

Program and Budget Committee

Thirty-Fourth Session
Geneva, June 27 to July 1, 2022

INTERNAL OVERSIGHT DIVISION (IOD) VALIDATION REPORT OF THE WIPO PERFORMANCE REPORT 2020/21

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 2020/21 (document WO/PBC/34/7). 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 "Internal Oversight Division (IOD) Validation Report of the WIPO Performance Report 2020/21" (document WO/PBC/34/8).

[IOD Validation Report follows]

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LIST OF ACRONYMS

CDIP	Committee on Development and Intellectual Property
CMOs	Collective Management Organizations
COVID-19	Coronavirus Disease 2019
ERs	Expected Results
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
LDCs	Least-Developed Countries
MTSP	Medium Term Strategic Plan
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
RBM	Results-Based Management
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
TLS	Traffic Light System
WIPO	World Intellectual Property Organization
WPR	WIPO Performance Report

LIST OF WIPO PROGRAMS, AS DEFINED IN THE 2020/2021 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. The World Intellectual Property Organization (WIPO) assesses the performance of its Programs annually, based on an approved performance framework. This report of the Internal Oversight Division (IOD) is an independent validation of the WIPO Performance Report (WPR) for the 2020/21 biennium, in line with IOD's 2022 Oversight Plan. This is the seventh 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 2020/21 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 2020/21 WPR. The validation also includes general conclusions on the progress made towards improving the Results-Based Management (RBM) framework during the biennium under review. Two PIs have been selected for Program 20 – one PI for External Offices, and one for External Relations and Partnerships¹. This was done to give more consideration to External Offices within the scope of the validation.

3. Given the conditions resulting from the Coronavirus Disease 2019 (COVID-19) pandemic, IOD recognized the effort made to maintain a relatively high level of delivery. While the outcome of the validation shows lower figures compared to the 2018/19 biennium, these are only slight decreases, which confirm the effort made during the challenging periods of 2020 and 2021. This is reflected in the key outcomes of this validation exercise, summarized as follows:

- (a) Thirty PD (94 per cent) were validated as relevant and valuable in 2020/21 compared with 31 PD (97 per cent) in 2018/19 biennium;
- (b) Twenty-nine PD (91 per cent) were validated as sufficient and comprehensive in comparison to 30 PD (94 per cent) in 2018/19;
- (c) Twenty-eight PD (88 per cent) were validated as efficiently collected and easily accessible, compared to 31 PD (97 per cent) in 2018/2019;
- (d) Twenty-eight PD (88 per cent) were validated as accurate and verifiable in comparison to 30 PD (94 per cent) in 2018/19;
- (e) Thirty-one PD (97 per cent) were validated as timely reported, an increase compared to 30 PD (94 per cent) in 2018/19;
- (f) Thirty-one PD (97 per cent) were validated as clear and transparent, an increase compared to 30 PD (94 per cent) in 2018/19; and
- (g) Similar to 2018/19, all PD (32) had an accurate self-assessment of their Traffic Light System (TLS) in 2020/21 biennium.

4. The validation identified one case where there was no data available due to among others the challenges caused by the COVID-19 pandemic and its effect on training and capacity building, in particular in areas with unstable access to internet and other relevant technologies.

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

5. An overview of PIs across the last two biennia shows a slight increase from 279 in 2018/19 to 288 in 2020/21. The number of Expected Results (ERs) remained stable during 2020/21 at 38, which was the same in 2018/19.

6. The pending recommendation from the validation of the 2016/17 report is no longer applicable as PIs concerned have been discontinued in the 2022/23 biennium.

7. IOD notes that the WIPO Results Framework has been streamlined in the 2022/23 to align with a new Medium Term Strategic Plan (MTSP) for 2022-2026. The MTSP articulates the Vision, Mission, supported by four Strategic Pillars, and the Foundation. The number of ERs has decreased from 38 to 16, and PIs from 288 in the 2020/21 biennium to 77 in 2022/23. This shift will positively affect the validation process by reducing the cycle and enabling IOD to cover all PIs within two biennia. Consequently, and because this is the last validation based on the previous framework IOD did not conduct its usual review of RBM at WIPO through analyses and surveys to Managers, alternates, and other persons responsible for reporting on performance.

8. Following this validation exercise, IOD makes one recommendation to the Human Resources Management Department (HRMD) on the need to align the definition of their PI with PD and current practices, and enhance the current recruitment system to better capture the performance data. Further, and in light of changes made to the RBM framework following the new MTSP, IOD plans to undertake a combined audit and evaluation of RBM in 2023.

1. INTRODUCTION

9. The approved Program and Budget (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. WIPO Programs self-assess and report on their achievement of PIs, and Program Performance and Budget Division (PPBD) checks and consolidates the reports from all Programs to produce the WPR.

10. This is the seventh 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 2020/21 P&B.

2. WPR VALIDATION OBJECTIVES

11. The objectives of this validation exercise are to:

- (a) Provide an independent verification of the reliability and authenticity of information contained in the 2020/21 WPR; and
- (b) Follow-up on the implementation status of recommendations of the previous validation report through documentary and other corroborative evidence.

12. The validation also includes where applicable, general observations and suggestions on further strengthening the RBM framework.

3. WPR VALIDATION SCOPE AND METHODOLOGY

13. In the previous IOD validations, 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. This practice has been maintained with a total of 32 PIs² assessed in the context of this validation exercise. The validation consisted of verifying and validating PD reported in individual WPR submissions against a set of criteria³. In addition, the validation assessed the accuracy of TLS, a self-assessment system used to rate the achievement of the target set for each PI. Detailed explanation of the validation criteria is presented in Annex II of this report. As part of the methodology, IOD reviewed relevant documents and interviewed key stakeholders as required. The validation fieldwork took place between April 1, 2022 and May 18, 2022.

(A) INFORMATION PRESENTED IN ADVANCE

14. 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 January 26, 2022, 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 February 7, 2022, to all Sector Leads and relevant Managers from the Director of IOD, informing about the key steps and dates of the independent validation exercise.

(B) RANDOM SAMPLING

15. IOD arranged Skype™ meetings with Sector Leads, relevant Managers or their alternates/designated representatives, to randomly select PIs from their respective Programs for the validation. Annex III of this report provides the list of staff members involved in the random selection of PIs. The randomly selected PIs represent 11 per cent (32 out of 288 PIs) of the total number of indicators in the 2020/21 biennium. Measures were taken to exclude PIs selected in the previous validation exercise. The validation assessments for each randomly selected PI can be found in Annex I of this report.

(C) WIPO RESULTS-BASED MANAGEMENT FRAMEWORK

16. As reported under Strategic Goal IX, RBM reached a higher level of maturity by the end of 2021, and was an enabler for the design and implementation of the Organization's new vision and key strategies, including the transformation of the Organization's Strategic Framework, which was restructured under four Strategic Pillars and the Foundation.

17. MTSP for 2022-2026 was reviewed by PBC and endorsed by Member States in 2021. The Organization's Program of Work and Budget for 2022/23 was restructured to move from a Program-based structure to a more strategic Sector-based structure, with a significantly reduced set of organizational ERs and PIs. The number of ERs and PIs has respectively decreased from 38 to 16, and 288 to 77 in the 2022/23 biennium.

² Two PIs were selected for Program 20.

³ The criteria are: relevant and valuable; sufficient and comprehensive; efficiently collected and easily accessible; accurate and verifiable; timely reporting; and clear and transparent.

18. Consequently, and because this is the last validation based on the framework with 288 PIs and 38 ERs, IOD did not conduct its usual review of RBM through more extensive analyses and surveys to Managers and other persons responsible for reporting on performance. Further, IOD notes that this shift will positively affect the validation process by reducing the validation cycle required to achieve 100 per cent coverage of PIs (full coverage will be achieved within two biennia). IOD plans to conduct a combined audit and evaluation of RBM at WIPO in 2023, to assess the early effects of the change in the Results Framework.

19. IOD further notes the following enhancements to the Framework, made in 2020/21:

(a) The rating scale for the WPR 2020/21 was further strengthened in line with the recommendations of the External Auditor, by adjusting the PI evaluation scale to better reflect achievements towards targets; and

(b) The Capital Master Plan Progress Report (Annex IX of the WPR) was further enhanced. Namely, a more streamlined reporting was applied to Projects under the 1 million Swiss francs threshold. This differentiated reporting approach mirrors the proportional scale of the projects, in line with the recommendations of the WIPO External Auditor.

20. While acknowledging the changes to the Results Framework, and the shift from Program-based to a Sector-based structure, for the purpose of consistency and comparability, IOD will use the term "Programs" in lieu of Sector throughout this report.

(D) LIMITATIONS

21. As has been the case in the previous biennia, the primary limitation of the validation is linked to the method adopted by IOD, which consists of validation of only one randomly selected PI per Program (except for Program 20). This approach could lead to findings and conclusions, which may not necessarily reflect the whole RBM framework at WIPO. However, random sampling remains the most appropriate method to assess the quality of PD with sufficient and reasonable depth, considering existing limitations such as time constraints, consistency and comparability. Details on the sample of randomly selected PIs are found in Annex IV.

(E) STATUS OF PREVIOUS VALIDATION RECOMMENDATIONS

22. The pending recommendation from the validation of the 2016/17 report is no longer applicable as PIs concerned have been discontinued in the 2022/23 biennium. Subsequently, there are no open recommendations related to the validation of the WPR.

4. WPR VALIDATION OBSERVATIONS

(A) GENERAL OBSERVATIONS

23. 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.

24. Following the validation of PD with relevant supporting information used to report against PIs, the ensuing results are summarized below:

- (a) Thirty PD (94 per cent) were validated as relevant and valuable in 2020/21 compared with 31 PD (97 per cent) in 2018/19 biennium;
- (b) Twenty-nine PD (91 per cent) were validated as sufficient and comprehensive in comparison to 30 PD (94 per cent) in 2018/19;
- (c) Twenty-eight PD (88 per cent) were validated as efficiently collected and easily accessible, compared to 31 PD (97 per cent) in 2018/2019;
- (d) Twenty-eight PD (88 per cent) were validated as accurate and verifiable in comparison to 30 PD (94 per cent) in 2018/19;
- (e) Thirty-one PD (97 per cent) were validated as timely reported, an increase compared to 30 PD (94 per cent) in 2018/19;
- (f) Thirty-one PD (97 per cent) were validated as clear and transparent, an increase compared to 30 PD (94 per cent) in 2018/19; and

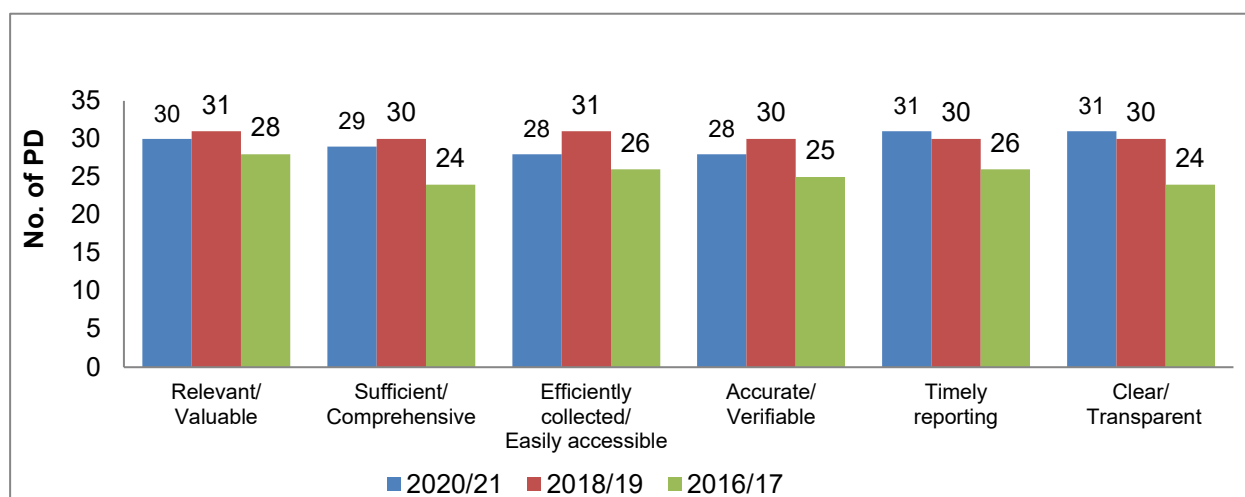
25. Overall, 30 PD (94 per cent) were found to sufficiently meet the validation criteria, one partially met, and one did not meet the criteria as data was not available.

