

SUMMARY OF SURVEY RESPONSES ON 10 ICT RECOMMENDATIONS
FOR IP OFFICES*Document prepared by the Secretariat***1. Please enter the two-letter code of the member state or inter-governmental organization you represent, which is defined in WIPO Standard ST.3.**

ST.3 Code	Country or Office
AU	Australia, IP Australia
BR	Brazil, National Institute of Industrial Property (INPI)
CA	Canada, Canadian Intellectual Property Office (CIPO)
CN	China, China National Intellectual Property Administration (CNIPA)
DE	Germany, German Patent and Trade Mark Office (DPMA)
EM	European Union Intellectual Property Office (EUIPO)
EP	European Patent Office (EPO)
ES	Spain, Spanish Patent and Trademark Office (OEPM)
FI	Finland, Finnish Patent and Registration Office (PRH)
GM	Gambia, The Gambia Industrial Property Office
HR	Croatia, State Intellectual Property Office of the Republic of Croatia (SIPO)
IE	Ireland, Intellectual Property Office of Ireland (IPOI)
IL	Israel, Israel Patent Office (ILPO)
JP	Japan, Japan Patent Office (JPO)
KG	Kyrgyzstan, State Agency of Intellectual Property and Innovation (Kyrgyzpatent)
NO	Norway, Norwegian Industrial Property Office (NIPO)
PE	Peru, National Institute for the Defense of Competition and Intellectual Property (INDECOPI)
PL	Poland, Polish Patent Office
PY	Paraguay, National Directorate of Intellectual Property (DINAPI)
RU	Russian Federation, The Federal Institute of Industrial Property (FIPS) subordinate to the Federal Service for Intellectual Property (ROSPATENT)
US	United States of America, US Patent and Trademark Office (USPTO)

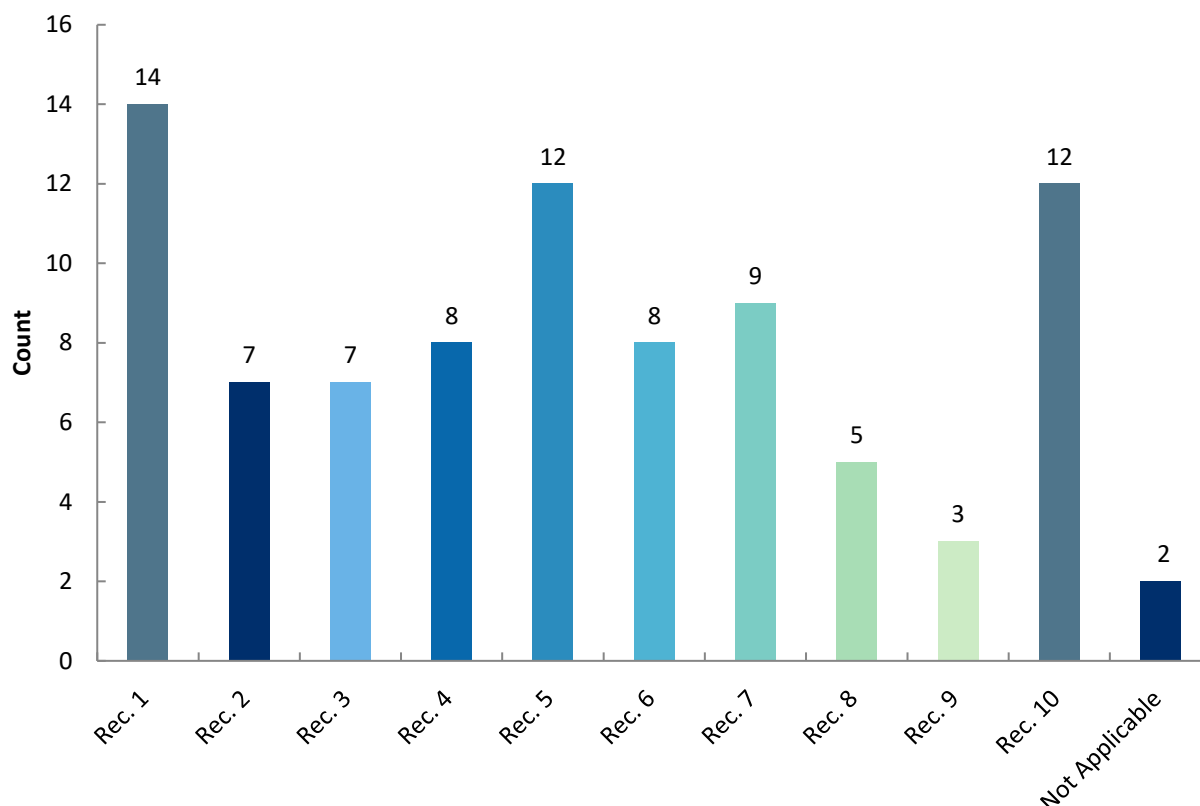
2. Please select your Office's current level of implementation of each Recommendation. Please note that you can choose the option "Implemented" when your Office has implemented all your planned actions regarding that Recommendation. It does not mean that your Office implemented all "Recommended Actions" for that Recommendation.

