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WIPO
WORLD
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ORGANIZATION

Program and Budget Committee

Twenty-Eighth Session
Geneva, September 10 to 14, 2018

INTERNAL OVERSIGHT DIVISION (IOD) VALIDATION REPORT OF THE WIPO PERFORMANCE REPORT 2016/17

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 2016/17 (document WO/PBC/28/8). 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 took note of the IOD Validation Report on the WIPO Performance Report for 2016/17 (document WO/PBC/28/8).*

[IOD Validation Report follows]

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ANNEXES

LIST OF ACRONYMS

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

LIST OF WIPO PROGRAMS, AS DEFINED IN THE 2016/2017 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 – The Lisbon System

EXECUTIVE SUMMARY

1.   WIPO assesses the performance of its Programs annually, based on an approved performance framework. This year, the Program Performance Report (PPR) has been restructured to include more comprehensive financial and performance information, and renamed the WIPO Performance Report (WPR). This report of the Internal Oversight Division (IOD) is an independent validation of the WPR for the 2016/17 biennium, in line with IOD's 2018 Oversight Plan. This is the fifth 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 2016/17 WPR; and

(b)   Follow-up on the implementation status of recommendations of the previous Validation Report 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 2016/17 WPR. The validation also includes general conclusions on the progress made towards improving the Results-Based Management (RBM) framework during the biennium under review[1].

3.   The key positive outcomes of this validation exercise can be summarized as follows:

(a)   Twenty-eight Programs (90 per cent) collected and submitted relevant and valuable PD for 2016/17 representing a slight improvement compared with 2014/15 biennium where 27 Programs had submitted relevant and useful information;

(b)   Twenty-five Programs (81 per cent) collected and submitted accurate and verifiable PD in comparison to 23 Programs in 2014/15;

(c)   Twenty-six Programs (84 per cent) efficiently collected PD that were also easily accessible and timely reported, compared to 21 Programs in 2014/2015;

(d)   The number of Programs that reported an accurate self-assessment of their Traffic Light System (TLS) increased from 25 (81 per cent) in 2014/15 to 26 (84 per cent) in 2016/17 biennium.

4.   Further improvements could be made in the following areas:

(a)   Seven Programs could further improve clarity, transparency and sufficiency of PD used to report on respective PIs;

(b)   Six Programs could further improve on accuracy and verifiability of their PDs;

(c)   Five Programs could improve efficiency in collecting PD, as well as take measures to enhance the existing reporting processes; and

(d)   The formulation of some Programs' PIs limited the ability to effectively measure and report on these PIs;   thus impacting the accuracy of their TLS.

5.   An overview of PIs across the last four biennia shows that although PIs have been streamlined and refined over time, the number of PIs for the 2016/17 biennium has risen to 287,

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[1] WIPO Program 29, New Conference Hall, has been discontinued following the completion of the Conference Hall; hence it has not been included in this validation exercise; and the Lisbon System was established as a Program in 2016. Total number of Programs under review is 31.

13.   Finally, no recommendations from the validation of the 2014/15 report are open to date; however, one recommendation from the validation of the 2012/13 report is still open to date: "Develop a procedure to ensure that the staff handover process amongst Programs includes adequate briefing and status update on all the program performance measures to be owned or managed by the incumbents." Measures are being taken to implement and close this recommendation by year end.

1.   INTRODUCTION

14.   The approved P&B provides the framework for measuring program performance on an annual basis within the Organization. For this purpose, a Performance Report is prepared and submitted to the WIPO Program and Budget Committee (PBC) on a yearly basis. Previously known as PPR, this report has been redesigned and renamed WPR. WIPO Programs self-assess and report on their achievement of PIs. These are then checked and consolidated by the PPBD to produce the WPR.

15.   This is the fifth 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 2016/17 P&B.

2.   WPR VALIDATION OBJECTIVES

16.   The objectives of this validation exercise are to:

(a)   Provide an independent verification of the reliability and authenticity of information contained in the 2016/17 WPR; and

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

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

3.   WPR VALIDATION SCOPE AND METHODOLOGY

18.   The scope of the validation covered an in-depth analysis of one randomly selected PI for each Program as defined in the 2016/17 WPR. A total of 31[3] PIs were assessed in the context of the validation exercise. The criteria used to validate PD reported in individual WPRs have remained unchanged for consistency purposes[4]. In addition, the validation assessed the accuracy of the TLS used to report on the achievement of the target set for the PI. Detailed explanation of the validation criteria is presented in Annex I of this report.

19.   The validation includes a review of supporting documentary evidence coupled with interviews with key staff responsible for monitoring and reporting against the 31 randomly selected PIs.

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[3] WIPO Program 29, New Conference Hall, has been discontinued following the completion of the Conference Hall; hence it has not been included in this validation exercise. Program 32, Lisbon System was established in 2016, bringing the total to 31 Programs, excluding Program 29.
[4] The criteria are: relevant and valuable; sufficient and comprehensive; efficiently collected and easily accessible; accurate and verifiable; timely; and clear and transparent.

returning to approximately 2012/13 PI levels. This represents a seven per cent increase (18 additional PIs) compared to 2014/15. It should be noted that while the total number or PIs increased by 18, a more detail review shows that around 139 PIs (48 per cent) were created or modified when developing the 2016/17 P&B, in order to better formulate and link PIs to Expected Results (ERs).

6.   Between the 2012/13 and 2014/15 biennia, an effort was made to streamline the RBM framework by substantially reducing the number of ERs from 60 to 38. Efforts to maintain a lean RBM framework were continued in the 2016/17 biennium, with only one ER added to the 2014/15 figures, bringing the total to 39 ERs.

7.   The survey of Program Managers and Alternates responsible for reporting on Program performance shows that a majority of respondents felt that RBM is done in a participatory and constructive manner therefore making it useful; and the framework is appropriate and relevant to WIPO's strategic goals, as well as useful for accountability to Member States.

8.   The survey results also indicate that 54 per cent of respondents felt that the quality of PIs and related data have improved since the last validation exercise. Further, some Programs consider a majority of their PIs to be output oriented. For instance, over one-third of respondents (34 per cent) indicated that at least 80 per cent of their PIs were output oriented, against 20 per cent that indicated around half of their indicators were outcome oriented.

9.   This year's survey also included a question on impact indicators, to which 17 per cent of survey participants reported that around half of their PIs are impact focused, thereby measuring the long-term effect produced by their Program(s). However, around 54 per cent of survey participants reported that less than 20 per cent or none of their PIs measure impact; indicating that more work needs to be done to move towards impact oriented indicators, as well as working towards continuously enhancing Programs' knowledge of performance measures.

10.   Further, the survey results show that less than one third of respondents (29 per cent) have identified between one and two PIs that are not well defined or are not relevant for their program activities, and six per cent have identified between three and five PIs, compared to the 65 per cent that have not identified any PIs that are not well defined or not relevant for their program activities. IOD notes that some Programs that have identified PIs not well designed or adequately linked to ERs have worked with Program Performance and Budget Division (PPBD) to improve on those PIs in the 2018/19 Program and Budget (P&B).

11.   The survey results also highlight the need to continue to provide technical guidance to Programs, and in particular, assistance in developing SMART[2] indicators, and appropriate tools to capture relevant data to report on indicators. This will help ensure that the RBM framework is valuable for monitoring progress, intended success and decision-making for Programs.

12.   IOD's review of the random selected PIs and related PDs have led to formulating two recommendations to specific Programs on further enhancing their respective PIs and/or tools and mechanism used to capture PD for reporting on PIs.

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

recommendations which may not necessarily reflect the whole RBM framework at WIPO. However, given the time constraints and in a continued effort to maintain consistency between previous validation exercises, random sampling remains the most appropriate method to assess the quality of PD with sufficient depth.

(F)   STATUS OF PREVIOUS VALIDATION RECOMMENDATIONS

28.   No recommendations from the validation of the 2014/15 report are open to date; however, one recommendation from the validation of the 2012/13 report is still open to date: "Develop a procedure to ensure that the staff handover process amongst Programs includes adequate briefing and status update on all the program performance measures to be owned or managed." Measures are being taken to implement and close this recommendation by year end.

4.   WPR VALIDATION OBSERVATIONS

(A)   KEY ACHIEVEMENTS

29.   Some key achievements related to program performance management and the RBM framework during the 2016/17 biennium can be summarized as follows:

(a)   The reporting format has been simplified and streamlined;

(b)   Efforts have been continued to improve the alignment of resources with organizational ERs and good progress has been made to further institutionalize the RBM framework at WIPO;

(c)   In the continuous effort to streamline the RBM framework, the number of ERs was reduced from 60 in 2012/13 biennium to 38 in the 2014/15 biennium, and has remained stable at 39 ERs[6] during the 2016/2017 biennium;

(d)   Training opportunities for both the biennial and annual planning included briefing sessions, hands-on user training in Enterprise Performance Management (EPM) system, walk-in support clinics, and individual training sessions;

(e)   A customized workforce planning form was integrated into the EPM biennial planning application in order to facilitate a more comprehensive and holistic approach to WIPO's overall planning;

(f)   The EPM module used to monitor and report on work plan activities has been linked to the risk management process, in order to further integrate risk management in the RBM framework;

(g)   A gender marker has been introduced in the annual work planning process as part of the continuous effort to integrate gender mainstreaming in the organizational RBM framework; and

(h)   In the context of the 2018/19 results framework, a pilot on strengthening the capacity building indicators for the new biennium has been initiated.

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[6] Expected Result III.3 (Mainstreaming of the DA) and III.5 (Enhanced understanding of the DA) have been merged and the activities consolidated under Expected Result III.3.

(A)   INFORMATION PRESENTED IN ADVANCE

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

(a)   An e-mail, dated February 2, 2018, 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 April 3, 2018, to all Program Managers by the Director of IOD, informing on the key steps and dates of the independent validation exercise.

(B)   RANDOM SAMPLING

21.   In the presence of IOD staff, Senior Management Team (SMT) Members or their alternates randomly selected a PI for each Program. Annex II of this report provides the list of staff involved in the random selection of PI. The randomly selected PIs represent circa 11 per cent (31 out of 287 PIs) of the total number of indicators used in the 2016/17 biennium. The validation assessments for each randomly selected PI can be found in Annex III of this report.

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

(C)   SURVEY ON WIPO RESULTS-BASED MANAGEMENT FRAMEWORK

23.   As part of the WPR validation exercise, IOD distributed a survey[5] to 121 Program Managers, alternates, and other persons responsible for reporting on performance, to receive their feedback on RBM at WIPO. A total of 49 (40, 5 per cent) staff members participated in the survey.

(D)   VALIDATION MEETINGS AND INDIVIDUAL PROGRAM VALIDATION ASSESSMENTS

24.   IOD met with staff members responsible for reporting against the PIs to gain insight on the use of WPR information and on the implementation of recommendations from past validations.

25.   The validation fieldwork took place between April 4, and May 31, 2018, and included meetings and verifications of evidence provided by Programs.

26.   The draft report, which includes individual validation assessments, was sent to the WIPO SMT on June 18, 2018, for feedback and comments. The final report was prepared following the management comments/feedback.

(E)   LIMITATIONS

27.   The main limitation of the validation is linked to the employed methodology of validating only a randomly selected sample of the total PIs. This could lead to findings, conclusions and

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[5] The survey report is found in Section 8 of this report.

(B)	GENERAL OBSERVATIONS

30.	The results of the individual Program validation assessments conducted on the randomly selected PIs and their respective PD across 31 Programs led to the following general observations.

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

(a)	Relevant and valuable PD was found in 90 per cent of cases (28);

(b)	Efficiently collected and accessible PD, as well as timely reporting of PD, was found in 84 per cent of cases (26);

(c)	Accurate and verifiable PD was found in 81 per cent of cases (25);

(d)	Sufficiently comprehensive, clear and transparent PD was found in 77 per cent of cases (24); and

(e)	The TLS was accurate in 84 per cent of cases (26), and no TLS was found to be inaccurate.

32.	The overall quality of PD has increased, when compared to the previous validation, with four out of six validation criteria rated above 80 per cent.

33.	The validation of the PD provided for the sampled PIs identified the following opportunities for improvements:

(a)	Clarity, transparency and sufficiency of PD could be further improved for seven Programs (23 per cent);

(b)	Six Programs (19 per cent) could further improve on accuracy and verifiability of their PDs;

(c)	Five Programs (16 per cent) could improve efficiency in collecting PD, as well as take measures to enhance the existing reporting process;

(d)	Four Programs could further improve the mechanism and tools in place to capture PD for their respective PIs. The need to identify an efficient method and a tool for data collection has already been noted in previous Validation reports;

(e)	The TLS was not assessable in five instances (16 per cent) because of insufficient data, data not addressing the PI, inadequately defined PIs, and targets not coherent with corresponding baselines, among other reasons; and

(f) The formulation of PIs for six Programs could be further enhanced, to better measure performance and achievement towards respective ERs. Indicatively, 29 per cent of respondents to the RBM survey indicated that they had identified one to two PIs that are not well defined or relevant to their Programs and six per cent identified between three and five PIs.

34. The figures below (1-4) compare the quality of the validation criteria over the last three biennia.

Figure 1: Programs that met the Criteria - Last Three Biennia
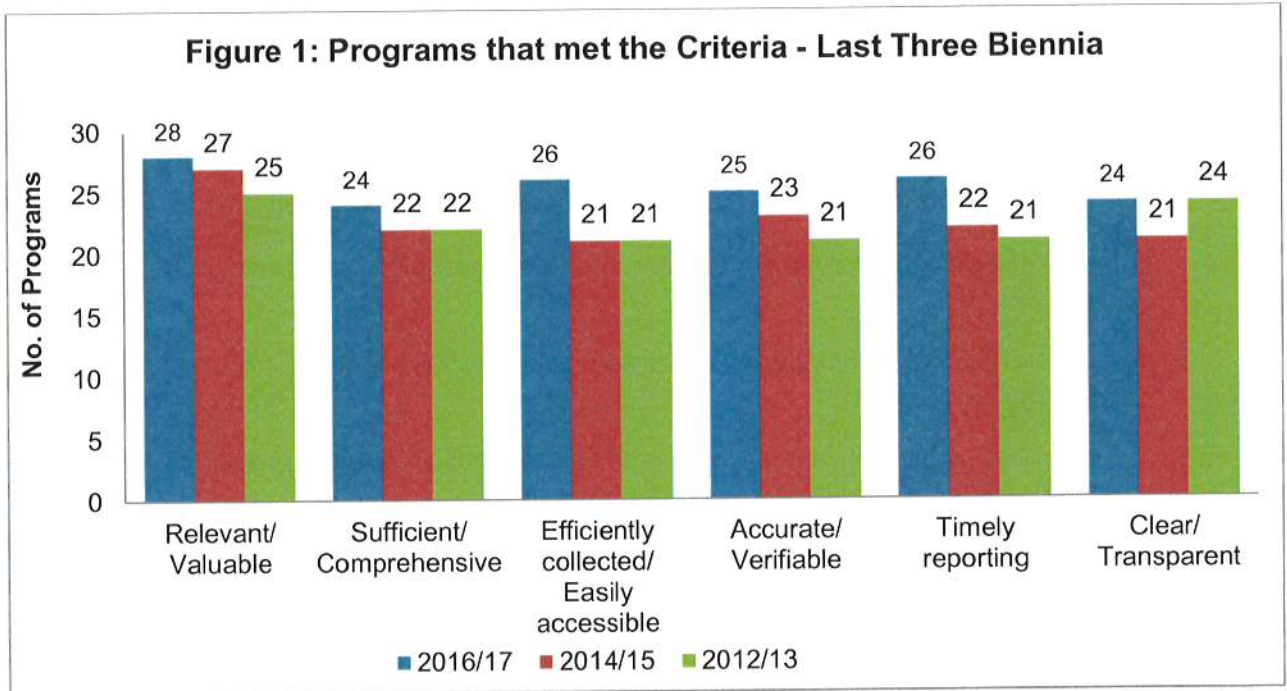
35. The above figure compares the number of Programs that provided PD which sufficiently met the validation criteria over the last three biennia. Compared to the last biennium, the results for all six criteria have improved.

Figure 2: Programs that Partially met the Criteria - Last Three Biennia
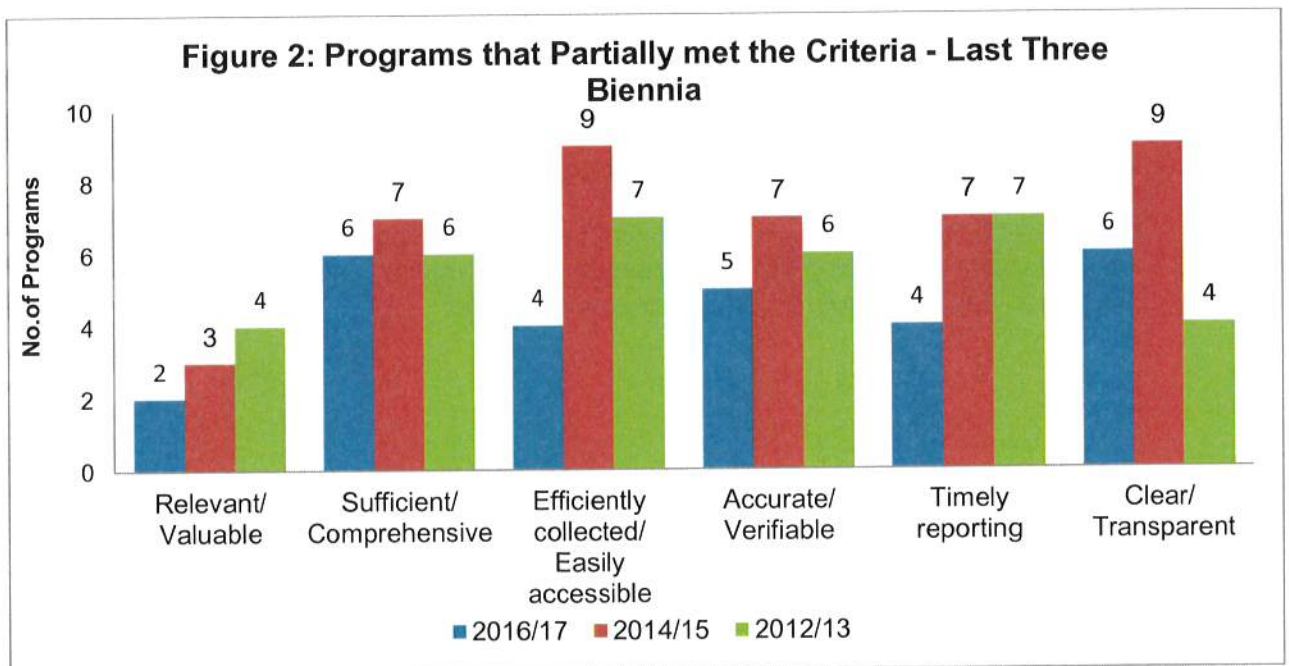
36.   Overall, the number of Programs that provided PD that partially met the criteria has decreased as compared to the last biennium.