26. The number of PD that accurately self-assessed against TLS remained the same as in WPR 2018/19 – 32 PD (100% accuracy).

27. While the results have lowered compared to the previous biennium, IOD recognizes that the results are still relatively high, given the impact of the COVID-19 pandemic on the work of the Organization in 2020 and 2021. Nevertheless, the overall quality of PD has remained high with four of six validation criteria rated between 91 and 97 per cent, and a 92 per cent overall rating.

28. Comparatively, the figures below show the evolution of the assessment for each criterion, over the last three biennium.

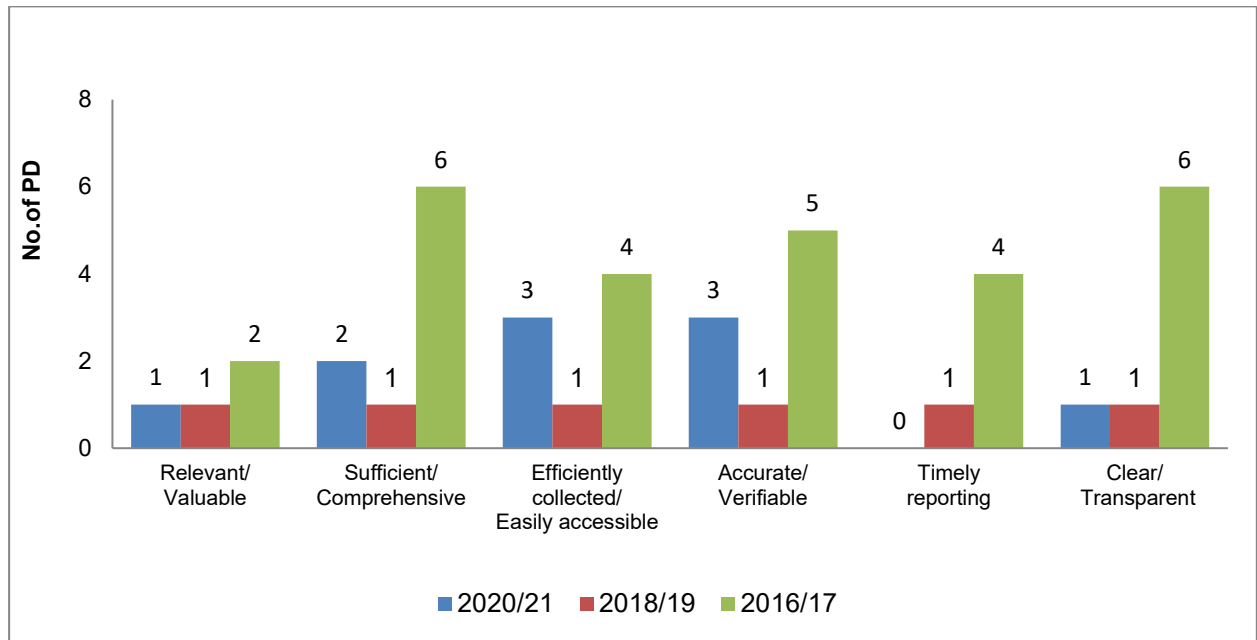
Figure A: Performance Data that met the Criteria - Last Three Biennia



Source: Compiled by IOD

29. Figure A above compares the number of PD, which sufficiently met the validation criteria over the last three biennia. Compared to the last biennium, there are slight decreases and two cases where the results have slightly increased – timely reporting, and transparency.

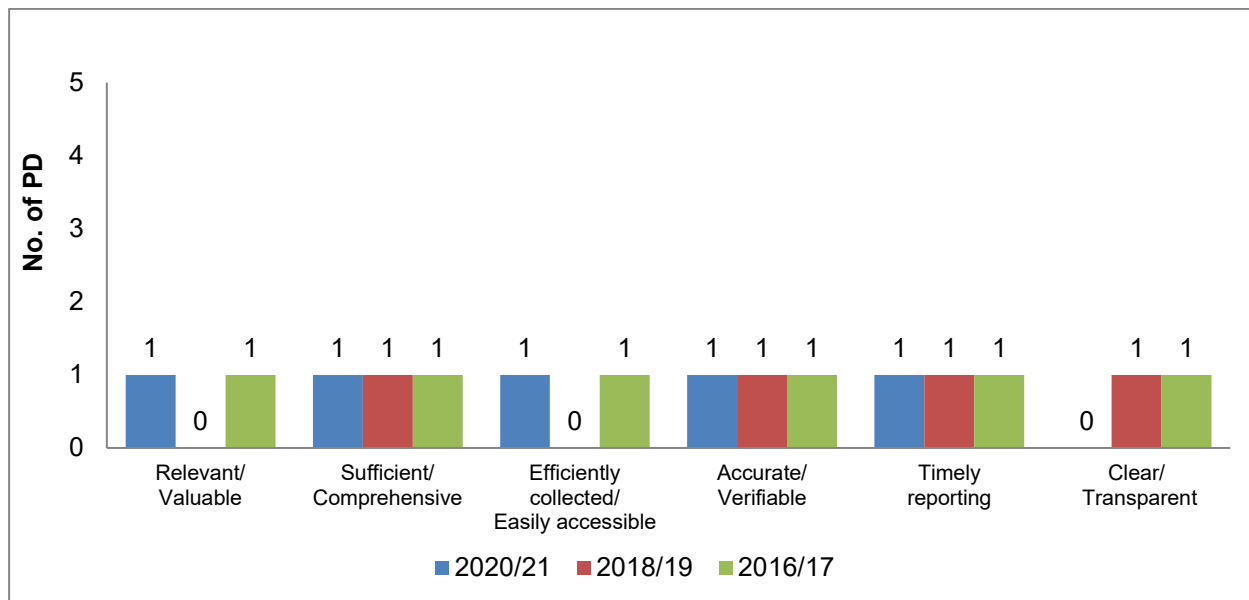
Figure B: Performance Data that Partially met the Criteria - Last Three Biennia



Source: Compiled by IOD

30. As can be seen in Figure B above, the number of Programs that provided PD that partially met the criteria increased from 6 to 10 instances when compared to the 2018/19 biennium. This is somewhat coherent due to the effect of restrictive measures in place and other impacts of the pandemic.

Figure C: Performance Data that did not meet the Criteria - Last Three Biennia



Source: Compiled by IOD

31. According to Figure C above, the number of PD that did not meet the validation criteria has slightly increased from four instances to five instances in 2020/2021 when compared to the 2018/19 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	30	94%	1	3%	1	3%
Sufficient/ Comprehensive	29	91%	2	6%	1	3%
Efficiently collected/ Easily accessible	28	88%	3	9%	1	3%
Accurate/Verifiable	28	88%	3	9%	1	3%
Timely Reporting	31	97%	0	0%	1	3%
Clear/Transparent	31	97%	1	3%	0	0%

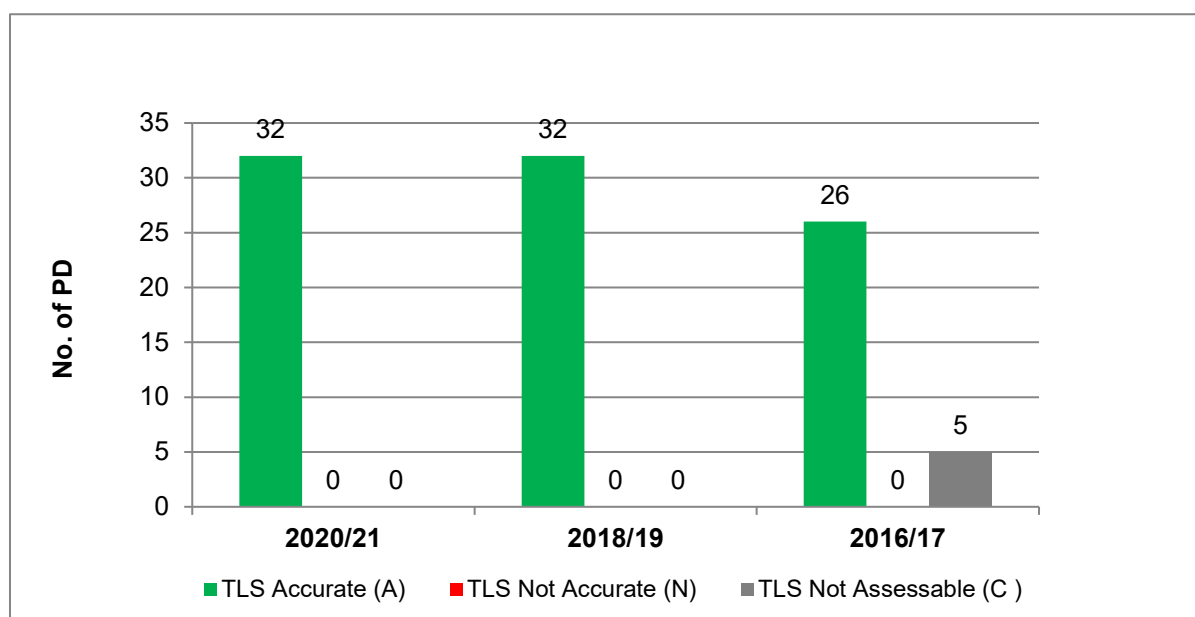
	Accurate		Not Assessable		Not Accurate	
	No. of PD	Per cent	No. of PD	Per cent	No. of PD	Per cent
Accuracy of the TLS	32	100%	0	-	0	-

Source: Compiled by IOD

32. Table 1 above shows the number and percentage of PD that sufficiently, partially or did not meet each criterion out of the 32 PD reviewed. For instance, 30 PD (94 per cent) out of 32 randomly selected PIs were relevant and valuable, one PD was partially relevant and valuable, and one was not relevant and valuable.

