of the information provided, it can be concluded that the PD does not meet the criteria**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate   🟥 TLS Not Accurate   ⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Not Assessable" is accurate.
2.b.	Program Comments		

Program 31 Performance Indicator (PI): Flexibility of data recorded in the International Register.

<table>
<tr><td colspan="3">1. Assessment of Performance Data (PD)

Rating:</td></tr>
<tr><td colspan="3">🟩 Sufficiently meets criteria   🟧 Partially meets criteria   🟥 Does not meet the criteria</td></tr>
<tr><td colspan="2">Criteria for PD</td><td>Comments/data limitations</td></tr>
<tr><td>1.a.</td><td>Relevant/valuable</td><td>The PD is relevant and valuable because it shows the flexibility and granularity in the information structure for recording data in the new Hague Registry Back Office (HBO) compared to "lump text" approach under the legacy system (DMAPS).</td></tr>
<tr><td>1.b.</td><td>Sufficient/comprehensive</td><td>The PD is sufficient and comprehensive. The supporting documents illustrate the flexibility of data recorded in the International Register compared to the previous approach in DMAPS.</td></tr>
<tr><td>1.c.</td><td>Efficiently collected/ easily accessible</td><td>The PD is easily accessible and verifiable by persons with access to the WIPO Intranet and the repository of project documents on HBO.</td></tr>
<tr><td>1.d.</td><td>Accurate/verifiable</td><td>The PD is accurate and verifiable from Project documents and other relevant documents on the International Register.</td></tr>
<tr><td>1.e.</td><td>Timely reporting</td><td>The Program prepared reports to Management as part of monitoring and tracking of the automation of the Hague Registry.</td></tr>
<tr><td>1.f.</td><td>Clear/transparent</td><td>The PD meets the criteria. The supporting documents have illustrations and explanations on flexibility of recorded data in the International Register.</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>1.g.</td><td>Conclusion on PD</td><td>Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.</td></tr>
<tr><td colspan="3">2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:</td></tr>
<tr><td colspan="3">🟩 TLS Accurate   🟥 TLS Not Accurate   ⬜ TLS Not Assessable</td></tr>
<tr><td>2.a.</td><td>Accuracy of TLS</td><td>Based on the performance data provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.</td></tr>
<tr><td>2.b.</td><td>Program Comments</td><td></td></tr>
</table>

Program 32 Performance Indicator (PI): Improved operation of the Lisbon Registry, including electronic processes and procedures.

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1. Assessment of Performance Data (PD)

Rating:

🟩 Sufficiently meets criteria	🟧 Partially meets criteria	🟥 Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	The PD is relevant and valuable because it shows the improvement in the operations and electronic processes of the Lisbon Registry in line with the Expected Result (ER) for the Program.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive. The supporting documents show the improvements in the operations of the Lisbon Registry by automating processes and procedures.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is easily accessible and verifiable by persons with access to the WIPO Intranet and the repository of documents on the Automation Project for Lisbon Operations (e-Lisbon).
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable from documents on the Automation Project for Lisbon Operations (e-Lisbon).
1.e.	Timely reporting	🟩	The PD was reported to Management as part of monitoring and tracking the automation of the Lisbon Registry. Progress to Member States was reported as part of year-end reporting on Program activities.
1.f.	Clear/transparent	🟧	The PD partially meets the criteria. The clarity of the supporting data can be enhanced by aligning each one of the targets within the PI with a clear and specific baseline.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the performance data sufficiently meets the criteria.**

2. Assessment of Accuracy of the Traffic Light System (TLS)

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment ratings reported as "Partially achieved", for one PIE and "Not achieved", for two PIEs, are accurate.
2.b.	Program Comments		

[Annex III follows]

ANNEX III – DEFINITION OF VALIDATION CRITERIA

In order to facilitate the validation process the validation team applied an adapted version of the "Good practice criteria for data systems" defined by the UK National Audit Office. The PD and information used for reporting on program delivery should be:

1. **Relevant and valuable** to what the Organization is aiming to achieve according to performance measures. The quantification and reporting shall include information that covers all significant aspects of performance expressed in the ERs and PIs. Data collection methods, criteria and assumptions shall not be misleading. Data and assumptions that do not have an impact on the validation opinion shall not be included.