Figure 3: Programs that did not meet the Criteria - Last Three Biennia
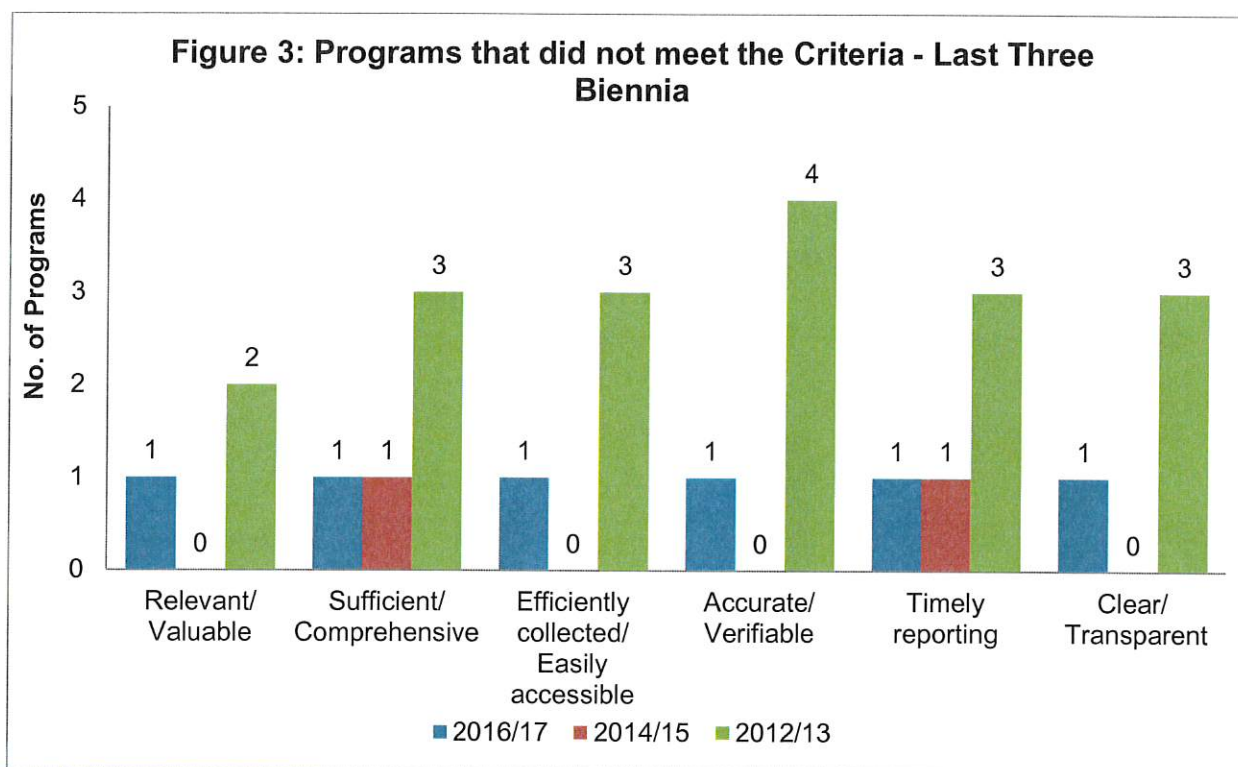
37.   The number of Programs that provided PD that did not meet the validation criteria has increased by one in most cases except for timely reporting and sufficient and comprehensive, when compared to the previous biennium, corresponding to the PD provided by one Program.

Table 1: Summary of Validation Results

Criteria	Sufficiently meet Criteria		Partially meet Criteria		Did not meet the Criteria	
	No. of Programs	Per cent	No. of Programs	Per cent	No. of Programs	Per cent
Relevant/Valuable	28	90%	2	6%	1	3%
Sufficient/ Comprehensive	24	77%	6	19%	1	3%
Efficiently collected/ Easily accessible	26	84%	4	13%	1	3%
Accurate/Verifiable	25	81%	5	16%	1	3%
Timely Reporting	26	84%	4	13%	1	3%
Clear/Transparent	24	77%	6	19%	1	3%

	Accurate		Not Assessable		Not Accurate	
	No. of Programs	Per cent	No. of Programs	Per cent	No. of Programs	Per cent
Accuracy of the TLS	26	84%	5	16%	0	-

38.   For each criterion, Table 1 above shows the number and percentage of Programs that sufficiently, partially or did not meet the criterion. For instance, PD provided by 28 Programs (90 per cent) was relevant and valuable; two partially relevant and valuable; and one Program provided PD that was not relevant and valuable.

39.   Table 1 also summarizes the number of Programs that have accurately self-assessed the achievement of their PIs against set targets through the TLS. A more detailed analysis of the TLS over the last three biennia follows below.

Figure 4: Accuracy of the Traffic Light System (TLS) over the Last Three Biennia
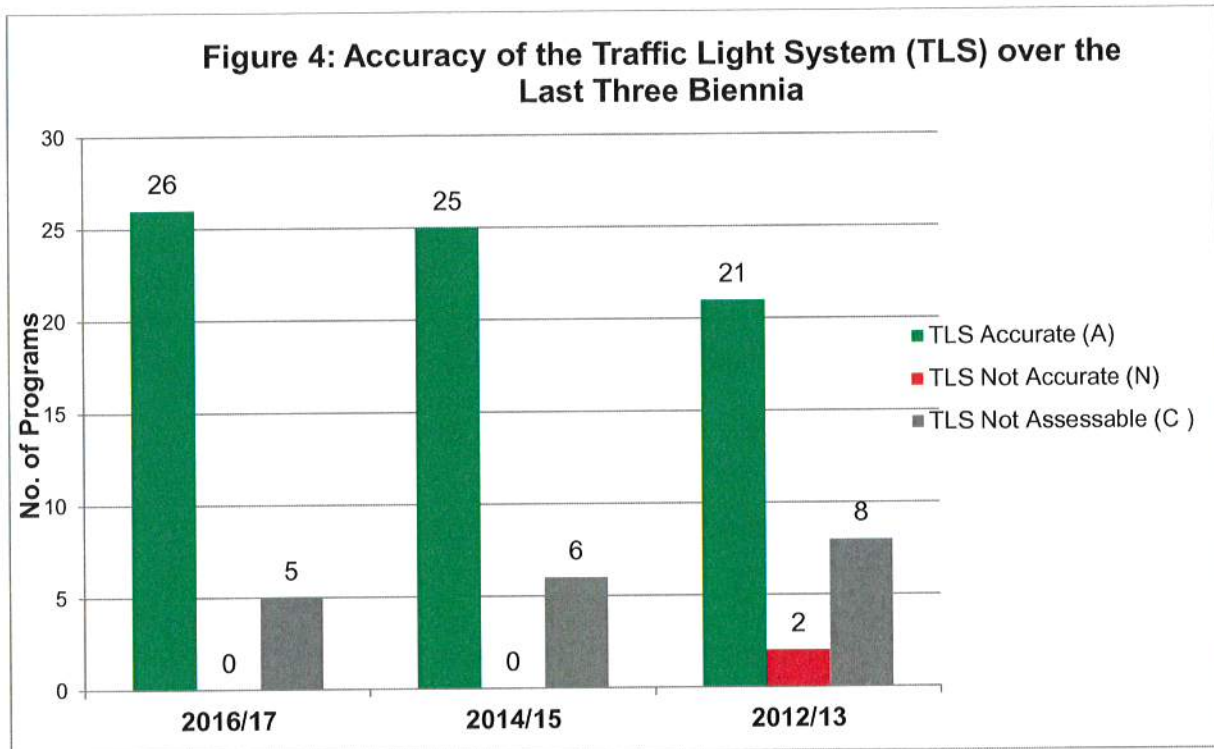
40.   Figure 4 shows the evolution of the accuracy of the TLS over the last three biennia. The TLS provides five options: fully achieved, partially achieved, not achieved, not assessable[7], and discontinued. The validation assessed the accuracy of the reported status of the PI based on PD provided.

41.   The results show that an increase in the number of Programs that accurately reported their TLS compared to the previous period. Further, the number of non-assessable TLS decreased from six in 2014/15 to five in this reporting period, and no Program inaccurately reported their TLS for the 2016/17 biennium. TLS were non-assessable because PD was either not relevant, or not sufficient to make an assessment, or targets and baselines were not appropriately set.

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[7] **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.

(C)   VALIDATION OBSERVATIONS BY CRITERIA

(i) Relevant/valuable

42.   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.

43.   For the PIs sampled, 90 per cent of all Programs (28) provided PD sufficiently meeting this criterion. Two Programs partially met and one failed to meet the criterion.
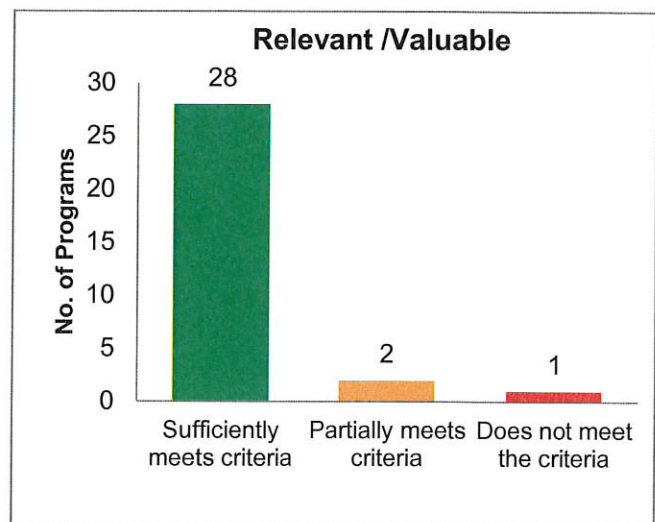
44.   **Examples of good practices found:** Programs 1, 5, 6, 21, and 28 could be cited as Programs that provided relevant and valuable PD and information used for effectively reporting; enabling a sound assessment of the data quality with clear linkages between PI and ER.

(ii) Sufficient/comprehensive

45.   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.

46.   Overall, 77 per cent of Programs (24) provided PD that was sufficient and comprehensive enough to enable an effective measurement of the selected PIs against the ERs. PD provided by 19 per cent of Programs (6) was partial, and PD from one Program did not meet the criterion.
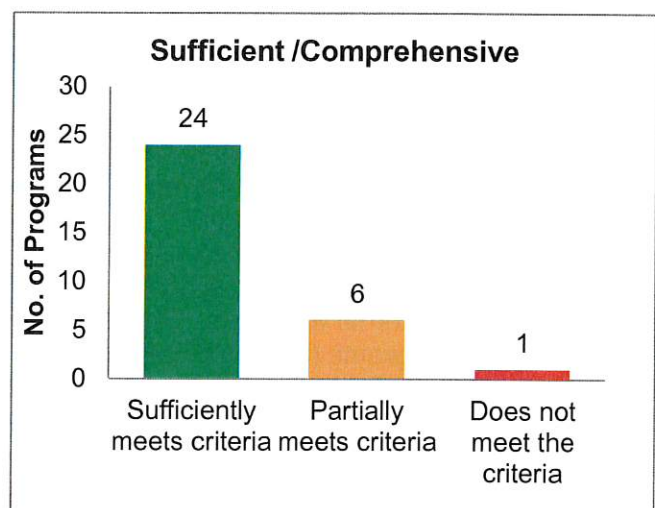
47.   **Examples of good practices found:** Programs 1, 5, and 6 could be cited as good examples when assessing this criterion. Their records of activities were comprehensive and sufficient for measuring progress against the PIs based on factual evidence.

(iii) Efficiently collected/easily accessible

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

49.   While 84 per cent of programs (26) have sufficiently met this criterion by putting in place systems to collect, analyze and report data in an effective and efficient manner, PD submitted by 13 per cent of Programs (4) partially met the criterion, and one Program did not meet the criterion.

Efficiently collected / Easily accessible

No. of Programs

Sufficiently meets criteria	26
Partially meets criteria	4
Does not meet the criteria	1
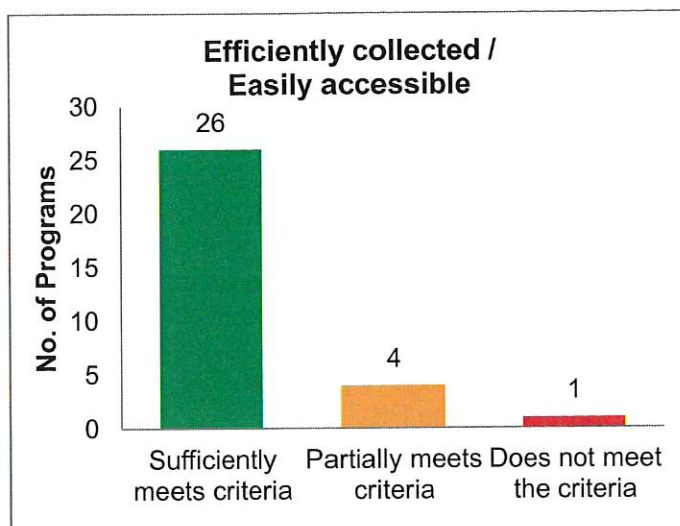
50.   **Examples of good practices found:** Programs 5, 6, 7, 13, 15, 20, 21 and 23 have put in place systems to effectively and efficiently record, gather and analyze the PD.

(iv) Accurate/verifiable

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

52.   PD and related information provided by 81 per cent of Programs (25) were accurate and verifiable through documentation, which in some cases, were also made available on WIPO's internal and external web sites. Sixteen per cent of Programs (5) provided PD that was partially verifiable or accurate to report against the PI, and one Program did not meet this criterion.

Accurate/Verifiable

No. of Programs

Sufficiently meets criteria	25
Partially meets criteria	5
Does not meet the criteria	1
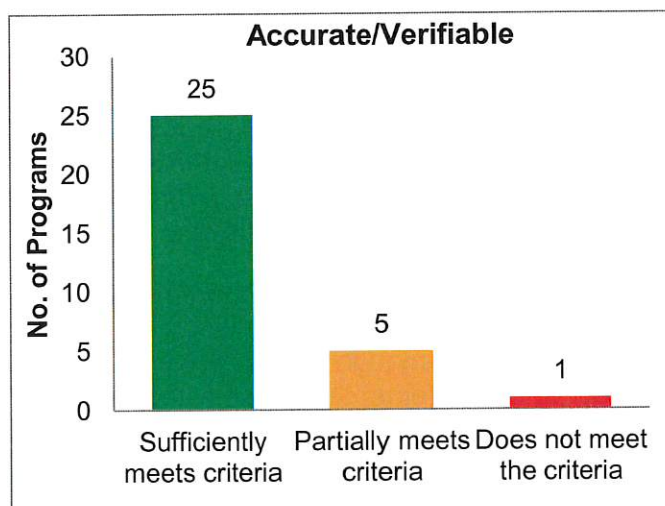
53.   **Examples of good practices found:** Programs 1, 5, 6, 13, and 20 could be cited as good examples as PD was accurate, verifiable and in many cases available on the WIPO Website.

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

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

55.   Timely reporting of PD and related information was noted in 84 per cent of Programs (26), which provided a basis to track their performance regularly against PIs. In 13 per cent of Programs (4), timely reporting of PD and related information was not fully adequate to help track progress made against PIs, and in one case, the PD failed to meet the criterion.

Timely reporting

No. of Programs — Sufficiently meets criteria: 26; Partially meets criteria: 4; Does not meet the criteria: 1
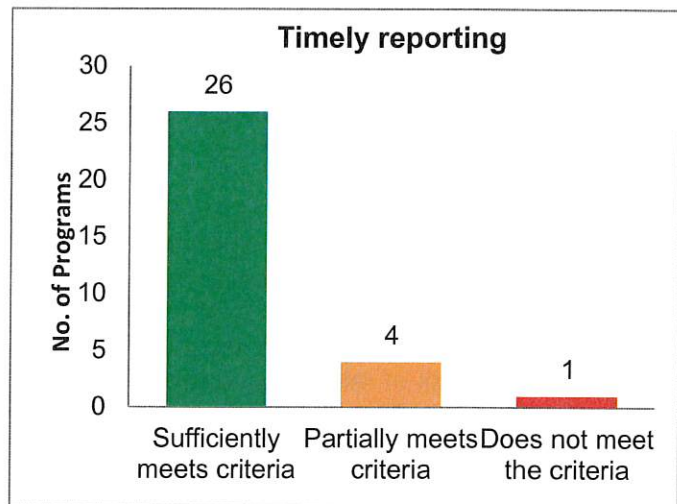
56.   **Examples of good practices found:** Programs 5 and 6 were good examples of how timely reporting of PD can become useful if used for management and decision making purposes.

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

57.   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.

58.   While 77 per cent of Programs (24) provided clear and transparent PD, 19 per cent of Programs (6) provided partially clear and transparent PD, and one Program failed to meet the criterion.

Clear/Transparent

No. of Programs — Sufficiently meets criteria: 24; Partially meets criteria: 6; Does not meet the criteria: 1
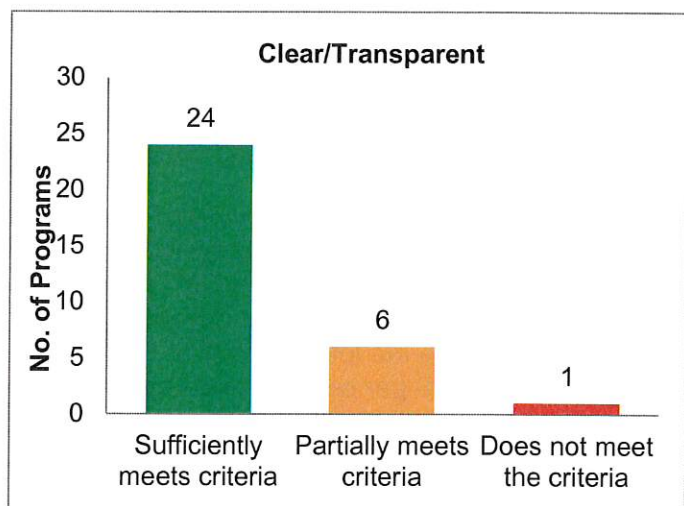
59.   **Examples of good practices found:** PD was reported on the WPR in a clear and transparent manner and in some cases, information was publicly available on the Internet. Good examples of clear and transparent reporting were found in Programs 5, 6, 7, 12, 13, 20, 22 and 23.

(vii)   Accuracy of the Traffic Light System

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

61.   In 84 per cent of the cases (26 Programs), the self-reporting of the TLS was accurate. In 16 per cent of cases (5 Programs), it was not possible to make an assessment of accuracy of the reported TLS mainly due to lack of relevant and complete data to support such an assessment, or incoherence in targets and baselines against which to measure the PI. There were no cases where the TLS was found to be inaccurately reported.