	Implemented	Ongoing Implementation	Decision Made to Implement	Under Consideration	Not Planned	Responses
Rec. 1 Count	6	11	3	1	0	21
Rec. 2 Count	10	4	4	3	0	21
Rec. 3 Count	10	4	4	3	0	21
Rec. 4 Count	16	3	2	0	0	21
Rec. 5 Count	8	7	4	2	0	21
Rec. 6 Count	10	6	4	1	0	21
Rec. 7 Count	12	6	1	2	0	21
Rec. 8 Count	11	5	1	4	0	21
Rec. 9 Count	10	4	2	4	1	21
Rec. 10 Count	7	9	1	4	0	21

3. Please select your Office's current level of implementation of each Recommendation. Please note that you can choose the option "Implemented" when your Office has implemented all your planned actions regarding that Recommendation. It does not mean that your Office implemented all "Recommended Actions" for that Recommendation. – comments.

ST.3 Code	Response
AU	<p>Rec 5:</p> <ul style="list-style-type: none"> - In relation to ST.37, IP Australia is working to resolve an Authority File issue of missing publication dates before 1998. - From 1 January 2026, IP Australia's patent publications will be available in machine-readable full text XML format, and accessible for other IP offices via a data repository - in line with the PCT Minimum Documentation requirements. <p>Rec 7:</p> <ul style="list-style-type: none"> - IP Australia has implemented ST.26 and contributes to its ongoing improvements including giving feedback where possible on improvements to the relevant software package. - IP Australia also plans to be compliant with ST.92 in time for the currently proposed sunset date of 1 July 2027.
EM	<p>Rec.2: The ICT strategy is part of the global EUIPO Strategic Plan.</p> <p>Rec.3: EUIPO has initiated various activities in the context of its past Strategic Plan 2025 to define a data governance framework, which will continue over the current Strategic Plan 2030. Further information in the area of data protection policies can be found at: https://www.euipo.europa.eu/en/info/data-protection</p>
EP	Nearly all Recommendations (1-10, excl. 9) contain already implemented parts (e.g. as part of past and present EPO Strategic Plan goals and drivers) At the same, the EPO considers the Recommendations also as continuous improvement measures and therefore as ongoing implementations.
GM	Rec.1 the Gambia Office is currently using WIPO IPAS 4.0 to enhance business processes.
NO	Evaluation includes sub level compliance
PL	Rec 2: PPO does not have a specific ICT strategy, but uses ICT in a comprehensive and effective manner to carry out its tasks, which includes information management, communication with clients and process automation.
PY	All recommendations marked as Decision Made to Implement are a priority for the institution, with guidelines issued by the highest national authority.

4. Select which Recommendation(s) represent a current focus for your Office, and briefly describe any projects (either planned or in progress) related to the selected Recommendation(s) in the comments box beside. Please select all that apply or if no current focus, then select 'Not Applicable'.



ST.3 Code	Rec. 1
AU	IP Australia is working on cloud migration of forms and IP rights correspondence capabilities, and migrating AusPat Backend to AWS Cloud.
BR	In progress – Implementation of BPMS Sydle One solution for Patents lifecycle and development of new Service Portal for search and dossiers. Planned – Adoption of WIPO IPAS for Geographical Indications.
CA	Implementing IT-Modernization following EUIPO SP architecture
EM	<ul style="list-style-type: none"> - EUIPO is implementing a cloud-first strategy - EUIPO is improving G&S management - EUIPO is constantly improving the examination processes - EUIPO is implementing the IT modifications required by the new EU Design and GI Legislative Regulation
EP	Projects under SP2028 Drivers 2,3,4 – e.g. SACEPO
ES	Modernization of management tools

GM	Our focus is on the WIPO IPAS 4.0 as its platform can give access to most of the recommendations provided
HR	Ongoing digital transformation process
IL	The e-filing system has been upgraded to include a smart request-filing module, which displays only relevant requests based on the application's status and stage, with pertinent notifications and warnings. This enhances efficiency and accuracy in request submission. The upgraded system has been launched in Q1 2025.
JP	JPO formulated and announced the "JPO Digital Strategy 202X" in November 2024 as a framework for future system development. This strategy proposes to provide a high-level and smart digital environment for all stakeholders by re-evaluating external communication, as well as business, systems, and regulations in an integrated manner.
PE	The office is currently identifying business problems and the best digital solutions to address them, avoiding paper processes.
PL	We are working at new Project, namely jurisprudence Portal, which will provide direct access to the database of anonymized decisions, which will enable analysis of an individual case considering the Office's decisions and case law. The module will also enable thematic searching, filtering and browsing of decisions, improving the comfort and quality of work of the Office's Clients, including professional attorneys. The use of artificial intelligence in the system itself will enable the generation of decision summaries and will improve the preparation of decision publications through their automatic anonymization and preparation of metadata
PY	Develop and design industrial property and copyright processes, with a focus on IP workflows in each area. Currently at the stage of work meetings with each priority area to determine the legal scope of internal standards and drafting them, with the design implemented at the level of the ICT management system.
RU	Federal Project "Digital Economy", "Data Economy", Domain "Science and Innovation".