2. **Sufficient/comprehensive** to reveal the extent of progress made against the performance measure. PD shall include all the information that was available to make a comprehensive assessment to report against the performance measures.

3. **Efficiently collected/easily accessible –** Appropriate systems shall be in place to record, access, report and analyze the data required to report against the performance measures.

4. **Accurate and verifiable** enough for its intended use, and responsive to change with clear documentation behind it, so that the processes which produce the measure can be validated. The principle of accuracy requires reduction in bias and uncertainty as far as is practical. Accuracy and verifiability with reference to the validation is required at two levels.

> (a) The first relates to the accuracy and written/documented i.e. physical evidence of quantitative data and information; and

> (b) The second relates to accuracy and written/documented i.e. physical evidence of non-quantitative information.

5. **Timely reporting**, producing information regularly enough to track progress, and quickly enough for the information to still be useful.

6. **Clear and transparent** is to disclose information to allow intended users to understand and to make decisions with reasonable confidence. Transparency relates to the degree to which information is seen to as being reported in an open, clear, factual, neutral and coherent manner based on documentary evidence. Information shall be recorded, compiled and analyzed in a way that will enable internal reviewers and external intended users to attest its credibility. Transparency requires, *inter alia*:

> (a) Clearly and explicitly stating and documenting all assumptions;

> (b) Clearly referencing background material;

> (c) Stating all calculations, methodologies and all information used;

> (d) Clearly identifying all changes in documentation;

> (e) Compiling and documenting information in a manner that enables independent validation;

> (f) Documenting the explanation and/or justification (e.g. choice of procedures, methodologies, parameters, information sources, key factors, sampling criteria);

> (g) Documenting the justification of selected criteria;

> (h) Documenting assumptions, references and methods such that another party can reproduce reported information; and

> (i) Documenting any external factors to the project that may affect the decisions of intended users.

7. A further criterion to assess reporting of performance measures includes **Accuracy of the TLS**. The TLS has a separate function and is not strictly part of the PD. An assessment of accuracy was made on the basis of whether the ratings could be justified on the basis of information presented in the PD reported as part of the 2018/19 WPR.

ANNEX IV – RANDOM SAMPLING MEETINGS

The WIPO SMT Members or their alternates in the virtual presence of IOD staff conducted random sampling of one performance indicator per Program via Skype Meetings.

Program Manager/ Alternate	Title	Meeting Date	Program Number and Name
Ms. Forbin	Deputy Director General, Copyright and Creative Industries Sector	March 31, 2020	(a) Program 3 – Copyright and Related Rights
Mr. Matus	Deputy Director General, Development Sector	March 30, 2020	(a) Program 8 – Development Agenda Coordination (b) Program 9 – Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries (c) Program 11 – The WIPO Academy
Mr. Sandage	Deputy Director General, Patents and Technology Sector	March 31, 2020	(a) Program 1 – Patent Law (b) Program 5 – The PCT System (c) Program 7 – WIPO Arbitration and Mediation Center
Ms. Wang *Represented by Mr. Ignasse*	Deputy Director General, Brands and Designs Sector	April 2, 2020	(a) Program 2 – Trademarks, Industrial Designs and Geographical Indications (b) Program 6 – Madrid Systems (c) Program 31 – The Hague System (d) Program 32 – Lisbon System
Mr. Getahun	Assistant Director General, Global Issues Sector	April 1, 2020	(a) Program 4 – Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources (b) Program 17 – Building respect for IP (c) Program 18 – IP and Global Challenges (d) Program 20 – External Relations, Partnerships and External Offices
Mr. Sundaram	Assistant Director General, Administration and Management Sector	April 1, 2020	(a) Program 22 – Program and Resource Management (b) Program 24 – General Support Services (c) Program 25 – Information and Communication Technology (d) Program 27 – Conference and Language Services (e) Program 28 – Information Assurance, Safety and Security
Mr. Takagi	Assistant Director General, Global Infrastructure Sector	April 2, 2020	(a) Program 12 – International Classifications and Standards (b) Program 13 – Global Databases Service (c) Program 14 – Services for Access to Information and Knowledge (d) Program 15 – Business Solutions for IP Offices
Mr. Prasad	Assistant Director General and Chief of Staff	March 30, 2020	(a) Program 19 - Communications (b) Program 20 – External Relations, Partnerships and External Offices (c) Program 21 – Executive Management
Ms. Moussa	Director, Human Resources Management Department	April 9, 2020	(a) Program 23 – Human Resources Management and Development