Accuracy of the Traffic Light System (TLS)

Category	No. of Programs
Accurate	26
Not Accurate	0
Not Assessable	5
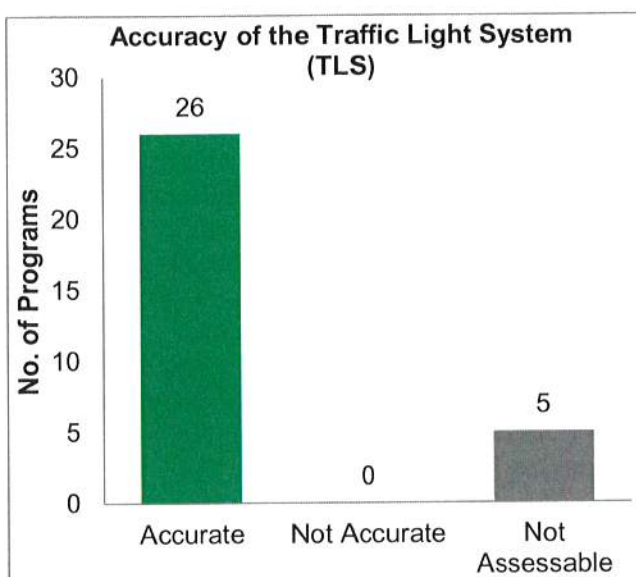
5.   OVERVIEW OF THE PERFORMANCE FRAMEWORK

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

(i) Performance Indicators and Expected Results

63.   An overview of PIs across the last three biennia (2012/13, 2014/15 and 2016/17) shows that although PIs have been streamlined between 2012/13 and 2014/15, the number of PIs for the 2016/17 biennium has risen to 287, returning to approximately 2012/13 PI levels (Figure 5). This represents a seven per cent increase (18 additional PIs) compared to 2014/15. It should be noted that while the total number or PIs increased by 18, a detail review indicates that around 139 PIs (48 per cent) were created or modified when developing the 2016/17 P&B, in order to better formulate and link PIs to ERs.

64.   Between the 2012/13 and 2014/15 biennia, an effort was made to streamline the RBM framework by substantially reducing the number of ERs from 60 to 38. Efforts to maintain a lean RBM framework were continued in the 2016/17 biennium, with only one ER added to the 2014/15 figures, bringing the total to 39 ERs[8] (Figure 5).

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[8] Expected Result III.3 (Mainstreaming of the DA) and III.5 (Enhanced understanding of the DA) have been merged and the activities consolidated under Expected Result III.3.

Figure 5: Performance Indicators and Expected Results over Three Biennia
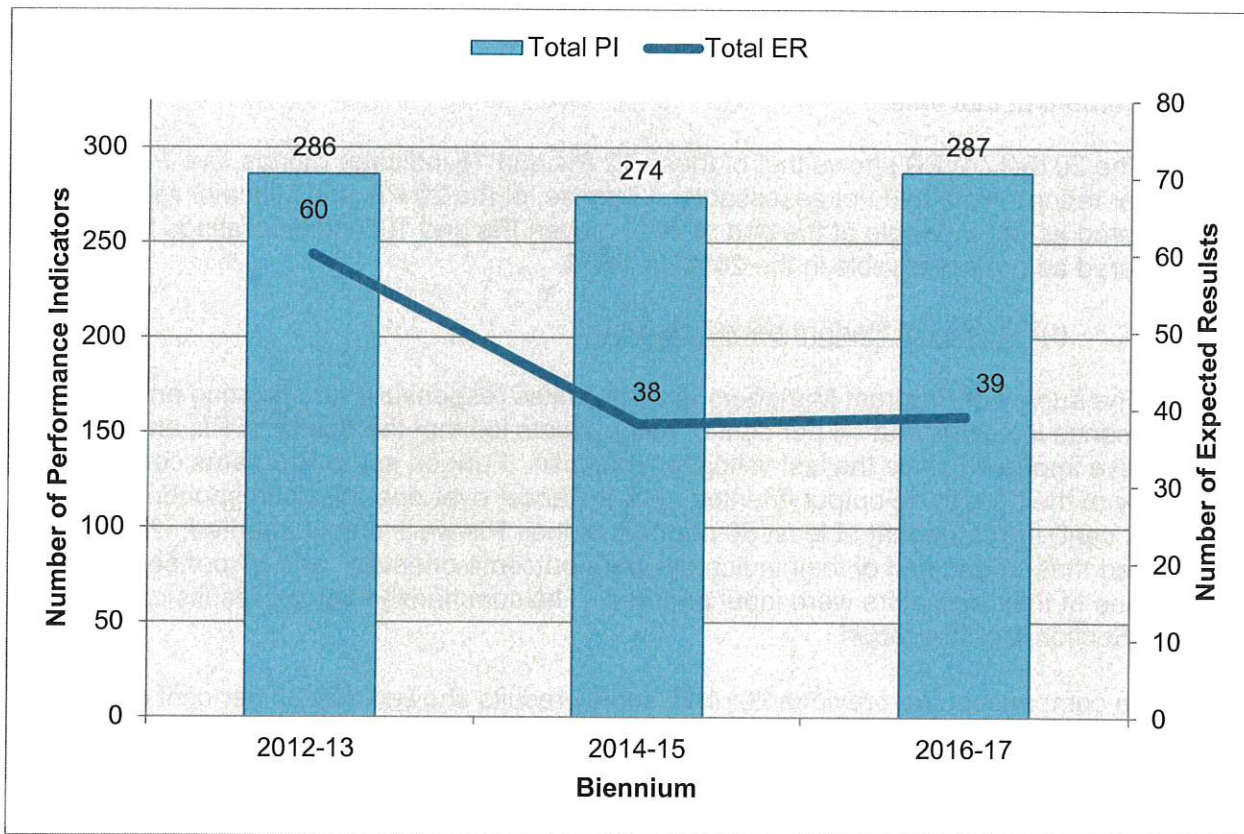
Source: WIPO Program and Budget 2010/11, 2012/13, 2014/15 and 2016/17

65. The figure below shows the evolution of PIs over the last three biennia per Program.

Figure 6: Performance Indicators Per Program (3 biennia)
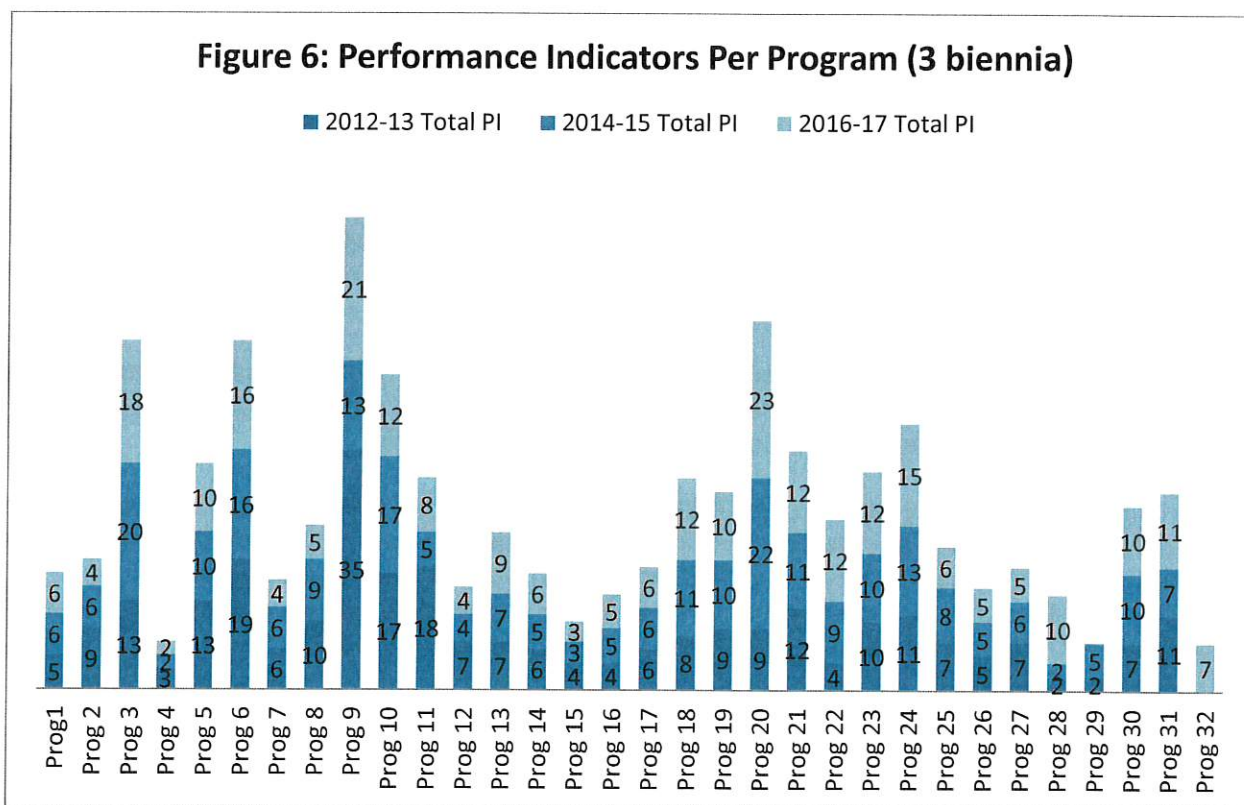
Source: WIPO Program and Budget 2012/13, 2014/15 and 2016/17

66.   A review of the PIs reported in the Performance Report of 2016 identified six discontinued PIs at the end of 2016, of which, five were new indicators introduced in the 2016/17 biennium. Twelve PIs and 18 indicator ratings[9] were not assessable and 20 PIs and indicator ratings were not available because the PD for the first year of the biennium were not available for measurement at that time.

67.   The 2016/17 WPR shows that of those 12 PIs and 18 indicator ratings, five PIs and six indicator ratings remained not assessable. Likewise, of the 20 PIs and indicator ratings considered as not available at the end of 2016, seven PIs and 10 indicator ratings have been considered as not assessable in the 2016/17 WPR.

(i)   Quality of Performance Indicators

68.   The survey of Program Managers and alternates responsible for reporting on Program performance indicates that 54 per cent of respondents felt that the quality of PIs and related data have improved since the last validation exercise. Further, some Programs consider a majority of their PIs to be output oriented. For instance, over one-third of respondents (34 per cent) indicated that at least 80 per cent of their PIs were output oriented; 20 per cent indicated that around half of their indicators were outcome oriented; and 37 per cent indicated that none of their indicators were input oriented. The summarized survey results can be found under Section 8 of this report.

69.   In comparison, the previous 2014/15 survey results showed that 35 per cent of respondents indicated that at least 80 per cent of their PIs were output oriented; 32 per cent indicated that around half of the PIs were outcome oriented; and 32 per cent indicated that none of their PIs were input oriented.

70.   This year's survey also included a question on impact indicators, to which 17 per cent of survey participants reported that around half of their PIs are impact focused, thereby measuring the long-term effect produced by their Program(s). However, around 54 per cent of survey participants reported that less than 20 per cent or none of their PIs measure impact; indicating that more work needs to be done to move towards impact oriented indicators, as well as working towards continuously enhancing Programs' knowledge of performance measures.

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

72.   Also, PIs are in many cases part of a cluster of indicators used to assess the achievement of a given ER. However, WIPO's current RBM framework does not report on combined performance of PIs to measure progress vis-a-vis the related ERs.

73.   Finally, the survey results show that less than one third of respondents (29 per cent) have identified between one and two PIs that are not well defined or are not relevant for their program activities, and six per cent have identified between three and five PIs, compared to the 65 per cent that have not identified any PIs that are not well defined or not relevant for their program activities. This result is consistent with the findings of the 2014/15 survey.

74.   Likewise, the validation process identified some instances where the PI did not fully meet the SMART criteria. Going forward, some Programs that have identified PIs not well designed

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[9] Some PIs may have multiple targets, or multiple units individually reporting on a given target, and therefore multiple traffic light ratings.

or adequately linked to ERs have worked with PPBD to improve on those PIs in the 2018/19 P&B.

(ii) Targets and Baselines

75.   In line with the increase in PIs, the total number of baselines and targets increased by 18 respectively between the 2014/15 and 2016/17 biennia.

Table 2: The Evolution of Total Set Baselines and Targets between the 2014/15 and 2016/17 biennia

Biennium	Total Baselines	Set Baselines	Baselines not adequately set or tbd	Total Targets	Set Targets	Targets not adequately set or tbd
2014/2015 P&B	269	176	93	269	235	32
2016/2017 P&B	287	241	46	287	259	28
% change	**7%**	**37%**	**-51%**	**7%**	**10%**	**-13%**

Source: WIPO P&B 2014/15 and 2016/17

76.   The above table shows a decrease of 51 per cent (93 to 46) of baselines not adequately set or "to be decided" (tbd) as compared with 2014/15 P&B. A closer scrutiny shows that various baselines have not been set because the corresponding PIs are new; hence PDs are yet to be collected to set corresponding baselines and targets. Following the baseline and target update done before the launch of the 2016 performance reporting, no baselines remained "to be decided" at the end of 2016, and 17 baselines were set as not available in the 2016/17 WPR, related to new PIs or cases where targets are not dependent on baselines.

77.   The setting of targets has also improved between the last two biennia, with a 13 per cent decrease in targets not adequately set or to be determine. IOD also notes that while some targets in the 2014/15 biennium were written in "binary" (yes/no) language, leading to situations where the actual performance of the Program was not reflected in the TLS, no targets set for the 2016/17 biennium were binary, reflecting a significant improvement in the ability to measure progress.

78.   However, some targets continue to be vaguely worded without a specific quantitative threshold (such as "improvement", or "higher quality"), rather than enumerating the expected increase over the baseline. This contributes to targets being not adequately set since the target cannot be accurately quantified and hence the PD would not be measurable against the target or baseline.

79.   While acknowledging the improvement made in setting targets and collecting baseline data over the last three biennia, more can be done to further enhance this process and ensure that clear targets and baselines continue to be set. This is critical to avoid ambiguity in understanding the benchmarks against which performance is measured, and to avoid impeding correct measurement of performance against ERs.

(iii) Summary Survey Results

80.   IOD distributed a survey on the RBM framework at WIPO to Program Managers, alternates, and other persons responsible for reporting on performance; a total of 121 staff members were invited to take part in the survey, and 40,5 per cent (49 staff members) participated, with 76 per cent from grades P5 and upwards, where indicated, and respondents from 21 programs opting to indicate their Program number in the survey.

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

(a)   Thirty-five respondents (71 per cent) indicated that their RBM framework is done in a participatory and constructive manner therefore making it useful;

(b)   Further, 38 out of 43 respondents (88 per cent) felt that their Program's RBM framework was appropriate and relevant to WIPO's strategic goals, and 74 per cent felt the PI was useful for accountability to Member States;

(c)   Thirty-one respondents (72 per cent) reported that up-to-date monitoring information and PD for their PIs was regularly available in a timely manner when required; and 68 per cent felt that existing tools are useful to satisfy monitoring and reporting demands from internal and external stakeholders;

(d)   Of the six staff members who reported that they were new or transferred to a new role in 2016/17 or in 2018, two-thirds said they were adequately briefed on the status of all program performance measures under their responsibility in their new role. This is an improvement from the last validation exercise where 40 per cent reported not being adequately briefed during the handover process; and

(e)   Thirty-three out of 40 respondents (83 per cent) reported that their risk registers captured assumptions and risks which could affect the achievement of the ERs recorded in the 2016/17 P&B.

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

(a)   Thirty-three respondents (67 per cent) reported that they were provided useful monitoring and technical assistance during the 2016/17 biennium. However, this is a 21 per cent decrease since the 2014/15 validation survey where 88 per cent reported they had received useful monitoring and technical assistance. This suggests that some element of technical assistance and training to track progress on Programs' RBM has decreased since the 2014/15 validation. This is further supported by the 26 per cent of respondents who felt that additional efforts are needed in providing training and coaching;

(b)   Thirty-four per cent of respondents (15) felt that additional efforts were needed to develop monitoring tools to efficiently collect data to report on PIs, and over half of respondents (56 per cent) reported that other programs do not share useful monitoring and reporting data in a timely manner when needed. This suggests an opportunity to further enhance knowledge sharing within the Organization;

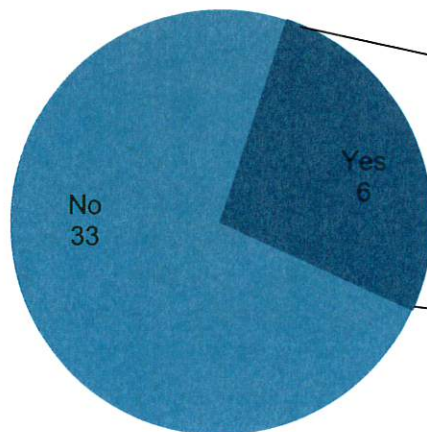(c)   Twenty-two respondents (52 per cent) reported that they did not know or did not have fewer and SMARTer indicators, targets and baselines in the 2016/17 biennium, and 26 per cent felt that progress is needed to ensure that the RBM framework is valuable for monitoring progress, intended success and decision-making for Programs. This suggests the need to further enhance organizational knowledge of RBM and its related components; and

(d)   Finally, just over half of respondents (21) reported that the selection of their indicators and data quality had improved since the last validation exercise, whereas 46 per cent did not know or disagreed with the statement.

83.   Below is a summary of the types of comments made by respondents to the survey.

31%

69%

■ Good Practices   ■ Opportunities
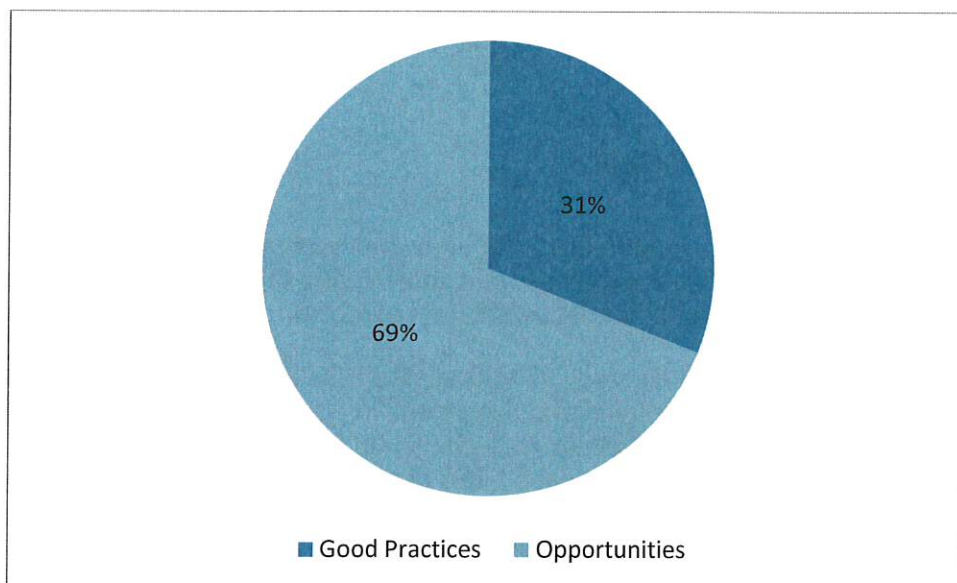
84.   Sixty-nine per cent of the comments made, highlight opportunities to further enhance the RBM framework. In more detail, a mapping of comments by design, process, and quality issues is illustrated below.