33. 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 D: Accuracy of the Traffic Light System (TLS) over the Last Three Biennia



Source: Compiled by IOD

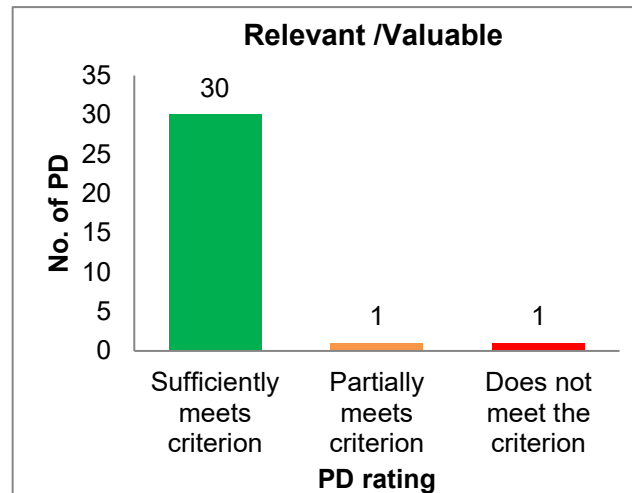
34. Figure D shows the evolution of the accuracy of the TLS over the last three biennia. TLS provides five options: fully achieved, partially achieved, not achieved, not assessable⁴, and discontinued. The validation assessed the accuracy of the reported status of the PI based on PD provided. The results show that like in 2018/19, TLS of all PD were accurate.

(B) VALIDATION OBSERVATIONS BY CRITERION

(i) Relevant/Valuable

35. 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.

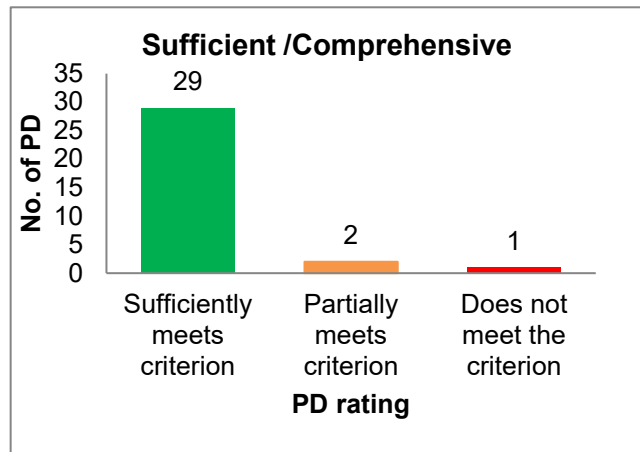
36. The PD for 94 per cent of PIs (30) sufficiently met this criterion whilst one Program's PD partially met the criterion (Program 23), and one did not meet the criterion (Program 4).



(ii) Sufficient/Comprehensive

37. 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.

38. Overall, the PD provided for 91 per cent of PIs (29) was sufficient and comprehensive enough to enable an effective measurement of the selected PIs against the ERs. Two Programs provided PD that partially met the criterion (Programs 23 &30), whilst another Program provided PD that did not meet the criterion (Program 4).

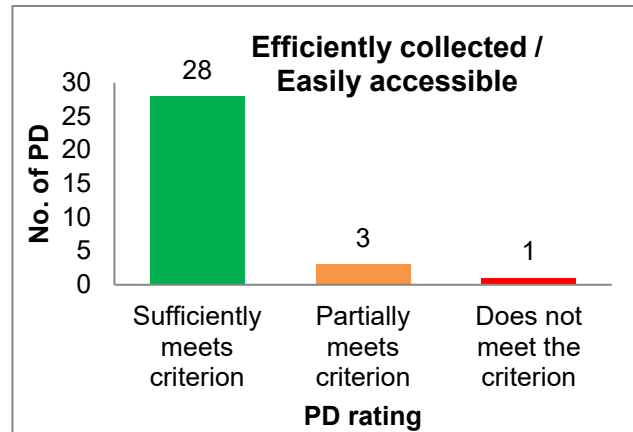


⁴ **Not Assessable** is applied when assessment of the performance is not feasible due to baseline, and target data not having been adequately defined or comparable, or when the PD is insufficient to determine the TLS.

(iii) Efficiently collected/Easily accessible

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

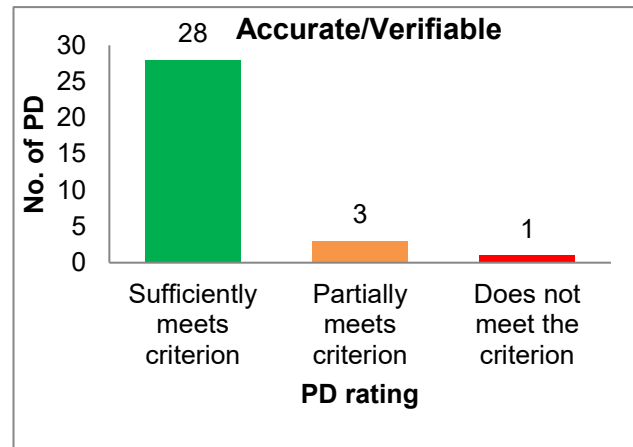
40. The PD provided for 88 per cent of PIs (28) sufficiently met this criterion, as the PIs' owners put in place systems and tools to collect, analyze and report data in an effective and efficient manner. Three PD partially met the criterion (Program 1, 11 & 23), and one did not meet the criterion (Program 4).



(iv) Accurate /Verifiable

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

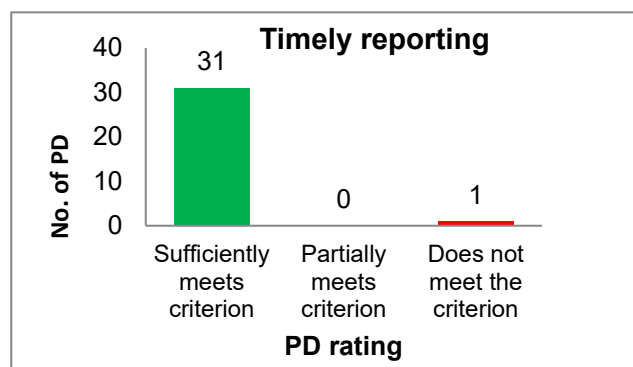
42. The PD provided for 88 per cent of PIs (28) was accurate and verifiable through review of relevant documentation, which in some cases, was available on WIPO's internal and external websites. Three PD were partially verifiable or accurate to report against the PI (Programs 9, 23 & 27), and one PD did not meet the criterion (Program 4).



(v) Timely reporting

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

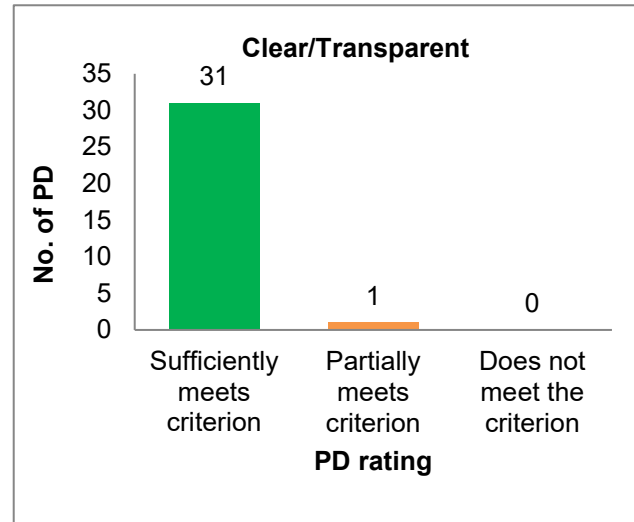
44. Timely reporting of PD and related information was noted in 97 per cent of cases (31), which provided a basis for tracking performance regularly against PIs. One PD failed to meet the criterion (Program 4).



(vi) Clear/Transparent

45. 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.

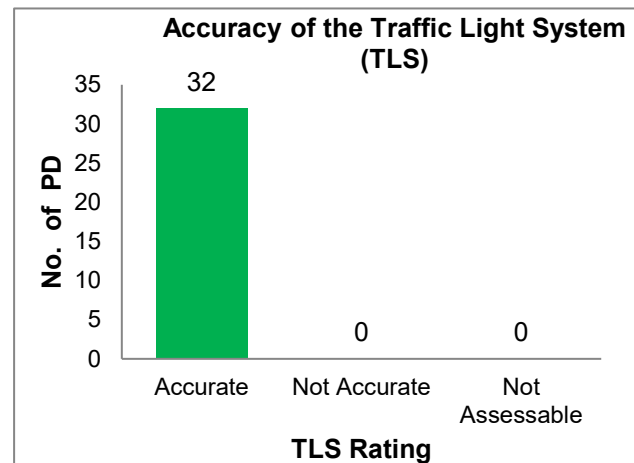
46. Out of the 32 PIs sampled, 97 per cent (31) met the clarity and transparency criteria. Further, while one PD was not available (Program 4), IOD found that the challenges and difficulties encountered to capture the PD were clearly and transparently communicated. Finally, one PD partially met the criterion (Program 20).



(vii) Accuracy of the Traffic Light System

47. 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.

48. The self-assessed rating of the TLS was accurate in all the sampled cases.



5. OVERVIEW OF THE PERFORMANCE FRAMEWORK

49. 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 SMART⁵ 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

50. An overview of PIs across the last three biennia (2016/17, 2018/19, and 2020/21) shows that the evolution of PIs correlates with that of the ER. Accordingly, and as part of the effort to mature the RBM framework, the number of ERs remained stable at 38 in 2020/21, similarly to 2018/19. The number of PIs increased from 279 in 2018/19 to 288 in 2020/21, which is also higher than the number of PIs in 2016/17. Figure E below provides details on the evolution of PI and ERs per Program over three biennia.

51. A review of the PIs reported in the 2020/21 WPR identified two discontinued Performance Indicator Evaluations⁶ (PIEs) set in previous periods. There were 19 PIs and 32 PIEs that were not assessable. The 2020/21 WPR shows that of those 19 PIs, 15 PIs were established in previous periods and four PIs were newly introduced in the 2020/21 biennium. The 32 not assessable PIEs are made up of 11 new 2020/21 PIEs and 21 PIEs from the previous WPRs.

52. IOD notes that PIs continued to be created, reformulated, disaggregated or discontinued for among others, further enhancement, clarity and better linkage to ERs.

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

Program	2016-17 Total PIs	2018-19 Total PIs	2020-21 Total PIs
Prog 1	6	7	7
Prog 2	4	5	5
Prog 3	17	14	10
Prog 4	2	5	4
Prog 5	10	11	11
Prog 6	16	15	15
Prog 7	4	4	4
Prog 8	5	6	6
Prog 9	21	29	32
Prog 10	13	13	14
Prog 11	8	7	5
Prog 12	4	5	5
Prog 13	9	13	13
Prog 14	6	3	8
Prog 15	3	5	5
Prog 16	5	5	7
Prog 17	6	4	4
Prog 18	12	11	8
Prog 19	10	10	13
Prog 20	22	17	18
Prog 21	12	11	16
Prog 22	12	10	12
Prog 23	12	10	10
Prog 24	15	13	14
Prog 25	5	6	5
Prog 26	5	5	5
Prog 27	5	4	5
Prog 28	10	7	7
Prog 29	0	0	0
Prog 30	11	9	6
Prog 31	10	10	9
Prog 32	7	5	5
Total PIs	287	279	288
Total ERs	39	38	38

Source: WIPO Program and Budget 2016/17, 2018/19, and 2020/21

⁵ Specific, Measurable, Achievable, Relevant, and Time-bound.