Program Manager/ Alternate	Title	Meeting Date	Program Number and Name
Mr. Svantner *Represented by Mr. Napolitano*	Director, Department for Transition and Developed Countries	April 1, 2020	(b) Program 10 – Transition and Developed Countries (a) Program 30 – Small and Medium-Sized Enterprises (SMEs) and Innovation
Mr. Fink	Chief Economist, Economics and Statistics Division	April 3, 2020	(a) Program 16 – Economics and Statistics
Mr. Singh	Director, Internal Oversight Division	April 3, 2020	(b) Program 26 – Internal Oversight

[Annex V follows]

ANNEX V – VALIDATION FRAMEWORK

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 1 – Patent Law	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	% of participants in WIPO patent-related capacity building and training activities with a demonstrated increase in knowledge.	n/a *(tbd end 2017)*	90%	The knowledge level increased from 71% (pre-training) to 89% (post-training). (2018/19)
Program 2 – Trademarks, Industrial Designs and Geographical Indications	I.3 Increased security and certainty for the protection of State emblems and names and emblems of International Intergovernmental Organizations.	No. of signs contained in the Article 6*ter* database	3,458 (3,294) signs (cumulative end 2017)	200 (100) new signs published	405 new signs published (3,863 signs cumulative end 2019)
Program 3 – Copyright and Related Rights	III.1 National IP strategies and plans consistent with national development objectives.	No. of countries that have adopted national copyright strategies as part of their national IP strategies.	Africa: 25 (same) cumulative Arab region: 0 (2) cumulative Asia and the Pacific: 10 (7) cumulative Latin America and the Caribbean: 9 (8) cumulative	Africa: 3 additional Arab region: 1 additional Asia and the Pacific: 6 additional Latin America and the Caribbean: 3 additional	Africa: 3 additional (Burkina Faso, Guinea Bissau, Niger) Arab region: Discontinued Asia and the Pacific: 2 additional (Bhutan, Thailand) Latin America and the Caribbean: no additional
Program 4 – Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition.	Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs.	n/a	80%	90% of participants satisfied
Program 5 – The PCT System	II.2 Improved productivity and service quality of PCT operations.	Quality of Translation.	86.2% *(86%)*	88% (+/-3%)	2018: 86% 2019: 89%
Program 6 – Madrid System	II.5 Wider and more effective use of the Madrid System, including by developing countries and LDCs	Renewals	29,595 (30,103)	2018: 33,300 2019: 34,890	2018: 32,258 2019: 29,136 (preliminary)