Process
11
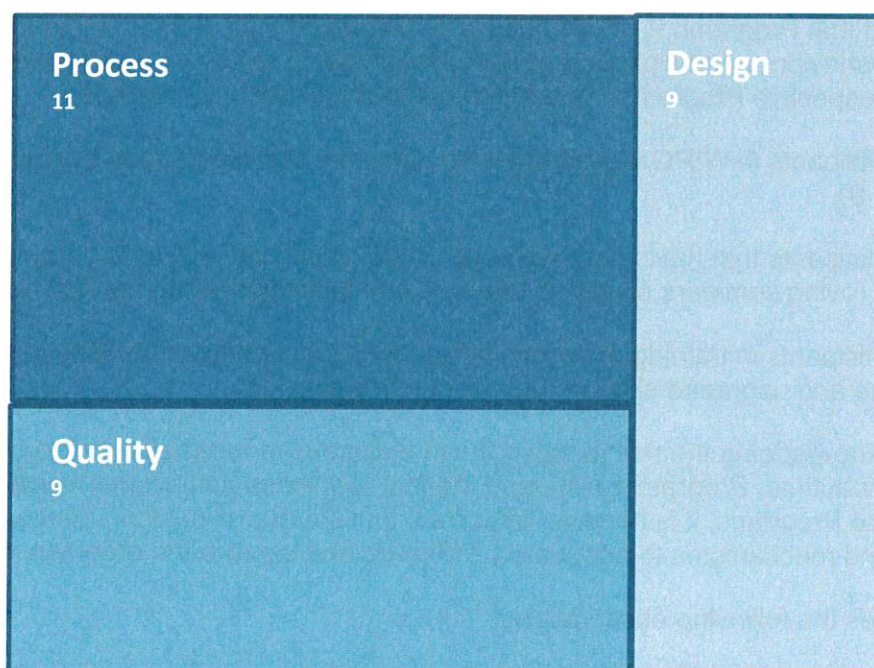
Design
9

Quality
9

85.   Comments made include among others, the need to continue to enhance and address design and quality of PIs, clarify ownership of PIs, and address difficulties in measuring results in a relatively short cycle, when implementing normative activities, and in some capacity building activities.

86. One key issue raised in the survey comments, and aligned with IOD recent Evaluation of Corporate Communications[10], involves measuring traffic to websites. While web traffic is currently measured for English websites, some external offices have put efforts in developing websites in local languages, which are not included when measuring web traffic for those specific offices. Consequently, the PD does not fully capture the available data and hence does not fully measure the indicator and corresponding results. Going forward, the PPBD should integrate web sites in local languages when measuring web traffic for external offices where applicable.

6. WPR VALIDATION CONCLUSIONS

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

88. IOD reviewed the 31 randomly selected PIs and related PDs to identify opportunities to further enhance these indicators and/or tools and processes in place to capture relevant data to report on these measures. Particular emphasis was placed on PIs that partially or did not meet the validation criteria during the validation process. The observations that follow are made based on the assessment of PIs against the SMART criteria and RBM precepts, discussions with Programs, and consultation of previous IOD reports.

(A) TOOLS AND MECHANISMS TO CAPTURE AND REPORT PD

(i) Measuring Behavioral Change and Results

89. IOD found that Programs 9, 10 and 30 have developed indicators that intend to measure the change in behavior of participants that attend workshops, seminars and training programs offered by the respective Programs. In more detail their PIs seek to measure:

(a) Participants in WIPO workshops who apply the skills learned in their work (Program 9);

(b) Participants that have increased use of WIPO services within six months of attending roving seminars on WIPO services and initiatives (Program 10); and

(c) Participants in training programs targeting SME support institutions using enhanced knowledge and upgraded skills in their work (Program 30).

90. While acknowledging the relevance of these indicators in measuring outcomes, behavioral change, and impact (i.e. Program 10 PI), and the fact that these achievements are not under the control of the Programs, it is however important that Programs design adequate tools (i.e. surveys) and mechanisms to adequately follow-up and capture the progress made.

91. IOD makes the following observations:

(a) Not all the Bureaus have been able to successfully capture relevant data to report on their indicator over the last two biennia. These Bureaus have indicated difficulties in obtaining representative follow-up data;

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[10] EVAL 2017-01: Evaluation of WIPO's corporate communications activities and their contributions to WIPO's brand and reputation

(b)   The timeframe for assessing the impact of roving seminars on increased use of WIPO services (i.e. patents) is not efficient and has caused challenges in measuring this indicator. For instance, while over 80 per cent of participants to these seminars plan to use WIPO services in the future, only 1.5 per cent of the total participants declared six months after the event, to have used these services; and

(c)   The tool (i.e. survey) developed to capture data on participants using enhanced knowledge and upgraded skills in their work following trainings targeting SME support institutions captured participants immediate satisfaction following trainings; hence the survey was inadequately designed and untimely administered.

92.   Going forward, the above Programs would benefit from assessing their respective PIs, and methods being used to measure these PIs, with a view to, identifying and addressing the root causes, and/or redesigning the PIs and measurement methods, to better report on related Expected Results.

(ii) Collecting PD

93.   IOD notes that technical and coordination challenges have affected the current process and method used for collecting and transmitting data between the Section responsible for collecting PD to report on the annual number of visitors to Global Innovation Index websites, (Web Communications - Communications Division), and the Economics and Statistics Division (Program 16), that owns the PI.

94.   This has impacted efficiency in the flow of information, and affected the timely reporting and monitoring of the status of the PI with regards to targets, as well as the timely detection and correction of any data anomalies and related technical issues that could affect the quality or reliability of the PD.

95.   Going forward, better coordination between both Programs would enable a more efficient and effective management of PD.

(B) SMART PERFORMANCE INDICATORS

96.   IOD's internal survey on RBM showed that 52 per cent of respondents did not know or did not have fewer and SMARTer indicators, targets and baselines in the 2016/17 biennium, and 29 per cent of respondents to the RBM survey indicated that they had identified one to two PIs that are not well defined or relevant to their Programs and six per cent identified between three and five PIs.

97.   Likewise, IOD notes that a number of PIs are developed with terms that are not conducive to effectively meeting the SMART criteria. For instance, PIs that include terms such as "Progress towards", or "continued Agreement", and do not have clearly defined targeted results that, in the best cases, could be quantifiable or measurable. This is particularly applicable to certain normative areas, and certain PIs set by WIPO Member States[11].

98.   Developing PIs that do not clearly measure some form of results in a comparable and targeted manner would result in less than optimal PIs that do not fully meet the SMART criteria; hence potentially impeding effective measurement of results, and linkage with organizational Expected Results.

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[11] Programs 2, 4, 31, and 17 are examples of programs with these types of PIs

99. 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 designed efficiently and are effectively linked to related Expected Results.

7. WPR VALIDATION RECOMMENDATIONS

100. The following recommendations have been made based on:

(a) Documentary evidence provided by the various WIPO Programs to support respective PIs;

(b) Results of the RBM survey conducted;

(c) Results of the overview of the RBM framework and RBM precepts;

(d) Consultation of previous IOD reports; and

(e) Consultations undertaken with staff in charge of implementing and measuring the randomly selected PIs.

101. **Recommendation 1**: WIPO Programs 9, 10 and 30, should work with PPBD to assess their respective PIs - (a) Participants in WIPO workshops who apply the skills learned in their work (Program 9); (b) Participants that have increased use of WIPO services within six months of attending roving seminars on WIPO services and initiatives (Program 10); and (c) Participants in training programs targeting SME support institutions using enhanced knowledge and upgraded skills in their work (Program 30) - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring PD for these indicators; (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.

102. **Recommendation 2**: The Economics and Statistics Division (Program 16) and the Communications Division (Program 19) should regularly review and validate the data on number of visitors to Global Innovation Index websites, so as to enhance the efficiency of the collection and transmission method, timeliness and clarity of the data reported at year end.

103. Alternatively, Staff members in the Economics and Statistics Division should be provided with the appropriate training in the use of the Google Analytics tool so that they can autonomously compile, analyze and report on their PI.

8. SUMMARY REPORT – WPR VALIDATION SURVEY

PART 1: Preliminary Questions and Ownership

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

Response	Percentage
Strongly agree	14%
Agree	57%
I do not know/ N/A	16%
Disagree	8%
Strongly disagree	4%

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

Response	Percentage
Strongly agree	16%
Agree	47%
I do not know/ N/A	10%
Disagree	14%
Strongly disagree	12%

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

Response	Percentage
Strongly agree	8%
Agree	51%
I do not know/ N/A	24%
Disagree	12%
Strongly disagree	4%

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

Response	Percentage
Strongly agree	12%
Agree	55%
I do not know/ N/A	12%
Disagree	18%
Strongly disagree	2%

PART 2: Assessment of Criteria

CRITERIA 1: Relevant and Valuable

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

Response	Percentage
Strongly agree	26%
Agree	63%
I do not know/ N/A	5%
Disagree	5%
Strongly Disagree	2%

2.2 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF valuable for monitoring progress, intended success and decision-making in my Program.

Response	Percentage
Strongly agree	16%
Agree	51%
I do not know/ N/A	7%
Disagree	21%
Strongly Disagree	5%

2.3 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF is useful for accountability purposes to Member States.

Response	Percentage
Strongly agree	23%
Agree	51%
I do not know/ N/A	5%
Disagree	16%
Strongly Disagree	5%

2.4 On a scale from 1 (strongly agree) to 5 (strongly disagree), my RBF is useful for linking my individual work plan/ PMSDS to my Program's ERs.

Response	Percentage
Strongly agree	14%
Agree	58%
I do not know/ N/A	5%
Disagree	19%
Strongly Disagree	5%

CRITERIA 2: Efficient and Easily Accessible

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

Strongly agree	2%
Agree	56%
I do not know/ N/A	7%
Disagree	26%
Strongly Disagree	9%

0% 10% 20% 30% 40% 50% 60% 70%

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

Strongly agree	7%
Agree	56%
I do not know/ N/A	14%
Disagree	16%
Strongly Disagree	7%

0% 10% 20% 30% 40% 50% 60% 70%

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

Strongly agree	5%
Agree	63%
I do not know/ N/A	9%
Disagree	16%
Strongly Disagree	7%

0% 10% 20% 30% 40% 50% 60% 70%

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

Strongly agree	2%
Agree	40%
I do not know/ N/A	35%
Disagree	16%
Strongly Disagree	7%

0% 10% 20% 30% 40% 50% 60% 70%

3.5 On a scale from 1 (strongly agree) to 5 (strongly disagree), our monitoring systems and tools are used regularly for management purposes.

Strongly agree	5%
Agree	47%
I do not know/ N/A	16%
Disagree	28%
Strongly Disagree	5%

0% 10% 20% 30% 40% 50% 60% 70%

CRITERIA 3: Timely Reporting

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

Strongly agree	7%
Agree	65%
I do not know/ N/A	9%
Disagree	14%
Strongly Disagree	5%

0% 10% 20% 30% 40% 50% 60% 70%

4.2 When needed, other Programs share useful monitoring and reporting data with us in a timely manner.

Strongly agree	5%
Agree	40%
I do not know/ N/A	30%
Disagree	21%
Strongly Disagree	5%

0% 10% 20% 30% 40% 50% 60% 70%

PART 3: Quality of Performance Indicators

5. Have fewer and SMARTer indicators, targets and baselines been identified during the 2016/17 biennium to facilitate reporting to internal and external stakeholders?

N/A 19%

Yes 49%

No 32%
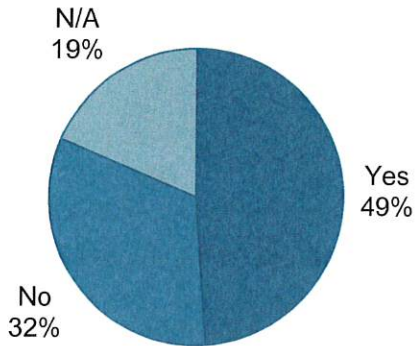
6. In your risk registers, did you capture assumptions and risks which could affect the achievement of the ERs recorded in the 2016-2017 P&B?

No 18%

Yes 83%
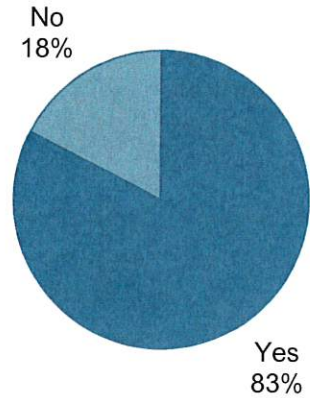
7. The selection of my indicators and data quality has improved since the last validation exercise.

Strongly agree	10%
Agree	44%
I do not know/ N/A	23%
Disagree	18%
Strongly Disagree	5%

0% 10% 20% 30% 40% 50% 60% 70%
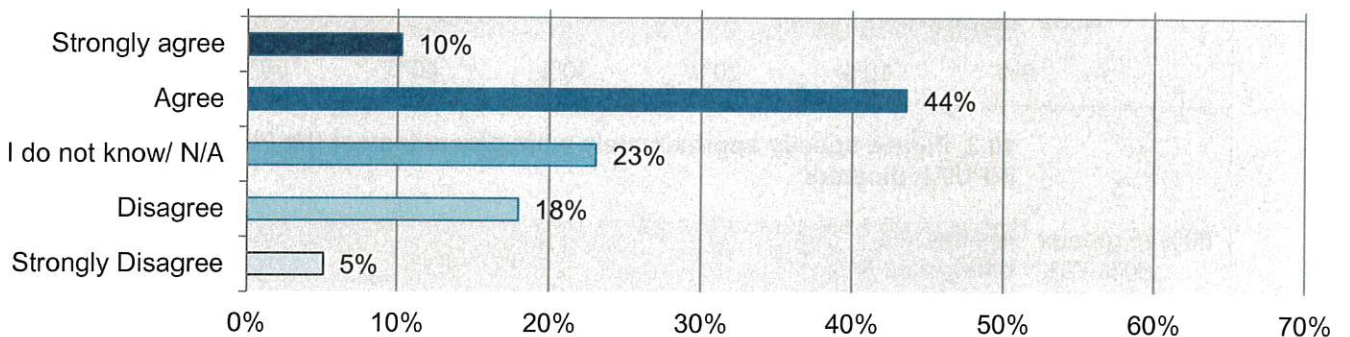
8. Were you a new staff member or transferred to a new role in 2016/2017 or in 2018?

No 33

Yes 6

9. I was adequately briefed on the status of all program performance measures that I will own/manage in my new role.

No 2

Yes 4
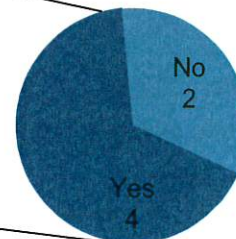
10.1 Please specify approximately what percentage of the PIs of your program are OUTPUT indicators

Category	Percentage
80% or greater	34%
60%-79%	20%
40%-59%	14%
20%-39%	20%
Less than 20%	11%
None	0%
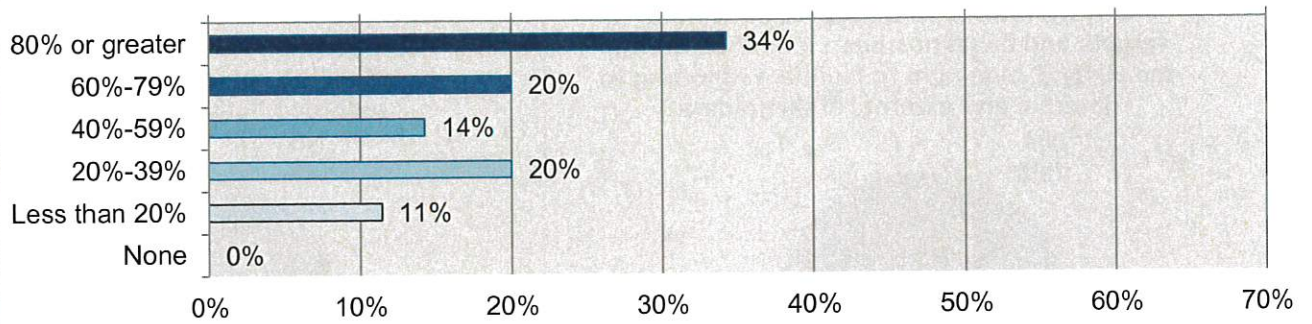
10.2 Please specify approximately what percentage of the PIs of your program OUTCOME indicators

Category	Percentage
80% or greater	9%
60%-79%	9%
40%-59%	20%
20%-39%	29%
Less than 20%	29%
None	6%
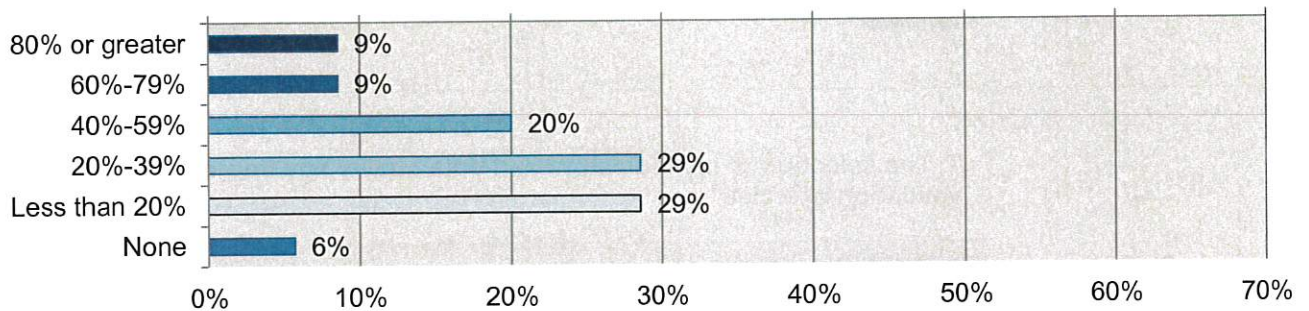
10.3 Please specify approximately what percentage of the PIs of your program are INPUT indicators