⁶ 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.

(ii) Quality of Performance Indicators

53. As indicated in previous WPR validation reports, IOD recognizes the added value of output indicators in steering Program activities and tracking immediate effects/results of those activities. However, IOD notes that output indicators 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.

54. While a survey was not conducted during this validation exercise, IOD engaged with different Managers and other staff members responsible for PIs as part of the validation process.

55. The internal stakeholders, who were engaged by IOD, continue to highlight the quality and relevance of indicators. The remarks were centered on, among others:

(a) The Programs' ability or inability to influence the PI because achievement is dependent on a third party;

(b) Instances where the PI has been modified across biennia resulting in changes in PD; and

(c) The limited value that some PIs might have in measuring performance because they focus on quantitative and not qualitative aspects of services. IOD also identified a case where improvement is needed in identifying initiatives that can be considered as performance data (Program 20). It is important that the focus be on quality, relevance and contribution of these initiatives rather than solely on their number.

56. IOD continues to encourage Programs, which identify PIs that are not well designed or adequately linked to ERs, to proactively work with PPBD to address these cases.

(iii) Targets and Baselines

57. 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. IOD noted that when reviewing baselines associated with unique PIs (288), there were 229 baselines and 35 targets that have been updated in the 2020/21 WPR.

58. The validation of the sample of PD for their respective PIs identified instances where the targets were set lower than baselines. These instances occur because the Organization sets thresholds as it is unreasonable to continuously increase targets. For example, a target of 85 per cent satisfaction rating in surveys is considered as fully achieved regardless if the last baseline was higher than the target. Going forward and for clarity, PPBD will use the term "reference point" in lieu of "baseline" to indicate such instances. Further, there was one instance where the target has remained constant for three biennia (Program 7).

59. While acknowledging the ongoing work on setting baselines and targets, IOD would emphasize that targets are a key component in measuring and gauging progress towards the achievement of PIs and ERs.

6. WPR VALIDATION CONCLUSIONS

60. Although the results of the 2020/21 validation of PD from 32 randomly selected PIs are slightly lower than those of 2018/2019, they remain commendable when considering the context

of the COVID-19 pandemic, which affected 2020 and 2021. Overall, the validation exercise reaffirmed continuous improvements in the Organization's RBM framework, and emphasized the efforts made by Programs to continue to perform and deliver while facing the challenges brought about by the pandemic. The observations that follow stem from among others, the validation of PD, the overview of PIs against the SMART criteria and RBM precepts, discussions with Programs, and review of relevant documentation including previous reports.

(A) CALCULATION OF HRMD RECRUITMENT LEAD-TIME PERFORMANCE INDICATOR

61. The calculation of the recruitment lead-time PI is based on the number of weeks from the publication of the competition to the finalized selection decision in a given calendar year. Further, the calculation is based on fixed-term competitions only. Over time and due to extenuating circumstances, there has been an evolution in the PD for the PI. For example, since the PI was defined and its measurement criteria set, HRMD introduced recruitments from the Reserve lists. These lists have helped reduce the recruitment lead-time, particularly for filling generic posts. In addition, discussions with HRMD indicate that the use of these lists and inclusion in calculating the lead time is aligned with recruitment practices in the United Nations common system.

62. Therefore, to enhance relevance and accuracy of the performance data for the PI, HRMD should revise the definition of the recruitment lead time, to align with the current practice. Further, the efficiency of reporting on the indicator can be enhanced by making appropriate changes to the reporting capabilities of the recruitment system.

63. Going forward, HRMD has indicated that the PI was not carried forward to the 2022-2023 biennium, and will be reported to relevant internal stakeholders and included as part of the HRMD reports.

(B) CONTINUED ENHANCEMENT OF THE RBM FRAMEWORK

64. With the publication of the MTSP for 2022-2026, and the introduction of the four Strategic Pillars and Foundation, the Results Framework of WIPO has significantly shifted, with a 58 per cent decrease in the number of ERs, and a 73 per cent decrease in the number of PIs in the 2022/23 framework. As a consequence, the RBM Framework of WIPO has been streamlined to focus on relevant metrics that measure progress towards the achievement of the Strategic Pillars and Foundation.

65. IOD would emphasize on the opportunity to ensure that PIs that have been retained or developed in this restructured Results Framework be fully relevant and strike a balance between measuring outputs, outcomes, and impact. Further, and as indicated during discussions with stakeholders, the Organization needs to continue to establish measures to further enhance tools and systems to support capturing PD, and promote information sharing as an enabler for further efficiency and effectiveness. Furthering an institutionalized culture of knowledge remains a critical success factor.

66. 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 tools to support data collection and knowledge sharing across the Organization.

7. WPR VALIDATION RECOMMENDATION

67. IOD makes the following recommendation:

Recommendation
<p>The Human Resources Management Department (HRMD) should, in coordination with relevant internal stakeholders, redefine the Recruitment Lead Time Performance Indicator to align with current practices, and enhance the reporting capability within the recruitment system to efficiently generate data for this indicator.</p> <p>(Priority: Medium)</p>

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
<p>[WPR 2016/17] Recommendation 1 (a)</p> <p>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 - <i>Participants in WIPO workshops who apply the skills learned in their work</i> - 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.</p>		<p>This recommendation is no longer applicable, because this performance indicator has been discontinued in the 2022/23 biennium</p>

ACKNOWLEDGMENT

IOD wishes to thank all relevant WIPO colleagues for their assistance, and cooperation during this assignment; in particular within the challenging context of the COVID-19 pandemic.

Prepared by: Mr. Adan Ruiz Villalba, Mr. Alain Garba, Ms. Julia Engelhardt, Mr. Dainis Reinieks, Mr. Bevan Chishimba and Ms. Veridiana Mansour Mendes

Reviewed and Approved by: Mr. Rajesh Singh, Director IOD

TABLE OF RECOMMENDATIONS

No.	Recommendations	Priority	Person(s) Responsible	Other Stakeholder	Management Comments and Action Plan	Deadline
1.	The Human Resources Management Department (HRMD) should, in coordination with relevant internal stakeholders, redefine the Recruitment Lead Time Performance Indicator to align with current practices, and enhance the reporting capability within the recruitment system to efficiently generate data for this indicator.	Medium	Manager, Employee Experience Unit	Enterprise Solutions Division	<ul style="list-style-type: none"> i. Investigate options to capture the recruitment from reserve list within recruitment system ii. Adjust definition of RLT to adequately capture initiation of recruitment, either through vacancy announcement or through the use of a reserve list. 	31.12.2022















ANNEXES

Annex I.	VALIDATION ASSESSMENTS INCLUDING RATING
Annex II.	DEFINITION OF VALIDATION CRITERIA
Annex III.	RANDOM SAMPLING MEETINGS
Annex IV.	VALIDATION FRAMEWORK















[Annexes follow]

ANNEX I – VALIDATION ASSESSMENTS INCLUDING RATING















Program 1 Performance Indicator (PI): No. and % of Member States satisfied with the legislative and policy advice provided.

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		Performance Data (PD) is relevant because it measures contribution toward tailored and balanced IP legislative, regulatory, and policy frameworks. The data is used for making any necessary adjustments to the services provided when needed. The PD is valuable because the feedback received via the surveys improves the delivery of services and identifies future needs or follow-up activities.		
1.b.	Sufficient/comprehensive		The PD captures the data gathered through the surveys by WIPO programs and summarizes the results concisely. The Program has consistently tried to gather feedback. Unfortunately, the population sample of respondents has resulted in less than 50 per cent. Considering the size of the respondents, it is statistically advisable in the future to aim for a minimum of 50 per cent of the countries being served.		
1.c.	Efficiently collected/easily accessible		The PD is easily accessible on request. The filing system is very well organized and easy to navigate. Nevertheless, the Program could benefit from upgrading its data-gathering processes and systems, as the current process increases the workload unnecessarily.		
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the available records.		
1.e.	Timely reporting		The PD and the feedback received from the survey are shared regularly and in a timely manner with those in charge of implementing the activities to take action.		
1.f.	Clear/transparent		The PD 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		No comments		















Program 2 Performance Indicator (PI): No. of ratifications/accessions to the Singapore Treaty.

1. Assessment of Performance Data (PD)			
Rating:			
	Sufficiently meets criteria		Partially meets criteria
	Does not meet the criteria		
	<i>Criteria for PD</i>		<i>Comments/data limitations</i>
1.a.	Relevant/valuable		The PD is relevant and valuable because it supports what the Organization is aiming to achieve, i.e., increase the number of new accessions/ratifications to the Singapore treaty.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive because it shows the number of new accessions/ratifications to the Singapore Treaty.
1.c.	Efficiently collected/easily accessible		The PD is easily accessible and verifiable by relevant stakeholders. Further, there is an appropriate system to record the data on accessions/ratifications to the treaty.
1.d.	Accurate/verifiable		The PD is accurate and verifiable.
1.e.	Timely reporting		The PD is regularly reported to relevant stakeholders, i.e., as part of the report on the annual work plan and biennially for reporting to the Member States. Further, the Organization informs the Member States, <i>via</i> Circulars, on new accession/ratification.
1.f.	Clear/transparent		The PD is transparent and reported in an open, factual, and clear manner to relevant stakeholders, such as the Member States.
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 rating reported as “Not achieved” is Accurate.
2.b.	Program Comments		No comments















Program 3 Performance Indicator (PI): Progress in the implementation of agreed work according to the SCCR agenda.

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		Performance Data (PD) is relevant because it measures contribution toward enhanced cooperation among Member States on the development of balanced international normative frameworks for IP. The PD is valuable as it is reported beyond the WPR and used to report and guide the work of the SCCR. Progress on implementation shows a commitment from the Member States to advance on the agenda items.
1.b.	Sufficient/comprehensive		The data used to report against the PI is comprehensive and sufficiently reported in official WIPO documents. The agreed work from 2019 can be found in the Chair's summary for SCCR/39, and the summaries from 2020 and 2021 related to what was done at SCCR/40 and SCCR/41. Progress on the implementation of agreed work is reported annually to the SCCR and published in the Summary by the Chair. In addition, progress is also reported to the Assemblies of WIPO Member States, like a list of the Decisions 2021, Item 13, page 7.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected and easily accessible on the WIPO website under the following links: SCCR Summary of the Chair https://www.wipo.int/edocs/mdocs/copyright/en/sccr_39/sccr_39_summary_by_the_chair.pdf https://www.wipo.int/edocs/mdocs/copyright/en/sccr_40/sccr_40_summary_by_the_chair.pdf https://www.wipo.int/edocs/mdocs/copyright/en/sccr_41/sccr_41_summary_by_the_chair.pdf Assemblies of Member States – List of Decisions https://www.wipo.int/export/sites/www/about-wipo/en/assemblies/pdf/2019_decisions.pdf https://www.wipo.int/export/sites/www/about-wipo/en/assemblies/pdf/2020_decisions.pdf https://www.wipo.int/export/sites/www/about-wipo/en/assemblies/pdf/2021_list_decisions.pdf
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the available records.
1.e.	Timely reporting		The PD is reported in a timely manner to the Assemblies of the Member States and the SCCR.
1.f.	Clear/transparent		The PD 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.
3. 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		No comments















Program 4 Performance Indicator (PI): No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire.