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 7 – WIPO Arbitration and Mediation Center	II.8 Effective intellectual property protection in the gTLDs and the ccTLDs	Dispute resolution policies in the Domain Name System to which the Center has contributed in respect of their development or support.	UDRP, Updated UDRP Rules for new Registrar Lock provisions, ICANN Pre-Delegation Dispute Resolution Policy, ICANN Trademark Post-Delegation Dispute Resolution Procedure – cumulative (same) 76 (74) ccTLD policies administered cumulative 7(4) ccTLD policies supported	Implementation in the Domain Name System of WIPO policy and process recommendations. 2 additional ccTLD policies administered 4 ccTLD policies supported	Effective maintenance in the Domain Name System of dispute resolution policies reflecting WIPO contributions 5 additional ccTLD policies administered (78 cumulative end 2019, following 3 discontinuations (.GQ, .ML, .TK)) 21 ccTLD policies supported (28 cumulative)
Program 8 – Development Agenda Coordination	III.3 Mainstreaming of the DA recommendations in the work of WIPO	No. of Programs which substantively report on the extent to which DA Recommendations, as reflected in the Program and Budget, have guided their work.	22 Programs (tbd)	Maintain (tbd)	23 Programs
Program 9 – Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	No. of countries engaged in South-South Cooperation.	113	115	20 additional countries (133 cumulative end 2019)
Program 10 – Transition and Developed Countries	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of transition countries with updated national laws and Regulations.	23 (6) countries (cumulative)[8]	5 countries in the biennium.	5 additional countries (Czech Republic, Estonia, Georgia, Hungary, Serbia) 10 baseline countries further updated national laws and regulations (Albania, Bulgaria, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Poland, Romania, Ukraine, Uzbekistan) (28 transition countries)
Program 11 – The WIPO Academy	III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	% of supervisors who are satisfied with the use of enhanced IP knowledge and skills by trainees in their work.	93%	50% of respondents	90% of respondents

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[8] The baseline end 2017 was reset to reflect the cumulative figure.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 12 – International Classifications and Standards	IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	No. of users accessing the Internet publications of international classifications and standards, in particular from developing countries.	IPC home: 352,928 of which 49.2% from developing countries.	Maintain baseline levels – annual.	IPC home: 2018: 364,004 visits of which 52% from developing countries 2019: 375,890 visits of which 53% from developing countries
Program 13 – Global Databases	IV.2 Broad geographical coverage of the content and use of WIPO Global IP Databases	No. of users per quarter in Global Database systems.	Global Brand Database: 279,676 Q4 2017 (119,208) Global Design Database: 26,122 Q4 2017 (16,868)	GBD: +5% annual GDD: +5% annual	GBD: - 491,206 Q4 2018 (+76%) - 773,924 Q4 2019 (+58%) GDD: - 61,685 Q4 2018 (+136%) - 42,814 Q4 2019 (+49% as compared to the 2018 target)
Program 14 – Services for Access to Information and Knowledge	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of active registered users of ARDI and ASPI.	ARDI: 1,110 (800) ASPI: 52 (55)	ARDI: 1,250 (1,000) ASPI: 65	ARDI: 2,311 (+108%) ASPI: 59 (+14%)
Program 15 – Business Solutions for IP Offices	IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration	Average Service Level9 of IP Offices assisted (ranging from 1 to 5) through the IPAS suite of applications.	Overall average: 3.1 (same)	3.3 (3.2)	Overall average: 3.3 − Africa: 3.0 − Arab region: 3.2 − Asia and the Pacific: 3.6 − Latin America and the Caribbean: 3.3 − Transition countries: 3.7 − Other: 3.1
Program 16 – Economics and Statistics	V.1 Wider and better use of WIPO IP statistical information	Difference between April forecast and actual numbers of PCT, Madrid, and Hague filings are within threshold Ranges.	2017 Actual values were within the 80% confidence intervals (CIs) for PCT, Madrid and the Hague (2016: 103%, 102%, 100%)	Actual values are within 80% confidence interval of forecast	80% CI 2018 Actual Low High PCT 235,300 265,000 251,737 Madrid 48,310 63,800 60,947 Hague 4,380 8,820 5,447 80% CI 2019 Actual Low High PCT 242,200 273,900 265,705 Madrid 49,230 67,200 64,400 Hague 4,820 9,800 5,887

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9 For a definition of the Service Level Indicators, please refer to page 3 of the Questions and Answers (Q&A) document submitted at the 27th session of the Program and Budget committee (WO/PBC/27/Q&A).