Category	Percentage
80% or greater	6%
60%-79%	9%
40%-59%	14%
20%-39%	11%
Less than 20%	23%
None	37%
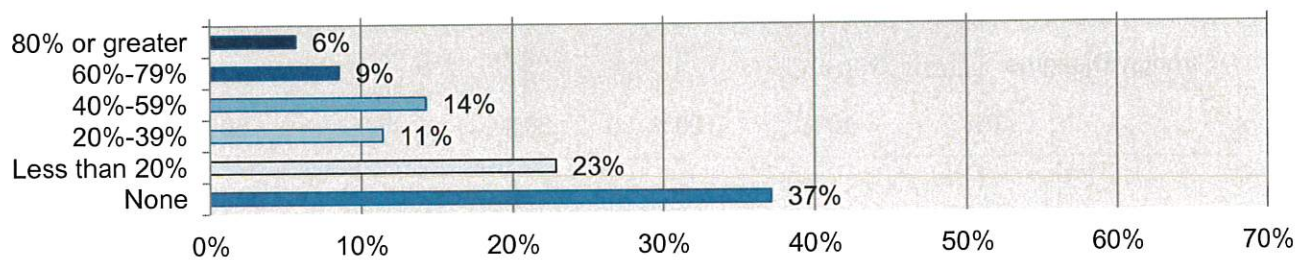
10.4 Please specify approximately what percentage of the PIs of your program are IMPACT indicators

Category	Percentage
80% or greater	9%
60%-79%	0%
40%-59%	17%
20%-39%	20%
Less than 20%	23%
None	31%

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

Response	Percentage
No - none	66%
Yes – between 1 and 2 PIs	29%
Yes – between 3 and 5 PIs	6%
Yes - above 5 PIs	0%
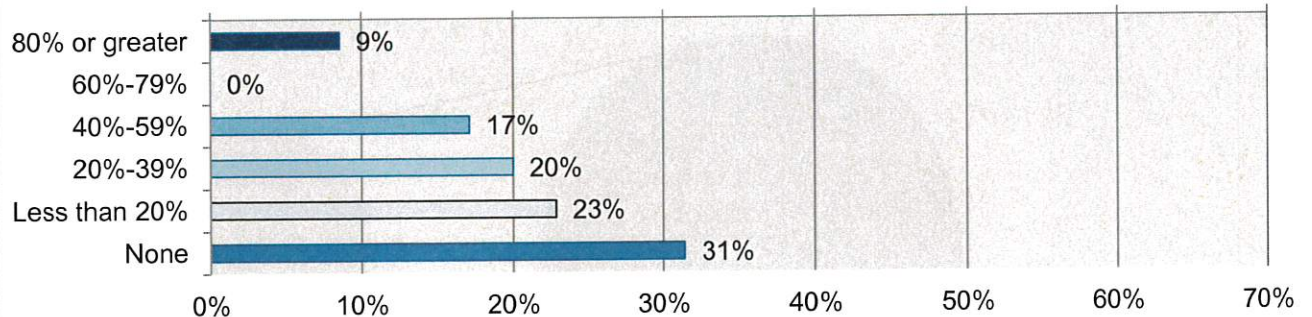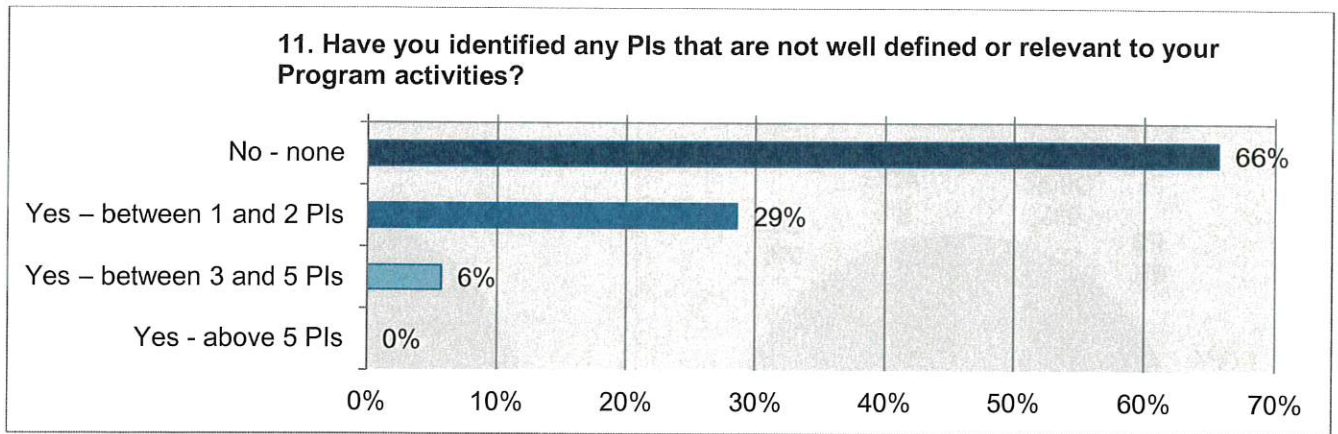
PART 4: General Information

12: Survey Participation Rate per Program (respondents that provided their program number)

13. Please provide your current grade level:

- ADG 6%
- D2 9%
- D1 43%
- D1 43%
- P5 18%
- P4 9%
- P3 6%
- Other 9%

14. Please provide your gender:

- Woman 30%
- Other 3%
- I prefer not to disclose 15%
- Man 52%
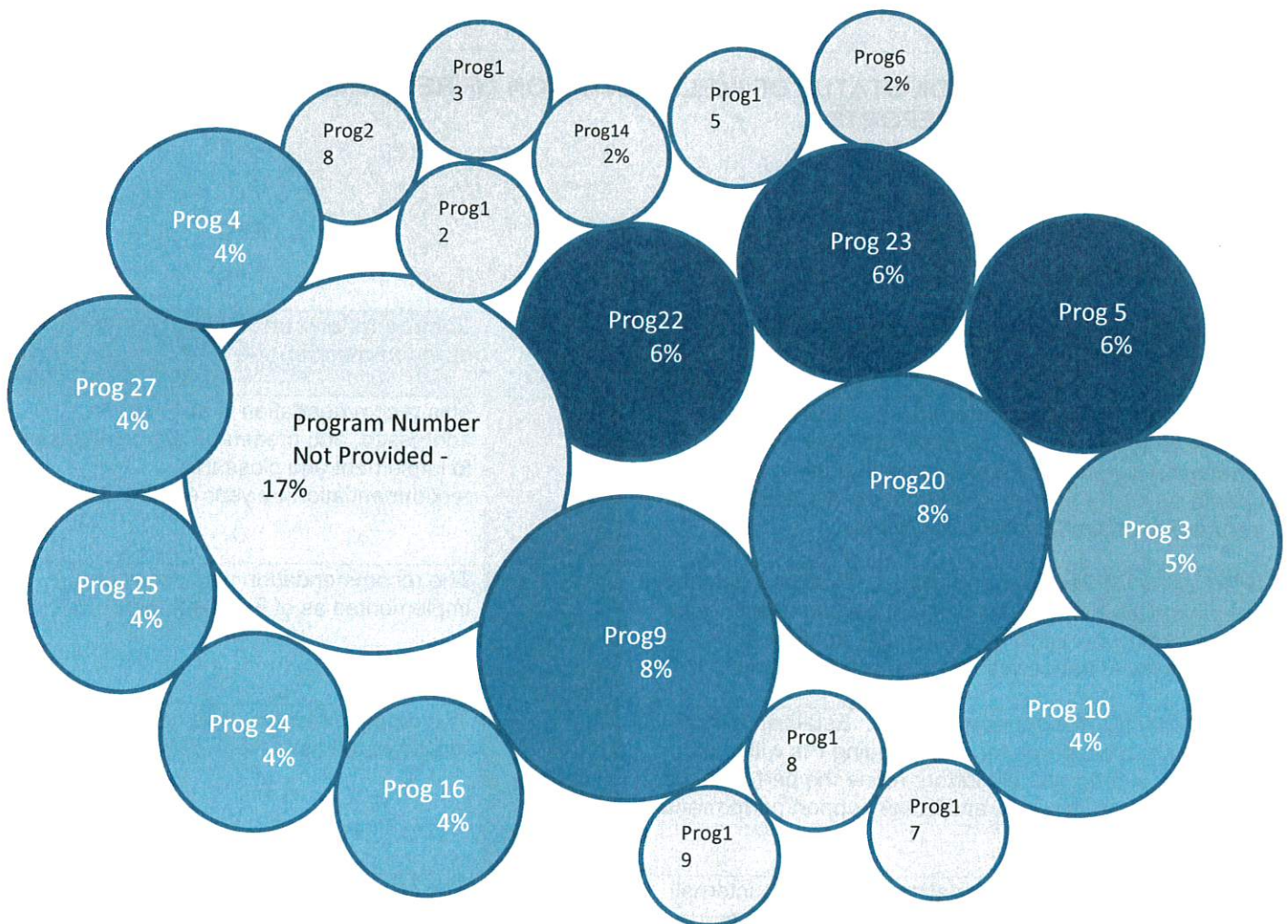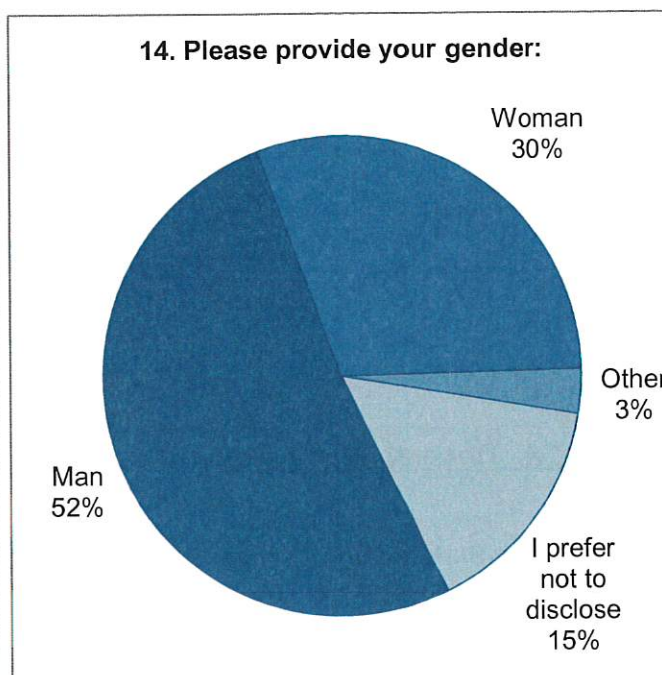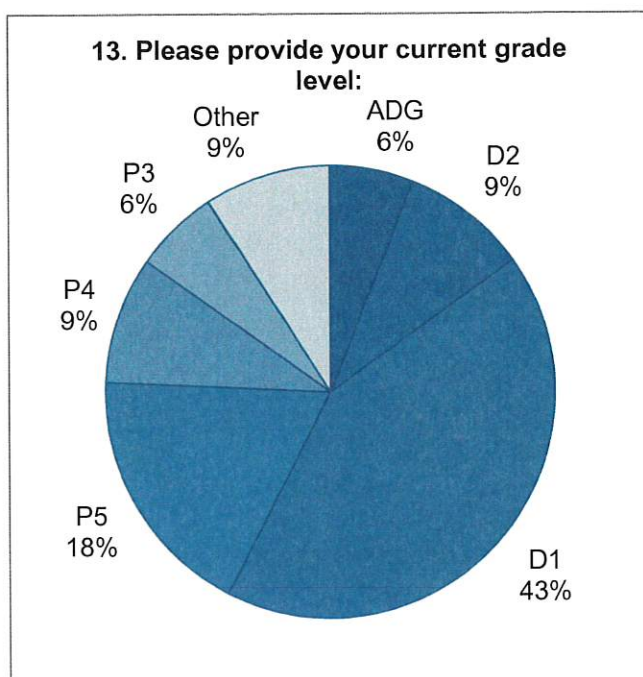
9. FOLLOW UP ON STATUS OF IMPLEMENTATION OF RECOMMENDATIONS FROM PAST VALIDATION REPORTS

Fully implemented	(green)
Partially implemented	(orange)
Not implemented	(red)

Recommendations Contained in the Previous Validation Reports	Status at PPR 2014/15	Comments on status of implementation of recommendations
[PPR 2012/13] Recommendation 2: Develop a procedure to ensure that the staff handover process amongst Programs includes adequate briefing and status update on all the program performance measures to be owned or managed by the incumbents.	(red)	This recommendation is still to be addressed, and measures are being taken to implement and close this recommendation by year end 2018.
[PPR 2014/15] Recommendation 1: Further refine and streamline the number of indicators with no baselines or targets during the 2016 PPR exercise, in order to continuously enhance WIPO's results framework.	(green)	The recommendation was considered implemented as of February 2018
[PPR 2014/15] Recommendation 2: Establish formal criteria and procedures for discontinuing PIs within a biennium, in order to help further refine the performance management framework, and better support performance results.	(green)	The recommendation was considered implemented as of April 2017
[PPR 2014/15] Recommendation 3: Develop internal procedures within PPBD to assess any requests made by Programs to modify PIs; this will provide a consistent methodology, as well as evidenced and transparent records to support and justify any decision made in this regard.	(green)	The recommendation was considered implemented as of April 2017

ACKNOWLEDGMENT

TABLE OF RECOMMENDATIONS

Recommendation #	Priority	Responsible unit(s)/manager(s)	Deadline for implementation	Management comment and action plan
Recommendation 1a: **WIPO Program 9** (Africa, Arab, Asia And The Pacific, Latin America And The Caribbean Countries, Least Developed Countries), should work with PPBD to assess their PI - *Participants in WIPO workshops who apply the skills learned in their work* - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring performance data for this indicator; (ii) approaching other Programs with similar indicators, to obtain advise and good practices on methods used to measure these indicators; and/or (iii) consider redesigning the PI to better measure and report on related Expected Results.	Medium	Coordinated by Mr. DI PIETRO PERALTA	January 2020	**1.** Among other reasons, the indicator is not of easy compliance: a) Some Member States (MS) are reluctant to allow the evaluation of the performance of their national staff for sovereignty reasons; b) Evaluations submitted to national authorities of MS on this matter are very seldom replied by them; c) Institutions instability in developing countries make difficult to follow up the professional career of officials and their respective supervisors and therefore to assess their performance in later stages after benefiting from capacity building activities; d) This indicator would require a highly professional HR Unit in the various governmental agencies benefited by WIPO's activities, which usually is not the case in many developing countries; **2.** Taking into account the above, we propose to develop pilot plans to measure this indicator in some selected countries. The regional Bureaus will identify one or two countries by region, and on a voluntary basis and in a pilot framework, we will jointly design with the national authorities a methodology to apply the indicator. Once tested and, if considered feasible, we will extend it to other countries.

Recommendation #	Priority	Responsible unit(s)/manager(s)	Deadline for implementation	Management comment and action plan
Recommendation 1b: **WIPO Program 10** (Transition and Developed Countries) should work with PPBD to assess their PI - Participants that have increased use of WIPO services within six months of attending roving seminars on WIPO services and initiatives - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring performance data for this indicator; (ii) approaching other Programs with similar indicators, to obtain advise and good practices on methods used to measure these indicators.; and/or (iii) consider redesigning the PI to better measure and report on related Expected Results.	Medium	Mr. SVANTNER Mr. VAZQUEZ	January 2019	An initial discussion with IOD shows the advantage of replacing the indicator based on the second survey by an indicator based on the survey undertaken immediately after the seminar. Over 80 per cent of respondents to a Survey taking place immediately after the seminar indicate that they will use the services of WIPO. This indicator would be coupled by a Study on the impact of the seminars on the use of the WIPO services, to be undertaken every 2 years, and the second survey will be discontinued. We will initiate discussion with PPBD in that regards
Recommendation 1c: **WIPO Program 30** (Small And Medium-Sized Enterprises (SMEs) And Entrepreneurship Support) should work with PPBD to assess their PI - Participants in training programs targeting SME support institutions using enhanced knowledge and upgraded skills in their work - with a view to: (i) identifying and addressing the root causes of difficulties in effectively measuring performance data for this indicator; (ii) approaching other Programs with similar indicators, to obtain advise and good practices on methods used to measure these indicators; and/or (iii) consider redesigning the PI to better measure and report on related Expected Results.	Medium	Mr. SVANTNER	December 2018	Program 30 has already initiated discussions with PPBD and has submitted proposed mechanisms for better capture of performance data. Efforts are being made to put in place systems to improve the current practices such as follow up surveys. Will review the effectiveness of these measures at the end of 2018.

Recommendation #	Priority	Responsible unit(s)/manager(s)	Deadline for implementation	Management comment and action plan
Recommendation 2: The Economics and Statistics Division (**Program 16**) and the Communications Division (**Program 19**) should regularly review and validate the data on number of visitors to Global Innovation Index websites, so as to enhance the efficiency of the collection and transmission method, timeliness and clarity of the data reported at year end. Alternatively, Staff members in the Economics and Statistics Division should be provided with the appropriate training in the use of the Google Analytics tool so that they can autonomously compile, analyze and report on their PI.	Medium	Mr. FINK (Economics & Statistics Division) Ms. DE ICAZA (Web Communications Section)	December 2018	The Communications Division will provide staff members in the Economics and Statistics Division direct access to a dedicated Google Analytics dashboard, on the basis of which they can autonomously compile, analyze and report on their PIs.

ANNEXES

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

[Annexes follow]

ANNEX I - 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.   **Consistent and comparable** – Information shall address comparable key PIs that enable meaningful comparisons. The principle of consistency shall not prevent the use of more accurate procedures or methods as they become available. However, any change in procedures and methods shall be transparently documented and justified. Consistency is satisfied by:

(a) Application of the requirements of the methodology over different periods;

(b) Similarity of application of available guidance and knowledge among Projects and programs with similar characteristics such as application of methodology, use of technology, time period and regional similarities;

(c) Applying tests and assumptions equally across potential baseline scenario; and

(d) Ensuring equivalent application of principles used for expert judgment, internally and externally, over time and among projects and programs.

Comparability is only possible if there is continuity of information with either past periods or similar programs elsewhere. There are a number of reasons why comparability and continuity of measurement is important. Firstly, achieving program performance improvement may involve serious and structural change of the kind that is unlikely to be delivered over the short-term. Such changes will usually take a while to "bed-in" and start affecting results. Secondly, changing how program performance is measured can lead to confusion and lack of focus amongst staff and uncertainty over what they are working towards. Thirdly, in order to make judgments about how the Organization is doing, it is useful to have a good run of comparable information. If programs change what is being measured, it will be difficult to make year on year comparisons.

5.   **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.

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

7.   **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.

8.   A further criterion to assess reporting of performance measures includes **Accuracy of the TLS**. The TLS has a separate function and is not strictly part of the PD. An assessment of accuracy was made on the basis of whether the ratings could be justified on the basis of information presented in the PD reported as part of the 2016/17 WPR.

[Annex II follows]

ANNEX II - RANDOM SAMPLING MEETINGS

Random sampling of one performance indicator per program was conducted by the WIPO SMT Members or their alternates in the presence of IOD staff.