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		Due to the pandemic, all relevant activities took place on-line during the biennium. In such circumstances, overall, use of multiple-choice questionnaires (MCQ) has proven challenging, while the constraints affecting their implementation are beyond WIPO's control, and therefore MCQ were not implemented. Online assessment of online activities through MCQ seemed less credible than assessments conducted in a physical environment. The learning environment of the participants could not guarantee that the content of information be conveyed to all of them without undue disruptions, particularly for those activities that benefitted indigenous peoples and local communities. Among the reasons are unstable internet connection or conditions proper to the place where the participants were connected. Some activities that involved several sessions of training were attended in a fluctuant way because they took place on-line.		
1.b.	Sufficient/comprehensive		PD could not be gathered		
1.c.	Efficiently collected/easily accessible		The process of gathering this data in the existing environment was not feasible. The PI has been removed from the PWB 2022/23.		
1.d.	Accurate/verifiable		PD could not be gathered		
1.e.	Timely reporting		PD could not be gathered.		
1.f.	Clear/transparent		Despite the absence of PD, the business unit has informed the Organization of the challenges clearly and transparently.		
1.g.	Conclusion on PD		Based on the absence of PD, 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 absence of data, the self-assessment rating reported as "Not assessable" is accurate.		
2.b.	Program Comments		No comments		















Program 5 Performance Indicator (PI): Timeliness of Report Translation.

1. Assessment of Performance Data (PD)			
Rating:			
 Sufficiently meets criteria  Partially meets criteria  Does not meet the criteria			
	<i>Criteria for PD</i>		<i>Comments/data limitations</i>
1.a.	Relevant/valuable		The PD is relevant and valuable because it supports what the Organization is aiming to achieve, i.e., measuring the timeliness of report translation.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive because it shows the extent of progress made against the performance measure. The relevant data is available to make a comprehensive analysis of the timeliness of report translation.
1.c.	Efficiently collected/easily accessible		The PD is easily accessible and verifiable by relevant stakeholders. Further, there is an appropriate system to capture, record and analyze the data on the timeliness of report translation.
1.d.	Accurate/verifiable		The PD is accurate and verifiable.
1.e.	Timely reporting		The PD is regularly reported to relevant stakeholders.
1.f.	Clear/transparent		The PD is reported in a transparent, open, and clear manner to relevant stakeholders.
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 “Fully achieved” and “Not Achieved” for the PIE in 2020 and 2021 respectively, are accurate.
2.b.	Program Comments		No comments















Program 6 Performance Indicator (PI): Quality of Software Development (QSD).

1. Assessment of Performance Data (PD)			
Rating:			
	Sufficiently meets criteria		Partially meets criteria
			Does not meet the criteria
	<i>Criteria for PD</i>		<i>Comments/data limitations</i>
1.a.	Relevant/valuable		The PD is relevant and valuable. It provides details on what the Organization is aiming to achieve according to the performance measures on the quality of software development.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. The data shows a comparison of the proportion of software delivered that met the specified requirements upon first release, and the software that required re-work because of errors that were not detected as part of the normal validation procedures.
1.c.	Efficiently collected/easily accessible		The PD is accessible and verifiable by relevant stakeholders. There is an automated system to record and report on the quality of software development metrics.
1.d.	Accurate/verifiable		The PD is accurate and verifiable. The supporting documents provided are verifiable and allow for quantitative analysis.
1.e.	Timely reporting		A summary of the QSD metric is published in the WIPO Performance Report.
1.f.	Clear/transparent		The PD is transparent and reported in an open and clear manner to relevant stakeholders.
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 "Fully achieved" is accurate.
2.b.	Program Comments		No comments






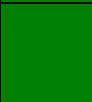







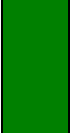
Program 7 Performance Indicator (PI): No. of UDRP based gTLD and ccTLD cases administered by the Center.

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		Performance Data (PD) is relevant to report on the Arbitration Center's contribution to effective IP protection and inform its stakeholders via a dedicated WIPO website section. The WIPO website provides information on the cases administered on the basis of the Uniform Domain Name Dispute Resolution Policy (UDRP) as follows: <ul style="list-style-type: none"> • WIPO Domain Name Decisions (gTLD), and • Country Code Top Level Domains (ccTLD) 		
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report against the PI. Detailed information is published on the WIPO website. The indicator has been slightly modified in 2020/2021. A slightly modified version of this indicator has been included in the PWB 2022/23		
1.c.	Efficiently collected/easily accessible		PD for reporting against the PD is efficiently collected and easily accessible under the WIPO website's Domain Name Dispute Resolution Services. https://www.wipo.int/amc/en/domains/casesx/all.html		
1.d.	Accurate/verifiable		The PD is accurate and easily verifiable as it is available on the WIPO website.		
1.e.	Timely reporting		The PD of administered cases is reported and updated regularly.		
1.f.	Clear/transparent		The PD 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		No comments		















Program 8 Performance Indicator (PI): DA principles and activities related to its implementation are integrated across WIPO programs.

1. Assessment of Performance Data (PD)			
Rating:			
	Sufficiently meets criteria		
			
		Does not meet the criteria	
	Criteria for PD		Comments/data limitations
1.a.	Relevant/valuable		Performance Data (PD) is relevant because it measures the number of programs involved in mainstreaming DA recommendations and contributing to the implementation of the CDIP activities. In addition, the data is being reported to the CDIP. The same PD has been reported for the last eight years because the target was reached. Continued reporting on achieved targets does not add additional value to the users. The rating is green as the Program has complied with what it was asked, and the indicator has been discontinued for 2022/2023.
1.b.	Sufficient/comprehensive		The PD captures the data provided by WIPO Programs and summarizes the data reported in the WIPO Performance Report (WPR) in a succinct manner facilitating a comprehensive assessment.
1.c.	Efficiently collected/easily accessible		The PD is directly linked to data contained in the WPR and the Director General's Report on the Implementation of the DA. The data on the records can be accessed via the WIPO website: https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/wpr_2018_2019.pdf https://www.wipo.int/meetings/en/topic.jsp?group_id=241
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the WIPO public website.
1.e.	Timely reporting		The PD is reported to the Committee on Development and Intellectual Property (CDIP) as required, and published annually on the WPR.
1.f.	Clear/transparent		The PD can be consulted on the public website and other WIPO meeting reports mentioned above.
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		No comments















Program 9 Performance Indicator (PI): No. of countries that are revising their 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 and valuable to report on the PI, as it demonstrates both the presence and the absence of countries revising their IP strategies in the period of reference.
1.b.	Sufficient/comprehensive		The PD is sufficient to report progress on the PI. It allows for a comprehensive assessment of progress made against the targets.
1.c.	Efficiently collected/easily accessible		The PD is efficiently collected through informal and formal exchanges, both within WIPO and with Member States. It is easily accessible upon request.
1.a.	Accurate/verifiable		Although relevant, the documents provided to support the PD caused a few uncertainties about its accuracy. It was necessary to conduct additional desk research and consultations to verify the data, perform the analysis and complete the validation.
1.b.	Timely reporting		Overall, the PD is reported timely and the supporting information is produced regularly.
1.c.	Clear/transparent		Data was reported in a neutral and factual manner. The PD was based on documentary evidence. The available information enabled independent validation.
1.d.	Conclusion on PD		Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.
1. 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 “Fully achieved” (Africa) and “Not achieved” (Arab region, Asia and the Pacific, and Latin America and the Caribbean) are accurate.
2.b.	Program Comments		No comments















Program 10 Performance Indicator (PI): No. of established partnerships.

2. 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 to report on the PI. It demonstrates the total number of partnerships established in the period, as required by the PI.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report progress on the PI. In addition to demonstrating the number of partnerships established in the period, it indicates their distribution by year and regional group.
1.c.	Efficiently collected/easily accessible		The PD is efficiently collected through formal documents such as MoU and cooperation agreement. These documents can be accessed upon request. While the current process for data storage/recording is adequate <i>vis-à-vis</i> the volume, the Program could benefit from an organization-wide mechanism for systematic data storage, recording and analysis.
1.d.	Accurate/verifiable		The PD is accurate for its intended use. It is backed up with clear documentation from which it is possible to extract both quantitative and qualitative information. The PI is objective in nature, which in turn minimizes biases around the PD.
1.e.	Timely reporting		Information backing up the PD is produced regularly and timely, following on from the establishment of partnerships.
1.f.	Clear/transparent		Data was reported in a clear and factual manner. The PD was based on documentary evidence, and the information provided was compiled and presented in a manner that enabled independent validation.
1.g.	Conclusion on PD		Based on the assessment of the information provided, it can be concluded that the PD sufficiently meets the criteria.
3. 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		TDC will continue its work in line with the Expected Results and Performance Indicators and will track performance data. The Division also agrees with the comments under criteria 1.c. “Efficiently collected/easily accessible”, that the Program could benefit from an organization-wide mechanism for systematic data storage, recording and analysis for MoUs and cooperation agreements.







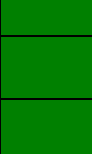







Program 11 Performance Indicator (PI): % of trainees who are satisfied with WIPO Academy's Professional Development Program (PDP) training programs.

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 to report on the PI, as it shows the percentage of trainees who were satisfied with WIPO's Academy PDP training programs. The Program uses the feedback received through the questionnaires to improve design and deliverable of the training programs.
1.b.	Sufficient/comprehensive		The PD is sufficient to report progress on the PI; this includes both the quantity and the quality of the data. The information collected allowed the Program to make a comprehensive assessment to report against the target. Efforts to increase response rates were noted.
1.c.	Efficiently collected/ easily accessible		The PD was accessible upon request. However, the absence of an automated process for data collection, collation and analysis in 2021 caused some unnecessary burden on the Program, and consequently delayed the validation process; this issue has already been addressed in 2022.
1.d.	Accurate/verifiable		The PD is accurate and can be verified through the various responses provided by participants, both individually and aggregated by training.
1.e.	Timely reporting		Information backing up the PD is produced regularly and timely, facilitating its use for decision-making purposes.
1.f.	Clear/transparent		The PD was reported in a transparent manner and based on documentary evidence. The information provided was presented in a way that enabled independent validation.
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		No comments








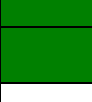
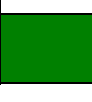




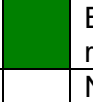
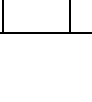
Program 12 Performance Indicator (PI): Successful preparation of transition to ST.26.

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 to report on the PI, as it registers the Offices preparing to use the ST.26 tool. The documentation provided also include names and contacts of focal points within these Offices, thus serving as a valuable database.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report progress on the PI; this includes both the quality and the quantity of the data.
1.c.	Efficiently collected/easily accessible		The PD is efficiently collected following from the Program's collaboration with IPOs, and easily accessible upon request.
1.d.	Accurate/verifiable		The PD is accurate for its intended use. The PD is easily verifiable through the documentation provided.
1.e.	Timely reporting		Information backing up the PD was produced regularly and timely to report on the PI; limitations have been acknowledged.
1.f.	Clear/transparent		The PD was based on documentary evidence, and data was reported in an open, clear, factual and coherent manner. Changes and limitations were explained, reported and documented; e.g. the postponement of the big-bang implementation date of WIPO Standard ST.26 at national, regional and international levels, as agreed by the General Assemblies .
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 "Not achieved" is accurate.
2.b.	Program Comments		No comments















Program 13 Performance Indicator (PI): No. of records contained in PATENTSCOPE.