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 17 – Building Respect for IP	VI.2. Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	No. of strategic collaborations10 with partner organizations on building respect for IP.	7 on-going strategic collaborations cumulative (same)	7 active strategic collaborations	8 active strategic collaborations (cumulative end 2019)
Program 18 – IP and Global Challenges	III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition.	No. of hosting arrangements for developing country scientists	9 (6) cumulative, of which 7 completed by end 2017	4 additional hosting arrangements	11 additional hosting arrangements (20 cumulative, of which 13 were completed in 2018/19)
Program 19 – Communications	VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world	97% of all articles about WIPO were positive or neutral	At least 95% of all articles about WIPO are positive or neutral	95% of all articles in 2018/19 about WIPO were positive or neutral
Program 20 – External Relations, Partnerships and External Offices	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations. VIII.2. Improved service orientation and responsiveness to inquiries.	WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes. Processing time of inquiries.	79%11 (80%) of WIPO's contributions were reflected. Response times: WBO: 90% within 24h WOC: 90% within 24h WJO: 100% within 24h WRO: 100% within 24h WSO: 100% within 24h	85% 90% within 24h (all Offices) (TBD)	87.5% of WIPO's contributions (14 out of 16 submissions) were reflected in 2018/19. Response time within 24h: 2018 2019 WBO 90% 90% WOC 95% 100% WJO 97% 94% WRO 95% 98% WSO 100% 95%
Program 21 – Executive Management	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	New joint initiatives with other UN agencies/IGOs.	2 additional (same)	2 additional	The Director General launched, on July 10, 2018, the GII 2018 edition "Energizing the World with Innovation", which addressed SDG 712 under review at the High Level Political Forum (HLPF) (New York, July 9 to 18, 2018). 3rd Edition of the "AI for Good Global Summit" (May 28 to 31, 2019)

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10 Strategic collaborations capture partnerships of systematic and long-term nature, including those established through cooperation agreements, and address elements of building respect for IP.

11 30 out of 38 submissions were reflected in 2016/17

12 Ensure access to affordable, reliable, sustainable and modern energy for all

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 22 – Program and Resource Management	IX.3 An enabling working environment supported by an effective regulatory framework and appropriate channels to address staff concerns.	Enhanced management awareness and accountability for the application of the regulatory framework	n/a (TBD)	90% awareness (TBD)	85% awareness
Program 23 – Human Resources Management and Development	IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results	Gender balance: % of women from P4 to D2 levels.	P4 – 45.7 (45.6%) P5 – 35.1% (35.6%) D1 – 31.4 (30.0%) D2 – 18.2% (16.7%)	P4 - 48% P5 - 40% D1 - 35% D2 - 20%	<table><tr><td></td><td>2018</td><td>2019</td></tr><tr><td>P4</td><td>46.4%</td><td>48.4%</td></tr><tr><td>P5</td><td>34.0%</td><td>32.0%</td></tr><tr><td>D1</td><td>36.4%</td><td>33.3%</td></tr><tr><td>D2</td><td>15.4%</td><td>15.4%</td></tr></table>
Program 24 – General Support Services	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Reduced impact of WIPO activities on the environment13, 14	Electricity: 7,888,733 KwH (7'758'000) Water: 37,894 m3 (40'654) Natural gas for heating: 2,641 KwH/HDD (7'550'012) Heating oil: 5,090 li (5'500) Geneva Lake Water system for cooling (8,105 KWh/CDD) Carbon emissions: 7,243 tons CO2, of which 100% was offset (Carbon emissions end 2017)	Maintain energy consumption at end 2017 levels (same) (+/- 2%) Maintain energy consumption at end 2017 levels (same) (+/- 2%) Maintain energy consumption at end 2017 levels (same) (+/- 5%) Maintain energy consumption at end 2017 levels (same) (+/- 5%) Maintain energy consumption at end 2017 levels (same) (+/- 5%) Maintain carbon emissions at end 2017 levels (same) (+/- 2%)	Electricity: 2018: 7,511,018 KwH (-4.8%) 2019: 7,162,837 KwH (-9.2%) Water 2018: 32,824 m3 (-13.4%) 2019: 33,493 m3 (-11.6%) Natural gas for heating: 2018: 2,828 KwH/HDD (+7.1%) 2019: 2,644 KwH/HDD (+0.1%) Heating oil: Discontinued Geneva Lake Water system for cooling 2018: 8,319 KWh/CDD (+2.6%) 2019: 9,093 KWh/CDD (+12.2%) Carbon Emissions: 2018: 7,445 tons CO2 (+2.8%) 2019: 7,690 tons CO2 (+6.2%) 100% of which were offset
Program 25 – Information and Communication Technology	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders.	Increase in the number of common ICT components used in the implementation of IP Platforms	1 (TBD)	At least 5	6 additional components (7 cumulative end 2019)
Program 26 – Internal Oversight Division	IX.5 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	% of internal stakeholders who perceive that IOD recommendations are SMART	90% (81%) of managers perceived that IOD recommendations were SMART	85% of managers perceive that IOD recommendations are SMART	% of managers perceived that IOD recommendations were SMART: - 2018: 84% - 2019: 82%
Program 27 – Conference and Language Services	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of internal and external participants satisfied with WIPO Conference Services	98% end 2017 (95% end 2016)	Maintain rate at end 2016	97% average satisfaction rate in 2018/19 2018: 98% 2019: 96%