Program Manager/ Alternate	Title	Meeting Date	Program Number and Name
Ms. Forbin	Deputy Director General, Copyright and Creative Industries Sector	04.04.18	(a) Program 3 – Copyright and Related Rights
Mr. Matus	Deputy Director General, Development Sector	05.04.18	(a) Program 8 – Development Agenda Coordination (b) Program 9 – Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries (c) Program 11 – The WIPO Academy
Mr. Sandage	Deputy Director General, Patents and Technology Sector	16.04.18	(a) Program 1 – Patent Law (b) Program 5 – The PCT System (c) Program 7 – WIPO Arbitration and Mediation Center
Ms. Wang	Deputy Director General, Brands and Designs Sector	04.04.18	(a) Program 2 – Trademarks, Industrial Designs and Geographical Indications (b) Program 6 – Madrid Systems (c) Program 31 – The Hague System (d) Program 32 – Lisbon System
Mr. Getahun	Assistant Director General, Global Issues Sector	04.04.18	(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
Mr. Sundaram	Assistant Director General, Administration and Management Sector	05.04.18	(a) Program 22 – Program and Resource Management (b) Program 24 – General Support Services (c) Program 25 – Information and Communication Technology (d) Program 27 – Conference and Language Services (e) Program 28 – Information Assurance, Safety and Security
Mr. Takagi	Assistant Director General, Global Infrastructure Sector	05.04.18	(a) Program 12 – International Classifications and Standards (b) Program 13 – Global Databases Service (c) Program 14 – Services for Access to Information and Knowledge (d) Program 15 – Business Solutions for IP Offices

Mr. Prasad	Assistant Director General and Chief of Staff	10.04.2018	(a) (b)	Program 20 – External Relations, Partnerships and External Offices Program 21 – Executive Management
Ms. Moussa	Director, Human Resources Management Department	13.04.18	(a)	Program 23 – Human Resources Management and Development
Mr. Svantner	Director, Department for Transition and Developed Countries	12.04.18	(a) (b)	Program 10 – Transition and Developed Countries Program 30 – Small and Medium-Sized Enterprises (SMEs) and Innovation
Mr. Fink	Chief Economist, Economics and Statistics Division	06.04.18	(a)	Program 16 – Economics and Statistics
Ms. Lloyd Da Silva	Director, Communications Division	11.04.18	(a)	Program 19 – Communications
Mr. Singh	Director, Internal Oversight Division	04.04.18	(a)	Program 26 – Internal Oversight

[Annex III follows]

ANNEX III - VALIDATION ASSESSMENTS INCLUDING RATING

Program 1 Performance Indicator: Level of satisfaction of participants in targeted workshops/seminars held on specific patent related topics.

1. Assessment of 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 of the questionnaires shows unequivocally the level of satisfaction of the trainees.
1.b.	Sufficient/comprehensive	🟩	The information available is sufficient and comprehensive enough to measure the indicator.
1.c.	Efficiently collected/ easily accessible	🟩	The succinct and systematic use of questionnaires and the compilation of data into excel makes the information effortlessly accessible.
1.d.	Accurate/verifiable	🟩	The physical evidence provided by the questionnaires and its collation on an excel table make it easy and accurate to verify the information available.
1.e.	Timely reporting	🟩	The PD reporting is conducted on an annual basis in line with organization monitoring cycles.
1.f.	Clear/transparent	🟩	The PD shows a good amount of documentation that is free of ambiguities.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of 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 to support the figure reported in the WPR.
2.b.	Program Comments		

Program 2 Performance Indicator: Progress towards agreement on current issues on the SCT Agenda.

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1. Assessment of PD

Rating:

■ (green)	Sufficiently meets criteria	■ (orange)	Partially meets criteria	■ (red)	Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	■	The information provided on the indicator is relevant as it describes progress against the baseline from a verbatim report. "The WIPO General Assembly decided that, at its next session in 2018, it will continue considering the convening of a diplomatic conference on the Design Law Treaty, to take place at the end of the first half of 2019".
1.b.	Sufficient/comprehensive	■	The PD sufficiently reveals the extent of the progress in the topic although only in a qualitative and broad sense. There are probably more ways and sources to be able to show progress toward agreement on the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) agenda such as Member states memos or mails, etc.
1.c.	Efficiently collected/ easily accessible	■	The PD is collected through formal meeting documents and easily accessible for verification.
1.d.	Accurate/verifiable	■	The PD is verifiable by the reliability of the sources and WIPO's reporting processes.
1.e.	Timely reporting	■	The PD is timely reported and follows the calendar for public report of WIPO General Assembly.
1.f.	Clear/transparent	■	The PD is clear and transparently available as part of the WIPO General Assembly documents available to the public.
1.g.	**Conclusion on PD**	■	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

■ (green)	TLS Accurate	■ (red)	TLS Not Accurate	■ (grey)	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		

Program 3 Performance Indicator: Percentage of countries that have provided positive feedback about WIPO's legislative advice.

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1. Assessment of PD

Rating:

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

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD reported in the WPR is relevant and valuable to report against the PI.
1.b.	Sufficient/comprehensive	🟩	The Program does survey the level of satisfaction after the provision of services. All filled surveys were made available to the validation process on request. Out of the 43 countries who received a survey, 30 did not respond to the survey, as indicated by the Program.
1.c.	Efficiently collected/ easily accessible	🟩	Surveys are standardized and administer immediately after service delivery. The Program has managed to achieve a 30% response to the surveys which is above the statistical representative average of 20%. At this stage it might be useful for the Program to consider the utilization of software for data collection that to further increase efficiency of data collection.
1.d.	Accurate/verifiable	🟩	The PD is only partially verifiable as the surveys relate to 13 countries. The remaining 30 countries did not respond to the survey.
1.e.	Timely reporting	🟩	The surveys are done on a routine basis and used for management purposes.
1.f.	Clear/transparent	🟧	The information provided in the WPR is insufficient.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD meets the criteria.**

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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 not assessable because the method for reporting the PD has changed and has affected comparability between baseline, target, and the PD. The program welcomed the suggestion to clarify the target in the future.
2.b.	Program Comments		

Program 4 Performance Indicator: Progress towards implementation of normative activities on IP and Genetic Resources, Traditional Knowledge and Traditional Cultural Expressions as agreed by Member States.

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1. Assessment of 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 measures progress towards the implementation of activities agreed by Member States. The Progress is measured by comparing the status of activities agreed at the beginning of the biennium 2016/17 with the activities undertaken during the biennium. Report on the progress on agreed activities can be found in the WIPO official documents from the Intergovernmental Committee on IP and Genetic Resources, Traditional Knowledge and Folklore.
1.b.	Sufficient/comprehensive	🟩	The PD used to report against the PI is presented in the reports of the Assemblies of Member States of WIPO and reports from the Intergovernmental Committee on IP and Genetic Resources, Traditional Knowledge and Folklore. This information is sufficient and comprehensive to reports against the PI.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is easily accessible as it is contained in WIPO's official reports.
1.d.	Accurate/verifiable	🟩	The PD can easily be validated and as these reports are in verbatim format, the data is accurate.
1.e.	Timely reporting	🟩	The PD is reported based on the relevant meeting cycles.
1.f.	Clear/transparent	🟩	The PD is clear and transparently reported in WIPO official reports.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 5 Performance Indicator: Aggregate quality of formalities examination (including timeliness).

1. Assessment of PD

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		**Comments/data limitations**
1.a.	Relevant/valuable		PD is relevant and valuable because it measures the quality and timeliness of formalities examinations conducted by the PCT. The PD aims to show the aggregated improved productivity and quality of service of PCT operations and in particular the formalities examinations.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive because it uses an aggregate quality index, calculated as the average of four lead indicators; three of which measure timeliness and the fourth reflects errors made during processing.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected by means of an automated Quality Control tool in the PCT System. The reports on quality and timeliness are system generated and can be accessed on the system by authorized relevant persons. The PD is published on the WIPO website and can easily be accessed and downloaded.
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the verification on the PCT System and the reports that published on the WIPO website: http://www.wipo.int/edocs/pubdocs/en/wipo_pub_901_2017.pdf
1.e.	Timely reporting		The PD is published annually on the WIPO website, PCT Yearly Review Report and annual meeting reports available on the website. The PD is updated on the PCT System in real time and hence up to date: http://www.wipo.int/pct/en/activity/index.html
1.f.	Clear/transparent		The PD can be consulted on the WIPO public website along with other PCT reports: http://www.wipo.int/edocs/mdocs/govbody/en/wo_pbc_25/wo_pbc_25_7.pdf
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the PD fully meets the criteria.**

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

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

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

Program 6 Performance Indicator: Total number of registrations (Madrid).
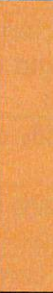
1. Assessment of PD

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 measures the work done with Madrid Operations to register filings.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive to measure progress made against the PI.
1.c.	Efficiently collected/ easily accessible	🟩	The calculation of the PD is automated and stored in an easily accessible database.
1.d.	Accurate/verifiable	🟩	The PD is verifiable against supporting evidence, and controls exist to ensure accuracy.
1.e.	Timely reporting	🟩	The PD is reported on a monthly basis through a database available on the WIPO Website: https://www3.wipo.int/ipstats/pmhindex.htm?tab=madrid
1.f.	Clear/transparent	🟩	The data is clear and transparent and made available through the public website of the Organization: https://www3.wipo.int/ipstats/editSearchForm.htm?tab=madrid
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 7 Performance Indicator: Alternative Dispute Resolution policies to which the Center has contributed in respect of their development and implementation.

1. Assessment of 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 information is relevant and valuable to report against the PI, as it is not only used to report for the purpose of the WPR but it is used by management to report on results outside the WPR. The information provides evidence on how the Program contributes to the implementation of partnerships and expansion of WIPO's ADR activities in specific sectors of IP. This Center PI refers to the selection and/or adaptation of existing WIPO ADR procedures and applicable fees, as well as the training and/or identification of mediators and arbitrators for disputes in specific sectors of IP, including in collaboration with Member States Intellectual Property Offices.
1.b.	Sufficient/comprehensive	🟩	The PD is very detailed and includes complete records to report against the PI.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is collected on a continuous basis and compiled into one single report, which includes all information and is easily accessible on request.
1.d.	Accurate/verifiable	🟩	The PD is available in written and official WIPO records, which are available on the WIPO website. The accuracy of information is easily verifiable.
1.e.	Timely reporting	🟩	The PD has been provided to management for reporting purposes on a routine basis. The WIPO Director General made use of this information to report on organizational results in the town hall meeting in 2018.
1.f.	Clear/transparent	🟩	The PD used to report against the PI makes clear reference to existing background material and it is documented via emails, official websites, and memoranda of understanding among other documentation.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD does sufficiently meet the criteria.**

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

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 8 Performance Indicator: Percentage of satisfied participants in events on the WIPO Development Agenda targeting Member States, Civil Society, Intergovernmental organizations, and stakeholders.

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1. Assessment of PD

Rating:

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

	Criteria for PD		**Comments/data limitations**
1.a.	Relevant/valuable	🟧	The level of satisfaction for this indicator has been measured making use of the Committee on Development and Intellectual Property (CDIP) general statements of the Regional Group Coordinators, Civil Society, Intergovernmental Organizations (IGOs), and stakeholders. PD is partially relevant to report against the PI but not necessarily valuable, as it does not report on the satisfaction of the population indicated in the PI.
1.b.	Sufficient/comprehensive	🟧	The Program 8 has made use of all available PD to report against this PI. However, the PD is incomplete. Measuring satisfaction of participants using formal statements provided in official meetings limit the views of stakeholders as statements are given in an open discourse and not in a confidential manner. Moreover, the method does limit the stakeholders' perceptions. For instance, civil society, IGOs, and other stakeholders did not provide any formal statements. Consequently, their level of satisfaction could not be measured.
1.c.	Efficiently collected/ easily accessible	🟧	The data used is accessible but not necessarily efficiently collected, as it requires the identification of satisfaction of Regional Group Coordinators in the CDIP General Statements in verbatim reports. It was a challenge for the Program to identify suitable monitoring tools to measure this broad PI.
1.d.	Accurate/verifiable	🟧	Statements used to report can be easily verifiable through CDIP reports; nevertheless, the reported data is not accurate, as it did not specify that the satisfaction rate of 86.6% - 82.6% refer only to Regional Coordinators Statements.
1.e.	Timely reporting	🟩	The results of this PI were reported within the cycles of the CDIP meetings.
1.f.	Clear/transparent	🟧	The PD could be misleading as it gives the impression that the 86.6% - 82.6% includes all stakeholders views when in fact refers only the Regional Coordinators. Presenting the percentages without a clear explanation decreases the reliability of the information.
1.g.	**Conclusion on PD**	🟧	**Based on the assessment of information provided, it can be concluded that the PD 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 "Fully achieved "cannot be assessed because both the PD and the population against which the data was compared were not complete due to several limitations.
2.b.	Program Comments		This PI has been discontinued in the 2018/19 P&B

Program 9 Performance Indicator: Percentage of participants in WIPO workshops who apply the skills learned in their work/enterprise.

1. Assessment of 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 meant to provide information to assess the number of participants to WIPO workshops, who apply acquired skills in their work. However, the assessment of the relevance and value of the PD is limited by the fact that not all the Bureaus provided complete and relevant PD applicable to measuring the PI.
1.b.	Sufficient/comprehensive	🟧	The PD was partially sufficient and comprehensive because not all the PD was provided, and certain PD made available did not sufficiently measure the PI.
1.c.	Efficiently collected/ easily accessible	🟧	The PD is partially efficiently collected and accessible because it was not complete.
1.d.	Accurate/verifiable	🟧	Accuracy and verifiability are both limited due to the fact that the PD provided was not complete and comprehensive.
1.e.	Timely reporting	🟧	The PD provided was not complete which leads to conclude that the current process in place does not regularly produce complete data to track progress and monitor achievement of related targets.
1.f.	Clear/transparent	🟧	Clarity and transparency cannot be fully assessed because the PD provide was not complete, and verifiability and accuracy were limited.
1.g.	**Conclusion on PD**	🟧	**Based on the assessment of information provided, it can be concluded that the PD 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 by each unit for the same randomly selected PI, the self-assessment rating reported as follows: Africa: "Not Assessable" – **is accurate** Arab States: "Not Assessable" – **is accurate** Asia and the Pacific: "Fully Achieved" – **is accurate** Latin America and the Caribbean: "Not Assessable" – **is accurate** Less Develop countries: "Fully Achieved" – **is accurate**
2.b.	Program Comments		

Program 10 Performance Indicator: Percentage of survey respondents showing increased use of WIPO services within six months of attending Roving Seminars on WIPO Services and Initiatives

1. Assessment of 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 intents provide information on the outcomes resulting from the Roving Seminars.
1.b.	Sufficient/comprehensive	🟧	The Program has made major and continuous efforts to measure the impact of its activities. However, the low response rate of the indicator and its limitations to report on impact on use of the WIPO services, have limited the sufficiency and comprehensiveness of the PD so a discussion is ongoing to update this indicator.
1.c.	Efficiently collected/ easily accessible	🟩	The Program is using OPINIO for data gathering and reports are available on request.
1.d.	Accurate/verifiable	🟧	The program has provided monitoring reports resulting from the surveys. PD can be verified trough detailed survey reports but it is not presented in an accurate manner due to some lack of clarifications.
1.e.	Timely reporting	🟩	The Program is gathering data on a routine basis and survey results are used to guide planning and delivery of activities. Information is reported on a timely manner as planned every three to six months.
1.f.	Clear/transparent	🟧	The PD in the form of surveys could be very useful, but it needs further elaboration to be clearer and more transparent. For instance, the total number of respondents to the survey is less than five per cent of the total number of participants and this clarification is necessary for transparency purposes.
1.g.	**Conclusion on PD**	🟧	**Based on the assessment of information provided, it can be concluded that the PD 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 "Fully achieved" could not be assessed based on the available PD and the low response rate to the survey
2.b.	Program Comments		The low response rate needs to be read against other positive data available, such as questionnaires distributed during the events showing that over 80 % of participants plan to use the services of WIPO in the future.

Program 11 Performance Indicator: Number of cooperation agreements and partnerships established in line with the Academy's new vision.

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1. Assessment of 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 number of cooperation agreements and partnerships established by WIPO Academy in line with its new vision. This data is of particular interest to WIPO Member states.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive because it captures the number of agreements and partnerships that WIPO has established with various partners in the biennium.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is easily accessible for verification by relevant authorized persons.
1.d.	Accurate/verifiable	🟩	The PD is accurate and can be verified from the cooperation agreements that WIPO has established with various partners.
1.e.	Timely reporting	🟩	The PD is regularly and timely reported in Management Reports and in other WIPO Academy Reports.
1.f.	Clear/transparent	🟩	The PD can be consulted by review of the cooperating agreements and partnerships established by WIPO. Relevant and interested parties may be granted access to the supporting documents.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of 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.c.	Accuracy of TLS	🟩	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		

Program 12 Performance Indicator: Number of amendments and information files introduced into the NICE Classification.

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1. Assessment of PD

Rating:

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

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	🟩	PD is relevant and valuable because it measures the component of the Expected Result that seeks to ensure that International Classifications and in particular, the NICE Classifications, are kept up-to-date and reflect current practices.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive because it captures modifications and decisions made by the Committee of Experts to be incorporated in the NICE Classification.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is directly linked to the decisions of the Committee of Experts and available of the NICE Webpage: http://www.wipo.int/classifications/nice/nclpub/en/fr/
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable through the public website, and is downloadable: http://www.wipo.int/classifications/nice/en
1.e.	Timely reporting	🟩	The PD is published annually on the website, and annual meeting reports of the Committee of Experts are available on the WIPO Website.
1.f.	Clear/transparent	🟩	The PD can be consulted in the public website along with meeting reports: http://www.wipo.int/meetings/en/details.jsp?meeting_id=42288
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 13 Performance Indicator: Number of records contained in PATENTSCOPE.

1. Assessment of 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 number of records contained in the PATENTSCOPE database which provides access to international 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/search.jsf
1.d.	Accurate/verifiable	■	The PD is accurate and verifiable through the WIPO public website: https://patentscope.wipo.int/search/en/search.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/search.jsf
1.g.	**Conclusion on PD**	■	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

■	TLS Accurate	■	TLS Not Accurate	■	TLS Not Assessable

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

Program 14 Performance Indicator: Number of Technology and Innovation Support Center Clinic requests submitted to TISCs.

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1. Assessment of PD

Rating:

	Sufficiently meets criteria		Partially meets criteria		Does not meet the criteria

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable		The information provided is relevant and valuable to assess the PD. It reports the number of Technology and Innovation Support Center (TISC) clinic requests to existing TISCs.
1.b.	Sufficient/comprehensive		The PD information is sufficient to judge the level of performance of the indicator.
1.c.	Efficiently collected/ easily accessible		The information was collected through the specific events and accessible in electronic format.
1.d.	Accurate/verifiable		The PD is accurate and verifiable because it has been reported in documents prepared and presented by the national TISC focal points, in this case Intellectual Property Offices.
1.e.	Timely reporting		It is reported quarterly in AIP reports from 2017 onwards.
1.f.	Clear/transparent		The PD is displayed in a clear and transparent manner on quarterly reports.
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

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

Program 15 Performance Indicator: Number of Collective Management Organizations (CMOs) in developing countries and Least-Developed Countries (LDCs) participating in regional and global networks facilitated by WIPO.