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 because it measures the number of records contained in the PATENTSCOPE database which provides access to international Patent Cooperation Treaty (PCT) applications on the day of publication, as well as to patent documents of participating national and regional patent offices.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive because it captures cumulative number of records in PATENTSCOPE which facilitates comprehensive assessments to be made from one year to the next.
1.c.	Efficiently collected/ easily accessible		The PD is directly linked to the number of records contained in PATENTSCOPE. The data on the records can be accessed via the WIPO website: https://patentscope.wipo.int/search/en/help/data_coverage.jsf
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the WIPO public website: https://patentscope.wipo.int/search/en/help/data_coverage.jsf
1.e.	Timely reporting		The PD is published annually on the website, and WIPO Annual meeting reports.
1.f.	Clear/transparent		The PD can be consulted on the public website along with other WIPO meeting reports: https://patentscope.wipo.int/search/en/help/data_coverage.jsf
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		No comments










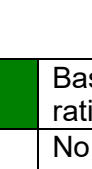




Program 14 Performance Indicator (PI): Average no. of users serviced by TISCs per annum.

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	 Performance Data (PD) is relevant and valuable as it allows assessing the dynamics of the demand on TISCs services and also the performance trends of TISCs.
1.b.	Sufficient/comprehensive	 The PD captures the data from TISCs surveys and progress and needs assessment questionnaires and summarizes the results concisely.
1.c.	Efficiently collected/easily accessible	 The PD appears to be efficiently collected and it is easily accessible on request.
1.d.	Accurate/verifiable	 The PD is accurate and verifiable through the available records.
1.e.	Timely reporting	 The data was obtained and processed in a timely manner.
1.f.	Clear/transparent	 The PD 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	 No comments















Program 15 Performance Indicator (PI): No. of Offices using the IPAS suite of applications.

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 provides the number of countries that use the IPAS suit, which is aimed at helping IP offices deliver better services to their stakeholders. The PD is relevant in showing progress in terms of geographical coverage of users of the suit of applications.
1.b.	Sufficient/comprehensive		The PD can be captured in relevant documents such as mission and status reports, which outline and provide information on project activities and timelines to go-live.
1.c.	Efficiently collected/ easily accessible		The PD is recorded on a spreadsheet. Country information can be found in the WIKI workspace of the IP Office Business Solutions Division, and information on usage by region is graphically presented on the WIPO website: https://www.wipo.int/global_ip/en/activities/ip_office_business_solutions/
1.d.	Accurate/verifiable		The PD is based on verifiable documentation in the form of mission and project status reports, and can be further supported by internal communication on service levels and support tickets that corroborate the use of the applications of the suit.
1.e.	Timely reporting		The PD is used for reporting internally (monthly), to relevant organizational stakeholders (quarterly), and to Member States (annually).
1.f.	Clear/transparent		The PD is recorded in a clear and transparent manner. Information on usage by region is graphically presented on the WIPO website: https://www.wipo.int/global_ip/en/activities/ip_office_business_solutions/
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		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 Achieved" is accurate.
2.b.	Program Comments		No comments






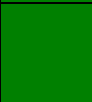








Program 16 Performance Indicator (PI): No. of downloads of economic studies.

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 evidences the total number of downloads of development-related economic studies in the period. The PD is also valuable; it is used to guide the Program's strategy to communicate and disseminate the studies produced.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report progress on the PI. The studies within the scope of analysis were selected based on clear criteria. In addition to presenting the total number of downloads of these studies (metadata), the PD includes the number of downloads per month.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected through web analytics and easily accessible at WIPO Digital Analytics Dashboard - Department for Economics and Data Analytics
1.d.	Accurate/verifiable		The PD is accurate for its intended use and easily verifiable through the WIPO Analytics Dashboard. It is backed up with publicly available evidence.
1.e.	Timely reporting		Information backing up the PD is extracted on a monthly basis.
1.f.	Clear/transparent		Data was reported in a clear and factual manner. The PD was based on evidence, and the information provided was compiled and presented in a manner that enabled independent validation. Limitations concerning data tracking were acknowledged.
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 "Not achieved" is accurate.
2.b.	Program Comments		No comments















Program 17 Performance Indicator (PI): Level of satisfaction of participants in WIPO training and capacity-building activities.

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 to report on the PI. In addition to using the WIPO Seminar/Workshop End-of-Course Evaluation Questionnaire to collect feedback from participants in a coherent manner, the Program breaks down the “level of satisfaction” into relevance and usefulness.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report progress on the PI; this includes both the quality and the quantity of data collected (response rate) and the methodology used for data analysis.
1.c.	Efficiently collected/easily accessible		The PD is efficiently collected through a structured process and it is easily accessible upon request. The Program complies with the Customer Experience Section’s process . The Program followed its own methodology for data analysis to report against the PI.
1.d.	Accurate/verifiable		The PD is accurate for its intended use. The questionnaire captured satisfaction in various aspects; e.g., design, organization and content. Most of the questions were close-ended, yet participants could provide qualitative comments. Biases could not be reduced entirely since the PI is subjective in nature. The PD is easily verifiable through the various responses provided by participants, both individually and aggregated by aspects/activities.
1.e.	Timely reporting		Information backing up the PD is produced regularly and timely. The online questionnaire is shared with participants right after the training/capacity building activity, remaining active for a few days. The Program receives the data once the questionnaire is closed.
1.f.	Clear/transparent		Data was reported in an open, clear, factual and coherent manner. The PD was based on documentary evidence, and the information provided was compiled and presented in a manner that enabled independent validation. Both the questionnaire and the process for data collection followed WIPO standards. Calculations and related methodologies were presented.
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		No comments















Program 18 Performance Indicator (PI): Increased integration of food security into WIPO GREEN.

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	 Performance Data (PD) is relevant because it reports progress towards knowledge transfer, technology adaptation, and diffusion from developed to developing countries, particularly least developed countries, to address global challenges. In addition, stakeholders have access to helpful information on the WIPO Green about the users' needs and solutions.
1.b.	Sufficient/comprehensive	 The PD cannot be compared with previous WPRs as the PI was included for the first time in 2020/2021. However, the PD is detailed and recorded in the WIPO Green online database.
1.c.	Efficiently collected/easily accessible	 The PD is efficiently collected and automated. It is also easily accessible on the WIPO Green website: Wipogreen Database
1.d.	Accurate/verifiable	 The PD is accurate, and records were verifiable.
1.e.	Timely reporting	 The WIPO Green database is updated in real-time. As a result, the PD is timely reported to its stakeholders.
1.f.	Clear/transparent	 The records provided in the WIPO Green database are clear and reported 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	No comments















Program 19 Performance Indicator (PI): Engagement: Positive interaction with WIPO on social and digital media.

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		Performance Data (PD) is relevant because it reports on the contribution towards more effective communication to a broad and diverse public about IP and WIPO's role. In addition, the PD is valuable because it provides feedback on: <ul style="list-style-type: none"> • how to present content to WIPO's audience, and; • what resonates with the WIPO audience. The PD guides WIPO on the choice of content of interest to the audience.
1.b.	Sufficient/comprehensive		The PD is sufficiently detailed, and the records are comprehensive. The Program has been reporting against this PI for at least six years, making it easy to track progress.
1.c.	Efficiently collected/easily accessible		The PD is automatically generated by Twitter's built-in analytics and is easily accessible on request.
1.d.	Accurate/verifiable		The PD is accurate, and records are sufficiently comprehensive, facilitating the verification process.
1.e.	Timely reporting		The PD is reported in a timely manner to the necessary WIPO staff. When necessary, the business unit shares qualitative/quantitative data with other relevant business units.
1.f.	Clear/transparent		The PD 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		No comments















Program 20 Performance Indicator (PI): No. of WIPO initiatives in partnership with UN and other IGOs for the implementation of the SDGs.

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		<p>Performance Data (PD) is relevant because it reports on the contribution towards WIPO's effective interaction and partnering with the UN and other IGO processes and negotiations.</p> <p>The PD is valuable because it reports to different audiences, including the Development Agenda Program, Member States, and WIPO decision-makers.</p>
1.b.	Sufficient/comprehensive		The PD shared with IOD to report against the PI is summarized in a document with its respective records. Progress can be traced consistently for the last six years. Records are detailed and sufficient.
1.c.	Efficiently collected/easily accessible		As the number of initiatives is small, the current reporting is managed efficiently. Records are easily accessible on request. As the data on each initiative shows the excellent work WIPO is doing in collaboration with other partners, it would be worth publicizing available data on the WIPO website.
1.d.	Accurate/verifiable		The PD is accurate, and records can be easily verified.
1.e.	Timely reporting		The PD is reported in a timely manner to the necessary counterparts.
1.f.	Clear/transparent		The PD is reported as transparent. It is advisable to clarify what is considered under an initiative in the future.
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		No comments















Program 20 Performance Indicator (PI): % of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development.

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 to report on the PI, as it shows the percentage of beneficiaries of EOs' activities with enhanced understanding of IP policies and IP development. Some EOs have demonstrated the use of the feedback received from participants to improve their programs.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to report progress on the PI.
1.c.	Efficiently collected/ easily accessible		Overall, data collection and analysis have been efficient across the EOs, with some of them having progressively and systematically adopted online tools/platforms to automate the process. The PD is easy to access despite the number of EOs and Sectors involved.
1.d.	Accurate/verifiable		The PD is generally accurate. Although verifiable through the various responses provided by participants of EO's activities, both individually and aggregated by activity, the validation of the PD would have been completed faster should all the Sectors involved have adopted a more coordinated approach in terms of data recording, analysis and reporting.
1.e.	Timely reporting		Information backing up the PD at large was produced regularly and timely for reporting on the PI; i.e. generally from one to six weeks after the conclusion of the activity.
1.f.	Clear/transparent		Data was reported in a transparent manner and based on documentary evidence. However, clarity should be improved. Communication on and documentation of methodological choices and limitations have been uneven across the EOs. This, in turn, prevented a more comprehensive assessment of consistency across the set of PD reported.
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 ratings reported as "Fully achieved" (WBO, WOC, WJO, WRO and WSO), "Partially achieved" (WAO) and "Not assessable" (WNO) are accurate.
2.b.	Program Comments		No comments















Program 21 Performance Indicator (PI): % of queries for legal advice and services that receive prompt responses from OLC.

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		Performance Data (PD) is relevant and valuable as it allows assessing the ability of the OLC to timely response to queries.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. PD is based on different registers such as, among others, Administrative Law Case List, Register of Requests for Legal Advice, List of Accessions, and Paper Files Tracking Lists.
1.c.	Efficiently collected/ easily accessible		The PD appears to be efficiently collected and it is easily accessible on request.
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the available records. IOD notes that while some queries have clear and explicit deadlines, for some legal questions and issues it's rather difficult to estimate their processing time. OLC seems to set reasonable response deadlines.
1.e.	Timely reporting		The data was obtained and processed in a timely manner.
1.f.	Clear/transparent		The PD 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		No comments







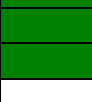
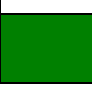






Program 22 Performance Indicator (PI): Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States.