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13 The methodology for measuring the performance indicator was refined in 2018 to reflect industry standards (see footnotes below), resulting in updates to the baselines.
14 Energy consumption for all HQ buildings and rented buildings in Geneva;

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 28 – Information Assurance, Safety And Security	IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	% of information risks, including third party risks, reported and managed consistently within WIPO's risk tolerances.	All relevant (50%) new contracts with external service providers were assessed for third party risks. Information risk management processes were manual and performed on an ad-hoc basis.	90% of new contracts with external service providers are assessed for third party risks Improved consistency through automation and training of at least 4 risk management processes	All (100%) relevant contracts with external service providers were assessed for third party risks. Improved consistency through automation and training on 4 new risk management processes (4 cumulative)
Program 30 – Small and Medium-Sized Enterprises (SMEs) and Entrepreneurship Support	III.6 Increased capacity of SMEs to successfully use IP to support innovation.	No. and % of participants from Technology Management Offices (TMOs) in universities or research organizations in training and capacity-building activities who obtain a 60% or higher score in a short, substantive, multiple choice questionnaire	N/A	65%(TBD)	Data not available
Program 31 – The Hague System	II.4 Improved productivity and service quality of Hague operations	Flexibility of data recorded in the International Register	As at end 2017: (i) ability to accept, store and use granular data; (ii) compliance with ST96, allowing offices to send/receive standardized data formats; and (iii) ability to accept UTF8 character sets via the relational database technology (Inability to receive, record, retrieve and communicate design-centric data and data in characters other than Latin)	Ability to receive, record, retrieve and communicate design-centric data, including in non-Latin characters	Ability to receive, record, retrieve and communicate design-centric data, including in non-Latin characters achieved in December 2018 with the launch of the Hague IT Platform
Program 32 – Lisbon System	II.10 Improved productivity and service quality of Lisbon operations	Improved operation of the Lisbon Registry, including electronic processes and procedures	At the end of 2017, the development of electronic filing forms remained in an exploratory phase. (Current data entry, notification and publication processes and tools)	- Electronic filing web forms. - Improved data entry and notification tools - Automated publication of new transactions under the Lisbon Registry	By the end of 2019: - preliminary business input provided for the development of a comprehensive Lisbon IT system, including electronic filing forms/system and notification tool; - enhanced IT tools implemented to generate certificates and related notification documents under the Lisbon Agreement; business input provided to further enhance current IT tools to meet the new requirements under the Geneva Act. - the automated publication of the Lisbon Bulletin was postponed..

[End of Annexes and of document]