1. Assessment of 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 number of developing countries and LDCs participating in WIPO Connect.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive to measure the progress made against the PI; and provides information on status and stages.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected through progress reports, and easily accessible through the WIKI space of WIPO Connect
1.d.	Accurate/verifiable		The PD is accurate and verifiable through the information on the WIKI Space.
1.e.	Timely reporting		The PD is reported and status and stages updated on the WIKI space.
1.f.	Clear/transparent		The PD is clear and transparent with information available through highlight reports and on the WIPO Connect WIKI.
1.g.	**Conclusion on PD**		**Based on the assessment of 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		

Program 16 Performance Indicator: Annual number of visitors to Global Innovation Index websites.

1. Assessment of PD

Rating:

| ■ (green) | Sufficiently meets criteria | ■ (orange) | Partially meets criteria | ■ (red) | Does not meet the criteria |

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	■ (green)	The PD is relevant and valuable as it provides data on the Annual number of visitors to the Global innovation Index websites, which is a useful indicator for assessing the level of interest in global innovation and IP.
1.b.	Sufficient/comprehensive	■ (green)	The PD is sufficient and comprehensive because it provides details on the number of visitors to the Global Innovation Index websites for the period being reported.
1.c.	Efficiently collected/ easily accessible	■ (orange)	The collection and transmission of the PD between the Program and the Unit responsible for collecting the PD is partially efficient because of technical issues relating to the tools in place to support collection of PD, the reliability and clarity of data collected, and regularity of transmission of PD.
1.d.	Accurate/verifiable	■ (green)	The PD is accurate and verifiable because the data correlates with the figures reported for the PI.
1.e.	Timely reporting	■ (orange)	The PD is not regularly reported to enable tracking of progress and to timely identify potential data transmission issues.
1.f.	Clear/transparent	■ (orange)	Clarity and transparency would be enhanced if the PD is regularly compiled and transmitted to the Program for analyses.
1.g.	**Conclusion on PD**	■ (orange)	**Based on the assessment of information provided, it can be concluded that the PD partially meets the criteria.**

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

Rating:

| ■ (green) | TLS Accurate | ■ (red) | TLS Not Accurate | ■ (gray) | TLS Not Assessable |

2.a.	Accuracy of TLS	■ (green)	Although technical issues affected the collection and clarity of the PD, the data is nevertheless accurate and sufficient to report on the selected PI; hence the self-assessment rating reported as "Fully achieved" is also accurate.
2.b.	Program Comments		

Program 17 Performance Indicator: Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns.

1. Assessment of 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 provided is relevant and valuable to report against the PI.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient to report against the PI as it is obtainable through one source, the meetings of the ACE.
1.c.	Efficiently collected/ easily accessible	🟩	The PD can be found in Summary by the Chair, ACE which is easily accessible.
1.d.	Accurate/verifiable	🟩	As the ACE reports are in *verbatim* form and available on the WIPO website. The information is accurate and verifiable.
1.e.	Timely reporting	🟩	The PD is reported within the same cycles as the ACE meetings.
1.f.	Clear/transparent	🟩	The PD is clear and transparent and can be found in the ACE reports.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable	

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

Program 18 Performance Indicator: Number of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion.

1. Assessment of 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 shows the results of the agreements catalyzed by the program. It also shows the number of potential agreements that could be catalyzed by WIPO Green. This is an indication of potential future collaborations but not actual or past collaborations.
1.b.	Sufficient/comprehensive		The PD shows and describes the what, the why and the how the indicator is being met.
1.c.	Efficiently collected/ easily accessible		The PD seems to be efficiently collected as a result of event or publications where data is at hand.
1.d.	Accurate/verifiable		The PD can be easily verified as it shows physical evidence with accuracy of the data included in the documents.
1.e.	Timely reporting		The PD is reported through the calendar year as the events and agreements are signed.
1.f.	Clear/transparent		The access to the on-line data base website is a good element for clarity and transparency of data.
1.g.	**Conclusion on PD**		**Based on the assessment of 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 to support the figure reported in the WPR.
2.b.	Program Comments		

Program 19 Performance Indicator: User Satisfaction with Library Services

1. Assessment of PD

Rating:

| ■ (green) | Sufficiently meets criteria | ■ (orange) | Partially meets criteria | ■ (red) | Does not meet the criteria |

	Criteria for PD		*Comments/data limitations*
1.a.	Relevant/valuable	■ (green)	The PD is relevant and valuable because it provides information on user satisfaction in the services provided by the WIPO Library and contributes towards measuring achievement of the Expected Result of improved service orientation and responsiveness to inquiries.
1.b.	Sufficient/comprehensive	■ (orange)	The data is partially sufficient and comprehensive because of disparities in participation and method of administering the survey. In 2016 only one survey was conducted compared with 2017 where four surveys were conducted. Participation was 40 in 2016 against 98 in 2017. Indicatively 499 Library badges were issued in 2016 and 719 in 2017. These figures do not include individuals who have direct access via meeting registrations, and UN badges; which would further increase the number of visitors.
1.c.	Efficiently collected/ easily accessible	■ (green)	The PD is efficiently collected through electronic surveys administered to visitors of the library. The results are generated through the survey application
1.d.	Accurate/verifiable	■ (green)	The PD is accurate and verifiable through the survey management tools and report.
1.e.	Timely reporting	■ (orange)	The PD is partially timely reported in 2016 since only one survey was conducted, compared to the quarterly surveys administered in 2017. Consequently the practice in place in 2016 did not fully meet this criterion which requires that PD be regularly tracked so as to provide useful information for continual monitoring *vis à vis* the target.
1.f.	Clear/transparent	■ (green)	The PD is clear and transparent and can be generated through the survey management tool.
1.g.	**Conclusion on PD**	■ (green)	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

| ■ (green) | TLS Accurate | ■ (red) | TLS Not Accurate | ■ (grey) | TLS Not Assessable |

2.a.	Accuracy of TLS	■ (green)	Based on the PD provided for the selected PI, the self-assessment rating reported as "Fully achieved" is accurate.
2.b.	Program Comments		
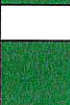
Program 20 Performance Indicator: Number of ratifications and/or accessions to the Internet Treaties.

1. Assessment of 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 provides information to measure the number of Countries that have acceded to, and/or ratified the Internet Treaties.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive to measure the status of the PI, through the number of instruments deposited for accession/ratifications to Treaties.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is efficiently collected and easily accessible through the WIPO Website: http://www.wipo.int/treaties/en/ShowResults.jsp?lang=en&treaty_id=20 http://www.wipo.int/treaties/en/ShowResults.jsp?lang=en&treaty_id=16
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable through the Web Site and official available documentation.
1.e.	Timely reporting	🟩	The PD is regularly and timely reported through the WIPO website.
1.f.	Clear/transparent	🟩	The PD is clear and transparent and is publicly accessible through the WIPO Website: http://www.wipo.int/treaties/en/
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 21 Performance Indicator: Delegates' satisfaction levels with the organization of the Assemblies.

1. Assessment of 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 gauges Member States satisfaction with the organization of the Assemblies through online surveys of participants.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive as it compiles responses from participants from various countries and assesses different aspects of the organization of the Assemblies such as: registration, receptions, premises, logistics, and IT.
1.c.	Efficiently collected/ easily accessible		The PD is collected through surveys administered online and accessible through automated reports generated by the survey tool.
1.d.	Accurate/verifiable		The PD is accurate and verifiable through reports complied by the survey tool.
1.e.	Timely reporting		The PD is timely reported and reviewed by the relevant areas, in order to capture lessons learned.
1.f.	Clear/transparent		The PD is clear and transparent, and available via reports from the electronic survey tool.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩	TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 22 Performance Indicator: Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and International Public Sector Accounting Standards (IPSAS).
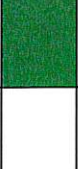
1. Assessment of PD

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 financial performance of WIPO. The PD also seeks to provide reasonable assurance to management, WIPO Member States and other interested stakeholders that financial operations are conducted in accordance with WIPO conventions and treaties, Financial Regulations and Rules and IPSAS.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive because it is based on the overall opinion on financial operations of WIPO as expressed by External Auditors.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is easily accessible on the WIPO webpages and the information on the Audit opinion is readily and publicly available from the External Auditor's Report.
1.d.	Accurate/verifiable	🟩	The PD is accurate and verifiable through the Report by External Auditors which is published on the WIPO website: http://www.wipo.int/about-wipo/en/oversight/auditor/.
1.e.	Timely reporting	🟩	The PD is published annually on the website and the External Auditors present their report annually to WIPO Member States.
1.f.	Clear/transparent	🟩	The PD can be consulted on the WIPO public website along with other meeting reports: http://www.wipo.int/about-wipo/en/oversight/auditor/
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 23 Performance Indicator: Number of applications received from unrepresented Member States as a percentage of total.

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1. Assessment of 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 and consolidates the number of applications received by unrepresented Member States to WIPO vacancy announcements. The PD is also valuable because it helps monitor the Geographical diversity objectives of the Organization.
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive because it captures all applications to WIPO vacancy announcements made by candidates from unrepresented Member States.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is efficiently collected, accessible and analyzed using the Taleo system, an automated talent acquisition/recruitment tool.
1.d.	Accurate/verifiable	🟧	The PD was partially accurate as the analysis of data used to initially report on PI Performance had an error on the number of applications received from unrepresented Member States. This did not impact the achievement of set targets, and the error has been corrected in the final version of the submission.
1.e.	Timely reporting	🟩	The PD is reported in Management reports, Human Resources Management Department (HRMD) Business Intelligence tool- dashboards and published regularly in the Annual Report of HRMD.
1.f.	Clear/transparent	🟩	The PD can be verified in the Annual Report of HRMD, available on the WIPO website: http://www.wipo.int/meetings/en/doc_details.jsp?doc_id=380463
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

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

Program 24 Performance Indicator: Percentage of value items 1,000 - 5,000 Swiss francs, works of arts and attractive items.

1. Assessment of 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 provides information on the percentage of value items in monetary terms between the 1,000- 5,000 Swiss francs range, works of art (regardless of value) that are of valuable interest to Member States and attractive items (regardless of value).
1.b.	Sufficient/comprehensive	🟩	The PD is sufficient and comprehensive to measure progress made against the PI because it captures the physical count of value items.
1.c.	Efficiently collected/ easily accessible	🟩	The collection of the PD is efficient and the data can be accessed in the database for value items, works of art and attractive items.
1.d.	Accurate/verifiable	🟩	The PD is accurate and can be verified from External Contractor's reports and WIPO records for physical count of items. Supporting evidence exists to assess validity and accuracy.
1.e.	Timely reporting	🟩	The PD is reported annually in WIPO Management Reports, Financial statements and year-end inventory counts.
1.f.	Clear/transparent	🟩	The PD is clear and can be confirmed from External Contractor reports and physical counts conducted by WIPO staff.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of 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		It is recalled that, for the purposes of the overall inventory exercise, certification of presence of certain assets relies on a number of administrative units across the Organization (beyond Program 24), confirming such presence for their respective areas.

Program 25 Performance Indicator: Information and Communication Technology (ICT) Projects in WIPO are managed in accordance with the WIPO project management and service transition guidelines.

1. Assessment of 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 measure the number of instances where ICT Projects are managed in accordance with WIPO project management and put in production in accordance with service transition guidelines.
1.b.	Sufficient/comprehensive	■	The PD is partially sufficient and comprehensive because the current IT structure, processes and systems in place at WIPO, cannot permit ICTD to effectively capture data to fully address this indicator at this time.
1.c.	Efficiently collected/ easily accessible	■	The collection and accessibility of the PD is partial because the current system and processes in place do not capture all ICT Projects in WIPO, in order to assess compliance with WIPO project management and service transition guidelines.
1.d.	Accurate/verifiable	■	The available PD is accurate and can be verified against project documentation and Transition to Operation documents, however it is not complete hence accuracy cannot be fully verified.
1.e.	Timely reporting	■	It is not possible to fully access timely reporting since the PD is not complete.
1.f.	Clear/transparent	■	The PD is not complete, hence full clarity and transparency cannot be confirmed.
1.g.	**Conclusion on PD**	■	**Based on the assessment of information provided, it can be concluded that the PD 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 "fully achieved" is not assessable because the current IT structure, processes and systems in place at WIPO, cannot permit ICTD to effectively capture data to fully address this PI at this time
2.b.	Program Comments		Baseline and Target definitions for this PI have been further clarified in the 2018/19 P&B document, to better define the scope of this PI.

Program 26 Performance Indicator: INDEPENDENCE - No interference and perceived independence by key stakeholders.

1. Assessment of 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 provided is pertinent to measure the indicator on independence. It offers both data pertaining on no interference as well as on the perception of key stakeholders. The PD is also valuable to determine the level of no interference by key stakeholders and clients of Program 26 as per the documents and tabulated data available.
1.b.	Sufficient/comprehensive	🟩	The information of PD is adequate in quantity and contributes to explain from diverse perspectives the requirement of independence to be carried out by the oversight function.
1.c.	Efficiently collected/ easily accessible	🟩	The PD is collected through various means including automated surveys and reports with different frequency/thus, addressing the needs of reporting and decision making points throughout the year.
1.d.	Accurate/verifiable	🟩	All data provided is accurate and can be verified by physical evidence including the contents, annexes of quarterly reports to the Independent Advisory Oversight Committee (IAOC), annual reports to the WIPO Assembly normative documents of IOD, surveys and tabulated data.
1.e.	Timely reporting	🟩	The reporting of the PD is considered timely as justified by IOD addressing internal and external needs of the clients.
1.f.	Clear/transparent	🟩	The PD comes from public available information. The data and information contained in the PD is either self-explanatory or justified in a clear and transparent way.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of 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 to support the figure reported in the WPR.
2.b.	Program Comments		

Program 27 Performance Indicator: Cost per word of translation.

1. Assessment of 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 is calculated the cost per word of translation which can be used to determine efficiency measures.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive and is collected from the translation management system and the financial management system.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected and accessible in the system developed to capture and manage translation work as well as the Organization's financial management tool.
1.d.	Accurate/verifiable		The PD is accurate and verifiable in the system used to manage translations, and the financial management tool.
1.e.	Timely reporting		The PD is regularly reported to management to assess the status.
1.f.	Clear/transparent		The PD is clear and transparently calculated, monitored and reported.
1.g.	**Conclusion on PD**		**Based on the assessment of 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		While the PD sufficiently meets the assessment criteria, the PD however, was not comparable to the baseline of 2015, and as a result the resulting self-assessment rating reported as "Not Assessable" is accurate.
2.b.	Program Comments		

Program 28 Performance Indicator: Proactive identification and timely remediation of vulnerabilities within agreed service levels.

1. Assessment of 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 provides data to measure efficiency and timeliness of measures taken to address critical and high levels of vulnerabilities.
1.b.	Sufficient/comprehensive		The PD is sufficient and comprehensive, and regularly captured by the Security and Information Assurance Division.
1.c.	Efficiently collected/ easily accessible		The PD is efficiently collected through regular tests performed, reported and tracked. The detail of the PD is Highly Confidential hence is not accessible to unauthorized persons. However, the PD is accessible to authorized persons.
1.d.	Accurate/verifiable		The PD is tracked and reports exist to verify accuracy; and can be verified by authorized persons.
1.e.	Timely reporting		The PD is regularly tracked, updated, and reported to the authorized persons.
1.f.	Clear/transparent		The PD is clearly recorded, and tracked; due to the highly Confidential nature of the details of the PD, this information is reported in a transparent manner to authorized persons.
1.g.	**Conclusion on PD**		**Based on the assessment of information provided, it can be concluded that the PD sufficiently meets the criteria.**

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

Rating:

	TLS Accurate		TLS Not Accurate		TLS Not Assessable

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

Program 30 Performance Indicator: Percentage of participants in training programs targeting SME support institutions using enhanced knowledge and upgraded skills in their work.

1. Assessment of 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 relevance and value to report against the PI is limited. The surveys provided by the Program focused mainly on participants' satisfaction and make assumptions on whether participants intent to use the knowledge in the future. Even though, survey respondents indicated the usefulness of these workshops, the current PD is misleading and the results from available surveys cannot be used as a measurement of enhanced knowledge and upgraded skills.
1.b.	Sufficient/comprehensive	🟥	The information provided to report against this PI is insufficient. In addition, for several activities the survey results were missing.
1.c.	Efficiently collected/ easily accessible	🟥	The provided PD is presented in the form of mission reports which are available upon request. However, surveys are not consistently applied across all activities and results analysis is cumbersome. Existing data gathering and analysis is limited in its efficiency.
1.d.	Accurate/verifiable	🟥	The reported PD is not accurate as the information used to report against the PI does not informed on use of knowledge and upgraded skills but rather on satisfaction.
1.e.	Timely reporting	🟥	Required PD to report against the PI was not available on a timely manner due to issues with the data collection.
1.f.	Clear/transparent	🟥	It is not clear how the Program concluded that 95 per cent of the participants are using their knowledge and upgrading skills when the variable that is being measure immediately after the capacity building activity is satisfaction. Furthermore, not all activities have included a survey at the end of their activity.
1.g.	**Conclusion on PD**	🟥	**Based on the assessment of information provided, it can be concluded that the PD does not meet the criteria.**

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

Rating:

🟩 TLS Accurate	🟥 TLS Not Accurate	⬜ TLS Not Assessable

2.a.	Accuracy of TLS	⬜	Based on the PD provided for the selected PI, the self-assessment rating reported as not assessable due to lack of evidence to support the figure reported in the WPR.
2.b.	Program Comments		

Program 31 Performance Indicator: Progress towards the enhancement of the legal framework.

1. Assessment of 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 does report on amendments to regulations, the information is relevant and valuable to report progress against the PI.
1.b.	Sufficient/comprehensive		The PD is found in official WIPO Assembly documents following discussions from the Working Groups.
1.c.	Efficiently collected/ easily accessible		The PD is extracted directly from official documents, which are available on the WIPO website.
1.d.	Accurate/verifiable		The PD is accurate as it is contain in verbatim reports from the Assembly and Working Group. As the information is available on internet, it can easily be verified.
1.e.	Timely reporting		The PD is reported in the same cycle as the meetings
1.f.	Clear/transparent		PD is contained in WIPO's official reports available on the WIPO Website.
1.g.	**Conclusion on PD**		**Based on the assessment of 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		

The Program 32 Performance Indicator: Increased use of electronic means for filing and processing international applications and other transactions (Lisbon).