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		Performance Data (PD) is relevant and valuable as it allows assessing if Management and Member States receive necessary reporting on timely basis.		
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. PD is based on monthly reporting deadlines and the information whether the deadline was met.		
1.c.	Efficiently collected/easily accessible		The PD appears to be efficiently collected and it is easily accessible on request.		
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the available records.		
1.e.	Timely reporting		The data was obtained and processed in a timely manner.		
1.f.	Clear/transparent		The PD 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 "Not achieved" is accurate.		
2.b.	Program Comments		No comments		















Program 23 Performance Indicator (PI): Recruitment lead time

1. Assessment of Performance Data (PD)			
Rating:			
	Sufficiently meets criteria		Partially meets criteria
	Does not meet the criteria		
	<i>Criteria for PD</i>		<i>Comments/data limitations</i>
1.a.	Relevant/valuable		The PD is partially relevant and valuable. Some data included does not support an accurate assessment of the Performance Indicator (PI).
1.b.	Sufficient/comprehensive		The PD is partially meets the criteria of being sufficient and comprehensive.
1.c.	Efficiently collected/easily accessible		The PD partially meets the criteria. Whilst the data can be efficiently extracted from the recruitment system, it is still subject to analysis and manipulation in Microsoft Excel sheets. There are opportunities to optimize the system to facilitate efficient extraction and analysis of data. This would result in the data being more reliable, accurate and less susceptible to manual interventions and errors.
1.d.	Accurate/verifiable		The PD is partially accurate. The definition of the PI needs to be revised to incorporate recruitments from the Reserve list, as they are factored into the calculation of the lead-time.
1.e.	Timely reporting		The PD is regularly reported to relevant stakeholders. There are dashboards on recruitment and regular reports are shared with Management and relevant stakeholders.
1.f.	Clear/transparent		The PD is clear and transparent. The supporting documents for the manual interventions to adjustments in the recruitment lead time are available for verification.
1.g.	Conclusion on PD		Based on the assessment of information provided, it can be concluded that the performance data partially 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 “Partially achieved” is accurate.
2.b.	Program Comments		No comments















Program 24 Performance Indicator (PI): Improved physical access to the WIPO Campus.

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		Performance Data (PD) is relevant and valuable as it allows assessing the level of implementation of the Roadmap on the implementation of accessibility measures at WIPO Campus.		
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. PD is based on reporting, consolidated in the “WIPO Campus - Implementation of accessibility measures” document.		
1.c.	Efficiently collected/easily accessible		The PD appears to be efficiently collected and it is easily accessible on request.		
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the available records.		
1.e.	Timely reporting		The data was obtained and processed in a timely manner.		
1.f.	Clear/transparent		The PD 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 “Partially achieved” is accurate.		
2.b.	Program Comments		No comments		















Program 25 Performance Indicator (PI): ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology.

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. The data covers the significant aspects of the performance expressed in the PI.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive because it shows the progress made against the performance measures.
1.c.	Efficiently collected/easily accessible		The PD is accessible and verifiable by relevant stakeholders. There is a system to record and report the progress in developing and implementing ICT systems against the stipulated standards.
1.d.	Accurate/verifiable		The PD is accurate and verifiable. The supporting documents provided are verifiable and allow a qualitative and quantitative analysis.
1.e.	Timely reporting		The PD is regularly reported to relevant stakeholders.
1.f.	Clear/transparent		The PD is transparent and reported in an open, factual, and clear manner to relevant stakeholders.
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 "Fully achieved" is accurate.
2.b.	Program Comments		No comments















Program 26 Performance Indicator (PI): No interference and perceived independence by key stakeholders.

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, to determine the level of no interference by key stakeholders and clients of IOD, and to support independence requirements of the Internal Oversight Charter and the relevant Standards.
1.b.	Sufficient/comprehensive		The PD contributes to explain from diverse perspectives, the requirement of independence attributed to the oversight function, and required by the relevant standards.
1.c.	Efficiently collected/easily accessible		The PD is collected through various sources and means, including surveys, budget information, dashboards, and quarterly and annual reports that are available.
1.d.	Accurate/verifiable		PD is accurate and verifiable in annexes of quarterly reports to the Independent Advisory Oversight Committee (IAOC), annual reports to the WIPO Assembly, normative documents of IOD, dashboards and other relevant data sources.
1.e.	Timely reporting		The reporting of the PD is considered timely as it is a mandatory requirement to be reported at least during quarterly meetings with the IAOC and annually to the Member States.
1.f.	Clear/transparent		The PD comes from information from sources available on the IOD intranet and webpages. The data and information contained in the PD is self-explanatory and clear.
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.b.	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		No comments















Program 27 Performance Indicator (PI): Cost effective printing.

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		Performance Data (PD) is relevant and valuable as it allows assessing the cost effectiveness of utilization of printing machines at WIPO printing plant.		
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. PD is based on reporting from Billing Counter Reports and WIPO Expenditure reports, consolidated in the "Cost per Page Calculation" document.		
1.c.	Efficiently collected/easily accessible		The PD appears to be efficiently collected and it is easily accessible on request.		
1.d.	Accurate/verifiable		The PD is verifiable through the available records. IOD however notes that due to the subsequent correction of the number of printed pages, the final cost per page changed from 0.30 CHF per page to 0.31 CHF per page. The change was not reflected in the final submission; however, it does not change the PIE.		
1.e.	Timely reporting		The data was obtained and processed in a timely manner.		
1.f.	Clear/transparent		The PD 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 "Not achieved" is accurate.		
2.b.	Program Comments		No comments		















Program 28 Performance Indicator (PI): Increased compliance with Information Security policies.

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		Performance Data (PD) is relevant and valuable as it allows assessing the dynamics of coverage of WIPO Business Processes by ISO/IEC 27001:2013 certification.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive. PD is based on received certificates.
1.c.	Efficiently collected/easily accessible		The PD appears to be efficiently collected and it is easily accessible on request.
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the available records.
1.e.	Timely reporting		The data was obtained and processed in a timely manner.
1.f.	Clear/transparent		The PD 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		No comments















Program 30 Performance Indicator (PI): No. of unique page views of the university and SME website.

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		Performance Data (PD) is relevant because it measures the contribution toward the increased capacity of SMEs, universities, and research institutions to successfully use IP to support innovation. The data is used to track the number of unique views of WIPO web pages dedicated to academia and business. The PD is valuable because it allows to monitor the user activity towards relevant WIPO tools and materials tailored to the need of the specific group of stakeholders. The monitoring is carried out regularly during the reporting period. It allows to analyze the situation and take proactive measures (if needed) to foster the promotion of the page, e.g., during the events, meetings, or email exchanges.
1.b.	Sufficient/comprehensive		The PD provided is sufficient for the biennium under review. The data analytics were distorted due to updates and improvements needed on the SMEs website section. The Program transparently reported that the data was only partially available, as the PD was insufficient to be used for reporting.
1.c.	Efficiently collected/easily accessible		The PD is easily accessible on request. Data analytics are automatically generated by the WIPO website analytics tool, which makes the process very efficient.
1.d.	Accurate/verifiable		The PD is accurate and verifiable.
1.e.	Timely reporting		The PD is shared with colleagues when needed.
1.f.	Clear/transparent		The PD is reported clearly, transparently generated, and reported.
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 is accurate.
2.b.	Program Comments		No comments

Program 31 Performance Indicator (PI): Membership to the Geneva (1999) Act.

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 identifies the number of new contracting parties to the Hague Agreement (Geneva 1999 Act), and is linked to the potential growth, and increased activities of the Program.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive, and covers all aspects of the PI. Supporting evidence for the PD is complete.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected and information on the PD is easily collected and available on the WIPO website. http://www.wipo.int/treaties/en/ShowResults.jsp?lang=en&treaty_id=9
1.d.	Accurate/verifiable		The PD is accurate and supporting evidence is easily verifiable against information reported on the WIPO website.
1.e.	Timely reporting		The PD is regularly monitored and timely reported
1.f.	Clear/transparent		The PD is clear and transparent and can be verified on the WIPO Website
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 “Partially Achieved” is accurate.
2.b.	Program Comments		No comments

Program 32 Performance Indicator (PI): Expansion of the geographical coverage of the Lisbon System.

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 measures the achievement of the strategic objective of increasing membership of the Lisbon system.		
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive because it captures the increase in the geographical coverage of Lisbon to illustrate the growth of the system.		
1.c.	Efficiently collected/easily accessible		The PD is directly linked to the number of ratifications/ascensions, which is also reported to the WIPO Member States. https://wipolex.wipo.int/en/treaties/ShowResults?search_what=A&act_id=50		
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the WIPO public website: https://wipolex.wipo.int/en/treaties/ShowResults?search_what=A&act_id=50		
1.e.	Timely reporting		The PD is published annually on the website, and WIPO Annual meeting reports.		
1.f.	Clear/transparent		The PD is transparent, and can be consulted on the public website along with other WIPO meeting reports: https://wipolex.wipo.int/en/treaties/ShowResults?search_what=A&act_id=50		
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		No comments		

[Annex II follows]

ANNEX II – 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 based on whether the ratings could be justified on the basis of information presented in the PD reported as part of the 2020/21 WPR.

[Annex III follows]

ANNEX III– RANDOM SAMPLING MEETINGS

IOD used a random number generator tool in the presence of Sector Leads, Program Managers or their alternates/designated representative, randomly select one performance indicator per Program (except for Program 20, which had two PIs).

Program Manager/ Alternate	Title	Meeting Date	Program Number and Name
Ms. Forbin	Deputy Director General, Copyright and Creative Industries Sector	February 21, 2022	(a) Program 3 – Copyright and Related Rights (b) Program 19 - Communications
Mr. Kleib	Deputy Director General, Regional and National Development Sector	February 23, 2022	(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 10 – Transition and Developed Countries (d) Program 11 – The WIPO Academy (e) Program 20 – External Relations, Partnerships and <u>External Offices</u>
Ms. Jorgenson	Deputy Director General, Patents and Technology Sector	February 21, 2022	(a) Program 1 – Patent Law (b) Program 5 – The PCT System
Ms. Wang	Deputy Director General, Brands and Designs Sector	February 21, 2022	(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. Kwakwa	Assistant Director General, Global Challenges and Partnerships Sector	February 22, 2022	(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 – <u>External Relations, Partnerships and External Offices</u>
Mr. Staines	Assistant Director General, Administration and Management Sector	February 23, 2022	(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 (f) Program 21 – Executive Management
Mr. Natsume	Assistant Director General, Global Infrastructure Sector	February 23, 2022	(a) Program 12 – International Classifications and Standards (b) Program 13 – Global Databases Service (c) Program 15 – Business Solutions for IP Offices
Mr. Aleman	Assistant Director General, IP and Innovation Ecosystems Sector	February 22, 2022	(a) Program 7 – WIPO Arbitration and Mediation Center (b) Program 14 – Services for Access to Information and Knowledge (c) Program 16 – Economics and Statistics (d) Program 30 – Small and Medium-Sized Enterprises (SMEs) and Innovation
Ms. Dayer	Acting Director, Human Resources Management Department	February 28, 2022	(a) Program 23 – Human Resources Management and Development
Mr. Singh	Director, Internal Oversight Division	February 28, 2022	(a) Program 26 – Internal Oversight

[Annex IV follows]

ANNEX IV – VALIDATION FRAMEWORK

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 1 – Patent Law	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No and % of Member States satisfied with the legislative and policy advice provided	93% based on 20 responses	85%	Advice provided to 35 Member States: Africa (5); Arab region (6); Asia and the Pacific (8); Latin America and the Caribbean (15); Other (1). Satisfaction rate: 86% based on 15 responses (2020/21)
Program 2 – Trademarks, Industrial Designs and Geographical Indications	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. of ratifications/accessions to the Singapore Treaty	50 Contracting Parties	5 new accessions/ ratifications	1 new ratification: Uruguay (51 Contracting Parties cumulative end 2021)
Program 3 – Copyright and Related Rights	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress in the implementation of agreed work according to the SCCR agenda	Progress as captured by the Summary by the Chair ⁷ and the WIPO GA ⁸	SCCR agreed outcomes as reflected in Chair's Summaries and 2020 and 2021 General Assembly decisions	The SCCR made progress on the agenda items as reflected in the Chair's Summaries ^{9,10} and the 2021 GA List of Decisions ¹¹
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	No. of participants in training and capacity-building activities on GRs, TK and/or TCEs who obtain a 50% or higher score in a short multiple choice substantive questionnaire	82%	80%	Data not available
Program 5 – The PCT System	II.2 Improved productivity and service quality of PCT operations	Timeliness of Report Translation	90%	90% (+/-2%)	2020: 90% 2021: 87%
Program 6 – The Madrid System	II.6 Improved productivity and service quality of Madrid operations	Quality of Software Development (QSD)	95%	95% (+/- 2%)	97%

⁷ [SCCR/39/SUMMARY BY THE CHAIR](#)

⁸ https://www.wipo.int/export/sites/www/about-wipo/en/assemblies/pdf/2019_decisions.pdf

⁹ [SCCR/40/SUMMARY BY THE CHAIR](#)

¹⁰ [SCCR/41/SUMMARY BY THE CHAIR](#)

¹¹ https://www.wipo.int/export/sites/www/about-wipo/en/assemblies/pdf/2021_list_decisions.pdf

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	No. of UDRP based gTLD and ccTLD cases administered by the Center	40,991 ¹² gTLD cases administered by the Center (cumulative) 5,346 ¹³ ccTLD-only cases administered by the Center (cumulative)	4,000 additional gTLD cases 525 additional ccTLD-only cases	7,983 additional gTLD cases (48,974 cumulative end 2021) 1,349 additional ccTLD-only cases (6,695 cumulative end 2021)
Program 8 – Development Agenda Coordination	III.3 Mainstreaming of the DA recommendations in the work of WIPO	DA principles and activities related to its implementation are integrated across WIPO programs	During the 2018/19 biennium: - 12 Programs were involved in implementing CDIP approved activities; and - 23 Programs reflected mainstreaming of DA in their work	Continued involvement of the various Programs in the implementation of DA activities and the integration of their outcomes in their work	During the 2020/21 biennium: - 12 Programs were involved in and contributed to the implementation of CDIP approved activities; and - 23 Programs reflected mainstreaming of DA in their work
Program 9 – Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	III.1 National IP strategies and plans consistent with national development objectives	No. of countries that are revising their IP strategies	Africa none Arab region none Asia and the Pacific 1 Latin America and the Caribbean none	Africa (1 additional) Arab region (1 additional) Asia and the Pacific (1 additional) Latin America and the Caribbean (2 additional)	Africa: 1 additional (Ethiopia) Arab region: none Asia and the Pacific: none Latin America and the Caribbean: none
Program 10 – Transition and Developed Countries	III.4 Strengthened cooperation arrangements with institutions in developing countries, LDCs and countries in transition tailored to their needs	No. of established partnerships	37 IP partnerships (cumulative)	8 additional partnerships established	14 additional IP partnerships (51 cumulative end 2021)
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 trainees who are satisfied with WIPO Academy's Professional Development Program (PDP) training programs	98%	75% of respondents	96%
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	Successful preparation of transition to ST.26	22 Offices in the process of preparing to use the ST.26 tool	10 Offices ready to use the ST.26 tool	25 Offices in the process of preparing to use the ST.26 tool ¹⁴

¹² The baseline was updated to reflect the final 2019 figure.

¹³ Ibid.

¹⁴ The General Assemblies of WIPO agreed to postpone the transition to ST.26 from January 1, 2022 to July 1, 2022.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 13 – Global Databases	IV.3 Broad geographical coverage of the content and use of WIPO Global IP Databases	No. of records contained in PATENTSCOPE by region	74,195,687 cumulative Africa: 154,162 Arab region: 50,811 Asia and the Pacific: 25,150,903 Latin America and the Caribbean: 1,416,957 Transition countries: 2,818,034 Developed countries: 44,604,820	83 million (cumulative end 2021)	96,273,576 cumulative Africa: 154,162 Arab region: 55,360 Asia and the Pacific: 34,563,253 Latin America and the Caribbean: 1,527,714 Transition countries: 3,773,955 Developed countries: 56,199,132
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	Average no. of users serviced by TISCs per annum	5,488 users	6,000 users per annum	2020: 6,340 (+16%) 2021: 7,886 (+24%)
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	No. of Offices using the IPAS suite of applications	87 (84)	6 additional	3 additional offices in 2020/21: Myanmar, Paraguay, Vanuatu (90 Offices cumulative)
Program 16 – Economics and Statistics	V.2 Wider and better use of WIPO economic analysis in policy formulation	No. of downloads of economic studies	19,837	5% annual growth	2020: 16,844 (-15%) 2021: 18,195 (-13% as compared to the 2020 target)
Program 17 – Building Respect for IP	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 WIPO training and capacity-building activities	Average rate of usefulness: 94% Average rate of relevance: 94%	Relevance: > 85% Usefulness: > 85%	Average rate of usefulness: 91% Average rate of relevance: 94%
Program 18 – IP and Global Challenges	VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	Increased integration of food security into WIPO GREEN	76 food security technologies (cumulative end 2019)	40 additional food security technologies (biennium)	247 additional food security technologies
Program 19 – Communications	VIII.1 More effective communication to a broad and diverse public about intellectual property and WIPO's role	Engagement: Positive interaction with WIPO on social and digital media	68,373 “likes” 39,875 retweets	15% biennial increase in the number of both “likes” and retweets of WIPO Twitter content	103,979 “likes” (+52%) 53,664 retweets (+35%)

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 20 – External Relations, Partnerships and External Offices	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	No. of WIPO initiatives in partnership with UN and other IGOs for the implementation of the SDGs	7 initiatives	7 initiatives	17 initiatives
Program 20 – External Relations, Partnerships and External Offices	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 policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	WAO n/a WBO 92% WOC Data n/a WJO 98% WRO 99% WSO 95%	85% (all offices)	WAO 80% (2020); 87% (2021) WBO 96% (2020); 97% (2021) WOC 95% (2020); 99% (2021) WJO 100% (2020) WNO Data not available WRO 97% (2020) WSO 91% (2020); 98% (2021)
Program 21 – Executive Management	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of queries for legal advice and services that receive prompt responses from OLC	95%	95%	95%
Program 22 – Program and Resource Management	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Timely provision of financial and management reports and analysis required by senior management, Program Managers and Member States	Monthly closure completed 10 working days after month end for 15 out of 20 months ¹⁵	Monthly closure completed 10 working days after month end except for January and December ¹⁶	Monthly closure completed 10 working days after month end for 11 out of 20 months in 2020/21 - 6 out of 10 months (2020) - 5 out of 10 months (2021)
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	Recruitment lead time ¹⁷	19.42 weeks	18 weeks	Biennium average: 18.19 weeks 2020: 17.35 weeks 2021: 19.96 weeks
Program 24 – General Support Services	IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	Improved physical access to the WIPO Campus	Roadmap defined	Implementation of the recommendations in accordance with the defined Roadmap	Out of the 10 recommendations planned for implementation in 2020/21, 7 had been fully implemented by the end of 2021, while 3 had been partially implemented
Program 25 – Information and Communication Technology	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	ICT systems are designed, developed and implemented against WIPO agreed standards for data, applications and technology	13 new applications designed, developed and implemented in 2018/19 (cumulative)	10 additional	13 new applications were designed, developed and implemented following the standards for data, applications and technology in 2020/21
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	No interference and perceived independence by key stakeholders	No interference	No interference	No interference in IOD's work, as reflected in the annual report: WO/PBC/33/6. The Director of IOD met regularly with the Director General, IAOC, and as when required, with Member State Representatives.

¹⁵ Baseline was updated to reflect the biennial figure.

¹⁶ January and December are excluded due to the financial closure process.

¹⁷ The recruitment lead-time calculation is based on the number of weeks from publication of the competition to the finalized selection decision in a given calendar year. Data reflect fixed-term competitions only.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 27 – Conference and Language Services	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	Cost effective printing	0.13 CHF per page	Maintain rate	2020/21: 0.30 CHF per page - 2020: 0.25 CHF - 2021: 0.42 CHF
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	Increased compliance with Information Security policies	ISO 27001 compliance and certification covered 8 areas ¹⁸	2 additional business process areas become ISO 27001 certified	2 additional business process areas ISO 27001 certified in 2020/21: - WIPO PROOF - Medical Unit
Program 30 – Small and Medium-Sized Enterprises (SMEs) and Entrepreneurship Support	III.6 Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of unique page views of the university and SME websites ¹⁹	Universities: 96,029 (2018/19) SMEs: 2,186,315 (2018/19)	10% increase in the biennium	Universities: 142,374 in 2020/21 (+48%) Data only partially available
Program 31 – The Hague System	II.3 Wider and more effective use of the Hague system, including by developing countries and LDCs	Membership to the Geneva (1999) Act	63 Members	70 Members	4 additional Members (Belarus, Jamaica, Mexico, Suriname) (67 Members in total)
Program 32 – Lisbon System	II.9 Wider and more effective use of the Lisbon System, including by developing countries and LDCs	Expansion of the geographical coverage of the Lisbon System	5 Contracting Parties to the Geneva Act covering 32 countries ²⁰	5 additional Contracting Parties to the Geneva Act by the end of 2021	6 new Contracting Parties to the Geneva Act (France, Ghana, Hungary, Lao People's Democratic Republic, Oman and Switzerland) (11 Contracting Parties to the Geneva Act covering 35 countries ²¹)

[End of Annexes and of Document]

¹⁸ PCT, the Hague, Madrid and the Arbitration and Mediation Center, the “Hire to Retire” and the “Procure to Pay” processes, Finance processes and Safety & Security Coordination Service (SSCS) ICT systems and processes.

¹⁹ Baselines updated to reflect the biennial data

²⁰ Côte d'Ivoire deposited its instrument of accession on September 28, 2018; in accordance with Article 28(3)(b), the accession by Côte d'Ivoire shall enter into force three months after the deposit by OAPI of its instrument of accession.

²¹ Ibid.