1. Assessment of 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 demonstrate the progress on the use of electronic means to for processing international applications to the Lisbon System.
1.b.	Sufficient/comprehensive	🟧	The PD seems to be sufficient as an indication of some of the increase in the electronic means but not comprehensive enough to reflect the breadth of the increase in the use as the final version of the application has yet to be launched.
1.c.	Efficiently collected/ easily accessible	🟩	The information is efficiently collected and accessible as it is part of a permanent established registry.
1.d.	Accurate/verifiable	🟩	It is accurate and verifiable for there is physical and documentary repository of records as part of the permanent registry.
1.e.	Timely reporting	🟩	The information is provided on real time so it can be at hand and reported at any moment.
1.f.	Clear/transparent	🟩	The storage of information in the registry is a clear and transparent means for accessing and recording of the information.
1.g.	**Conclusion on PD**	🟩	**Based on the assessment of 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		

[Annex IV follows]

ANNEX IV - VALIDATION FRAMEWORK – UPDATED BASED ON PROGRAM DATA SENT BY SENIOR MANAGEMENT

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 1 – Patent Law	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Level of satisfaction of participants in targeted workshops/seminars held on specific patent related topics	96.85% (92.75%)	90%	89% based on 753 responses from participants in 31 seminars (Africa 5, Arab region 4, Asia and the Pacific 9, Latin America and the Caribbean 12, other 1)
Program 2 – Trademarks, Industrial Designs and Geographical Indications	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress towards agreement on current issues on the SCT Agenda	State of advancement of SCT work at the end of 2015 as per document SCT/34/7 (same)	SCT agreed outcomes	The WIPO General Assembly decided that "at its next session in 2018, it will continue considering the convening of a diplomatic conference on the Design Law Treaty, to take place at the end of the first half of 2019" (Document A/57/11 ADD.5[12]). At its last session of the biennium (thirty-eighth session from October 30 to November 2, 2017), the SCT: - requested the Secretariat to invite Member States and accredited NGOs to propose aspects of Graphical User Interface (GUI), icon and typeface/type font designs on which further work would be desirable (Document SCT/38/5[13], paragraph 8); - decided that an information session on country names will take place at its thirty-ninth session (Document SCT/38/5[14], paragraph 12); and - adopted a work plan on geographical indications (Document SCT/38/5[15], paragraph 16).

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[12] Summary Report: Item 16 of the Consolidated Agenda: A/57/11 ADD.5
[13] Summary by the Chair : SCT/38/5
[14] Ibid
[15] Ibid

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 3 – Copyright and Related Rights	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	% of countries that have provided positive feedback about WIPO's legislative advice	100% (n/a - biennial survey to be conducted in 2015)	80% (70%)	43 countries or regional groups received legislative advice in 2016/17 (Africa 10; Arab region 2; Asia and the Pacific 14; Latin America and the Caribbean 9; Transition Countries 7; Other 1) 90% based on 13 responses (Arab region 1; Asia and the Pacific 3; Latin America and the Caribbean 5; Transition countries 3; Other 1) provided positive feedback (5 or 6 on a scale of 1-6) about WIPO's copyright legislative advice.
Program 4 – Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	Progress towards implementation of normative activities on IP and GRs, TK and TCEs as agreed by Member States	Renewed mandate and work program for IGC for 2016/17 agreed (State of negotiations as reflected in key documents[16])	Agreed outcomes of normative activities	Member States revised 3 key documents[17] for consideration by the General Assembly. The General Assembly took stock of the progress made and established a renewed mandate and work program for the IGC for 2018/19
Program 5 – The PCT System	II.3 Improved productivity and service quality of PCT operations	Aggregate quality of formalities examination (including timeliness)	92.7% (93.1%)	95% (+/-2%) (Higher quality)	95.1% (2016) 97.1% (2017) Average 96.1% in 2016/17
Program 6 – Madrid System	II.6 Wider and more effective use of the Madrid System, including by developing countries and LDCs	Total no. of registrations[18] (Madrid)	626,556 (594,477)	2016: 630,000 2017: 650,000	2016: 650,243 2017: 667,881 (preliminary)

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[16] (i) Consolidated Document Relating to Intellectual Property and Genetic Resources: WIPO/GRTKF/IC/28/4; (ii) The Protection of Traditional Knowledge: Draft Articles: WIPO/GRTKF/IC/28/5; and (iii) The Protection of Traditional Cultural Expressions: Draft Articles: WIPO/GRTKF/IC/28/6

[17] (i) Consolidated Document Relating to Intellectual Property and Genetic Resources: WIPO/GRTKF/IC/34/4; (ii) The Protection of Traditional Knowledge: Draft Articles: WIPO/GRTKF/IC/34/5; and (iii) The Protection of Traditional Cultural Expressions: Draft Articles: WIPO/GRTKF/IC/34/8

[18] The total number of registrations refers to the total number of active registrations as at December 31, 2017.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 7 – WIPO Arbitration and Mediation Center	II.8 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration and other alternative dispute resolution methods	Alternative dispute resolution policies to which the Center has contributed in respect of their development and implementation	23 *(15)* schemes adopted cumulative	4 to 6 additional schemes *(1 to 3)*	17 additional schemes adopted: (i) Cuban Industrial Property Office (OCPI); (ii) Federal Service for Intellectual Property of the Russian Federation (ROSPATENT); (iii) Intellectual Property Office (Australia); (iv) Intellectual Property Office (Serbia); (v) International Federation of Inventor's Associations (IFIA); (vi) Israel Patent Office (ILPO); (vii) Ministry of Culture (Lithuania); (viii) National Center of Registries (CNR) (El Salvador); (ix) National Directorate of Intellectual Property (DINAPI) (Paraguay); (x) National Institute of Industrial Property (INPI) (Argentina); (xi) National Office of Copyrights and Related Rights (ONDA) (Dominican Republic); (xii) National Register (Costa Rica); (xiii) SingEx Trade Fairs (Singapore); (xiv) Small & Medium Business Administration (SMBA) (Korea); (xv) Spanish Patent and Trademark Office (OEPM) (R&D); (xvi) Supreme People's Court of the People's Republic of China (SPC); (xvii) Technology Innovation Support Centers (TISCs) (40 cumulative) 6 schemes supported: Fair, reasonable and non-discriminatory (FRAND) terms to WIPO Mediation; (ii) Intellectual Property Office of Singapore (IPOS); (iii) Mexican Institute of Industrial Property (IMPI); (iv) National Directorate of Intellectual Property (DINAPI) (Paraguay); (v) Spanish Patent and Trademark Office (OEPM) (R&D); (vi) United States Patent and Trademark Office (USPTO)
Program 8 – Development Agenda Coordination	III.5 Enhanced understanding of the DA by Member States, IGOs, civil society and other stakeholders	% of satisfied participants in events on the WIPO Development Agenda targeting Member States, Civil Society, IGOs and stakeholders	78.57% *(n/a)*	80%	2016: 86.6% 2017: 82.6%

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 9 – Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries	III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	Africa: 70% (70%) Arab: Not available[19] (not available in 2014; system to be implemented in 2015) Asia and the Pacific: 91% (89%) Latin America and the Caribbean: 90% (not available in 2014; system to be implemented in 2015) LDCs: 90% (95%)	Africa: 70% (same) Arab: 50% (same) Asia and the Pacific: 91% (70%) Latin America and the Caribbean: 90% (45%) LDCs: 90% (50%)	Africa: (data only partially available) Arab region (data only partially available) Asia and the Pacific: 84% Latin America and the Caribbean: (data only partially available) LDCs: 90%
Program 10 – Transition and Developed Countries	II.1 Wider and more effective use of the PCT System for filing international patent applications	% of survey respondents showing increased use of WIPO services within 6 months of attending Roving Seminars on WIPO Services and Initiatives	35% (18%)	25% of survey respondents showing increased use of WIPO services (20%)	46% of survey respondents reported increased use of WIPO services
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	No. of cooperation agreements and partnerships established in line with the Academy's new vision	0 (Not available)	5	- 16 cooperation agreements and/or partnerships: - 12 cooperation agreements/partnerships involving Argentina, Brazil, China (2), France, Iran, Italy, Malaysia, Morocco, Nicaragua, Oman, Philippines and Turkey were established in line with the Academy's new vision. - 4 additional cooperation agreements with Costa Rica, Lebanon, Nepal and Nigeria, as part of the Judicial Training Institutions Project

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[19] No available existing mechanism. An appropriate mechanism will be developed in the course of 2016/17.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 12 – International Classifications and Standards	IV.1 Updated and globally accepted system of international classifications and WIPO standards to facilitate access, use and dissemination of IP information among stakeholders in the world	No. of amendments and information files introduced into the Nice Classification	1,480 amendments: - 560 (2014)[20] *(same)* - 920 (2015) 43 information files revised - 39 (2014) - 4 (2015) 25 information files introduced - 20 (2014) - 5 (2015) *(50 new or amended information files)*	Increase compared to baseline	2,097 amendments[21]: - 1,213 (2016) - 884 (2017) 300 information files revised: - 145[22] (2016) - 155 (2017) 66 information files introduced: - 33[23] (2016) - 33 (2017)
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	50,000,000 cumulative *(43,000,000)*	55,000,000 cumulative *(50,000,000)*	66,000,000 cumulative
Program 14 – Services for Access to Information and Knowledge	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of TISC Clinic requests submitted to TISCs	0 *(n/a - new)*	40 *(10)*	43
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 Collective Management Organizations (CMOs) in developing countries and LDCs participating in regional and global networks facilitated by WIPO	The WIPO Connect system was in the final development phase at the end of 2014/15. *(0 CMOs end 2015)*	7 CMOs end 2017	4 CMOs (Barbados, Botswana, Malawi, Pakistan)

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[20] Corrigendum: The total number of amendments in 2014 was 560, not 570 as reported in the PPR 2014.
[21] Of the 2,097 amendments, 1,071 correspond to new goods and services.
[22] Corrigendum: The total number of information files revised in 2016 was 145, not 148 as reported in the PPR 2016.
[23] Corrigendum: The total number of information files introduced in 2016 was 33, not 30 as reported in the PPR 2016.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 16 – Economics and Statistics	V.2 Wider and better use of WIPO economic analysis in policy formulation	Annual number of visitors to Global Innovation Index websites	WIPO Global Innovation Index (GII) webpage[24]: 29,556 in 2015 48,190[25] in 2014/15 GII-dedicated website[26]: 170,417 in 2015 317,690 in 2014/15[27] (tbd end 2015)	WIPO GII: 10% increase GII-dedicated: 10% increase (tbd)	WIPO GII: 87,828 (+82%) - 2016: 44,244 - 2017: 43,584 GII-dedicated: 429,403 (+35%) - 2016: 214,122 - 2017: 215,28
Program 17 – Building Respect for IP	VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	Continued agreement by Member States on the substantive work of the WIPO Advisory Committee on Enforcement (ACE), incorporating development-oriented concerns	Agreement on the work program was reached during the ninth and tenth sessions of the ACE WIPO/ACE/9/29 para 44 and WIPO/ACE/10/26 para 40 (Agreement on the work program for the tenth session of the ACE)	Agreement on the work program for the next ACE session	Agreement on the work program was achieved during the eleventh and twelfth sessions of the ACE (WIPO/ACE/12/15[28] para. 47 and WIPO/ACE/11/11[29] para. 39).
Program 18 – IP and Global Challenges	VII.2 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	No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	- Data sharing agreements: 7 cumulative (same) - Signed Letters of Intent: 16 cumulative	10 agreements cumulative	- Agreements catalyzed: 2 new (2 cumulative) - Data sharing agreements: 2 additional (9 cumulative) - Formalized Connections: o Signed Letters of Intent- 9 additional (25 cumulative) o Memoranda of Understanding- 1 new (1 cumulative)
Program 19 – Communications	VIII.2 Improved service orientation and responsiveness to inquiries	User satisfaction with Library services	70% of respondents to a feedback questionnaire of Library users were highly satisfied with the services. (100% satisfied or highly satisfied) (72.2%)	≥ 70 % highly satisfied visitors and online customers	2016: 70% 2017: 76.2% of clients were highly satisfied ("excellent" rating) with the services

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[24] http://www.wipo.int/econ_stat/en/economics/gii/
[25] Corrigendum: In 2014/15, there were 48,190 unique visitors, not 50,368 as published in the PPR 2014/15.
[26] https://www.globalinnovationindex.org/
[27] Corrigendum: In 2014/15, there were 317,690 unique visitors, not 300,283 as published in the PPR 2014/15.
[28] WIPO/ACE/12/15
[29] WIPO/ACE/11/11

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 20 – External Relations, Partnerships and External Offices	I.1 Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	No. of ratifications and/or accessions to the Internet Treaties	WIPO Copyright Treaty: 4 WSO WIPO Performances and Phonograms Treaty: 4 WSO	1 additional WSO 1 additional WSO	WSO: Brunei Darussalam WSO: Brunei Darussalam
Program 21 – Executive Management	VIII.3 Effective engagement with Member States	Delegates' satisfaction levels with the organization of the Assemblies	90% - 2015 WIPO Assemblies Survey *(87%)*	80% satisfied with arrangements	80% satisfied with arrangements
Program 22 – Program and Resource Management	IX.2 An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results	Satisfactory financial report from the External Auditors confirms the conformity of financial operations to the provisions of the applicable WIPO conventions and treaties, the WIPO Financial Regulations and Rules and IPSAS	Clean audit reports received for 2014 and 2015. At the time of publication, the results of the 2015 audit had yet to be released. Answers provided to all audit recommendations received during 2014 and 2015. *(same)*	Clean audit report for both years of the biennium	Clean audit reports received for the 2015 and 2016 financial statements. The final audit of the 2017 financial statements commenced in April 2018. At the time of publication, the results of the 2017 audit had yet to be released. Answers provided to all audit recommendations received during 2016 and 2017.
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	No. of applications received from unrepresented Member States as a % of total	7.1% *(tbd)*	8% *(tbd based on % increase between 2014-2015)*	2016/17: 9.38%[30] - 2016: 7.23%[31] - 2017: 10.95%
Program 24 – General Support Services	IX.1 Effective, efficient, quality and customer-oriented support services both to internal clients and to external stakeholders	% of value items 1,000-5,000 Swiss francs, works of arts and attractive items	n/a	90%	Value items 1,000-5,000 CHF (biennial verification): 2017: 93% inventoried Works of art (annual verification): 2016: 99% inventoried 2017: 98.6% inventoried Attractive items (biennial verification): 2017: 100% inventoried

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[30] Based on applications to fixed-term posts in the Professional categories and above.
[31] Corrigendum: The percentage of applications received from unrepresented Member States in 2016 was 7.23 per cent and not 7.9 per cent, as reported in the PPR 2016.

Program	Expected Result	Performance indicator	Baseline	Target	PD
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 Projects in WIPO are managed in accordance with the WIPO project management and service transition guidelines	n/a - new WIPO Service Transition Guidelines defined *(Transition Guidelines not defined)*	More than 70% of projects are managed in accordance with the WIPO Project Management Guidelines 70% of delivered new projects comply with the WIPO Service Transition Guidelines	100% of ICTD projects were managed in accordance with the WIPO Project Management Guidelines (5 out of 5) 100% of the delivered ICTD projects complied with the WIPO Service Transition Guidelines (3 out of 3)
Program 26 – IOD	IX.8 Improved accountability, organizational learning, value for money, stewardship, internal control and corporate governance through assistance from effective and independent oversight	INDEPENDENCE - No interference and perceived independence by key stakeholders	No interference in IOD's work, as reflected in the annual reports WO/PBC/22/4 and WO/PBC/24/6 The Director of IOD met regularly with the Director General, IAOC and as and when required with Member State Representatives Cases of perceived impaired independence were referred to the IAOC in accordance with paragraph 18 of the Charter (No interference in IOD's work)	No interference in IOD's work	No interference in IOD's work, as reflected in the annual reports: - WO/PBC/25/5[32] - WO/PBC/27/4[33] The Director of IOD met regularly with the Director General, IAOC and as and when required with Member States Representatives. Cases of perceived impaired independence were referred to the IAOC in accordance with paragraph 18 of the Charter.
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 per word of translation	The translation cost per word: 0.57 CHF –3.4% as compared to 2014 *(0.59 CHF; –6.3% as compared to 2013)*	Maintain cost	The cost per word: 2016: 0.58 CHF[34] 2017: 0.56 CHF (–3.4% as compared to 2016) The translation volume increased from 16.54 million words (50,128 UN standard pages) translated in 2016 to 17.97 million words (54,449 UN standard pages) translated in 2017

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[32] Annual Report by the Director of the Internal Oversight Division (IOD): WO/PBC/25/5
[33] Annual Report by the Director of the Internal Oversight Division (IOD): WO/PBC/27/4
[34] A change in methodology for calculating the total words prevents comparison to the baseline.

Program	Expected Result	Performance indicator	Baseline	Target	PD
Program 28 – Information Assurance, Safety And Security	IX.4 An environmentally and socially responsible Organization in which WIPO staff, delegates, visitors and information and physical assets are safe and secure	Proactive identification and timely remediation of vulnerabilities within agreed service levels	Limited information security vulnerabilities identified and remediated.	*Information security vulnerabilities identified and remediated on 90% of sensitive information assets*	In 2016/17: − 100% (17) of high and critical vulnerabilities identified in 7 external penetration tests on all information assets were remediated; and − 91% (10 out of 11) of high and critical vulnerabilities identified in 6 internal penetration tests on all information assets were remediated.
Program 30 – Small and Medium-Sized Enterprises (SMEs) and Entrepreneurship Support	III.6 Increased capacity of SMEs to successfully use IP to support innovation.	% of participants in training programs targeting SME support institutions using enhanced knowledge and upgraded skills in their work	n/a	50%	95%: - very often (54%); - often (41%)
Program 31 – The Hague System	II.5 Improved productivity and service quality of Hague operations	Progress towards the enhancement of the legal framework	Amendments to the Common Regulations, among others, introducing a "feedback mechanism", came into force on January 1, 2015. Amendments to the Administrative Instructions, among others, relaxing certain requirements concerning reproductions and representations, came into force on July 1, 2014. *(same)*	Updating the Hague legal framework to keep pace with the evolvement in the design field worldwide.	Amendments to the Common Regulations, introducing a "safeguard" against failure to meet a time limit for an electronic communication, came into force on January 1, 2017. Amendments to the Common Regulations as approved by the Hague Union Assembly in 2016[35] will come into effect at a date to be decided by the IB once the IT environment is ready.
Program 32 – The Lisbon System	II.11 Improved productivity and service quality of Lisbon operations	Increased use of electronic means for filing and processing international applications and other transactions (Lisbon)	Streamlined procedure for notifications implemented via the WIPO Inquiry Notification System (WINS) *(Current data entry tool, current Bulletin and database)*	Improved data entry tool Integration of the Bulletin into the Lisbon Express database	At the end of 2017, a test phase of enhancements to current IT tools to generate electronic notifications to Competent Authorities, including related certificates and official communications, was under implementation, with deployment to the user community planned for 2018. The integration of the Lisbon Bulletin into the Lisbon Express database was postponed.

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