ST.3 Code	Rec. 2
BR	In progress – Development of PETIC (Strategic Plan for Technology, Information, and Communications) with DKPTO partnership.
CA	Implementing IT-Modernization following EUIPO SP architecture
EP	Projects under SP2028 Drivers 2,3,4 – esp. Driver 2: Technology
FI	This is ongoing activity with cooperation other governmental organizations.
HR	Adopting the ICT strategy is our goal for 2025
NO	Annual review process plan and translation under implementation
PY	Develop an ICT master plan with the support of the Inter-American Development Bank; currently at the information- and data-gathering stage.

ST.3 Code	Rec. 3
BR	Planned – A set of projects to achieve data maturity and management: Data Accessibility and Policy, Analysis of Unstructured Data, Documentation of Data Assets and Data Management and Quality.
CA	Business line policy is involved in each ITM data/process decision
EP	Projects under SP2028 Drivers 2,3,4 – esp. Driver 3: HQ & timely Products & Services
FI	Implementation of data governance model (national requirement)
HR	To implement Data governance framework is our goal for 2025
PY	Guidelines are being established at the government level, through the Ministry of Technology and Communications.
US	Data as an Enterprise Assets Initiative

ST.3 Code	Rec. 4
AU	IP Australia is focusing on the implementation of zero trust architecture requiring verification from users and devices accessing network resources, bringing practices in line with a federal government target.
BR	In use – POSIN (Information Security Policy).
CA	ISED/CIPO has ISSED IT Security review involved in every IT project
EM	EUIPO is implementing new EU Cybersecurity Regulation
EP	Projects under SP2028 Drivers 2,3,4 – esp ISO 27001/2022
ES	We are waiting for the approval of a General Security Policy for the Administration in order to adhere ourselves to it
PY	Security Policy, approved by Resolution No. 247/2023, approving Version 1.0.0 of the Cybersecurity Policy of the National Intellectual Property Directorate.
US	Automated Authorization to Operate(ATO)

ST.3 Code	Rec. 5
AU	IP Australia's Structured Patents Specification project will deliver a system for publishing patent specifications in a structured format in accordance with PCT Minimum Documentation requirements by 1 January 2026.
BR	In progress – Service Portal for search and dossiers. Planned – Smart Patent form and Modernization of technological database.
CA	WIPO Data Standards (ST.96,ST.36,ST.66,ST.86) and others are followed in ISSED/CIPO's integrations. IE - Madrid, Hague, PCT, Publications
EM	EUIPO is enhancing API services for Data Exchange

EP	Projects under SP2028 Drivers 2,3,4
ES	We deliver all kinds of documentation, but not always following the ST Standards. Needs to be reviewed
IE	Digital transformation of Journal and EPO data exchange projects
IL	In a step to comply with the new Minimum Documentation requirements entering into force in January 2026, preparations are underway for making available all the national patent documents, published since 01 January 1991, in bulk format electronically to any requesting Office.
NO	Open data not complete, but pending implementations
PL	All public data is available free of charge on https://api.uprp.gov.pl/doc/ewyszukiwarka
PY	Work is ongoing to configure WIPO Publish to extract data as an initial stage in the field of marks, and the installation and configuration of WIPO Publish for patents and industrial designs is in progress.
US	Open Data Portal (https://data.uspto.gov)

ST.3 Code	Rec. 6
CA	ISED/CIPO participates on Madrid, Hague, PCT, WIPO-CASE, dissemination and more.
EP	Projects under SP2028 Drivers 2,3,4 – esp. Driver 4: Partnerships; WIPO API Catalogue
IE	Participation in CWS projects
KG	Unified platform for electronic document management
NO	Pending efforts to establish multilateral project
PL	PPO representatives actively participate in WIPO, EUIPO and EPO working groups related to the scope of Recommendation No. 6
PY	The highest institutional authority is encouraging global integration to raise the profile of DINAPI; this would involve multilateral cooperation projects and comprehensive participation in such projects.
US	Global Dossier priorities, Global Assignment, and the priority document exchange standard

ST.3 Code	Rec. 7
BR	INPI has been devoting a lot of effort into the extraction of full text information from patent documents and exporting it to ST.36, as well as working on improvements in the ST.36 XML implementation. Also, an ST.36-compliant Authority File has been generated and is continuously updated. INPI Brazil participated actively in many Task Forces related to WIPO Standards implementation.

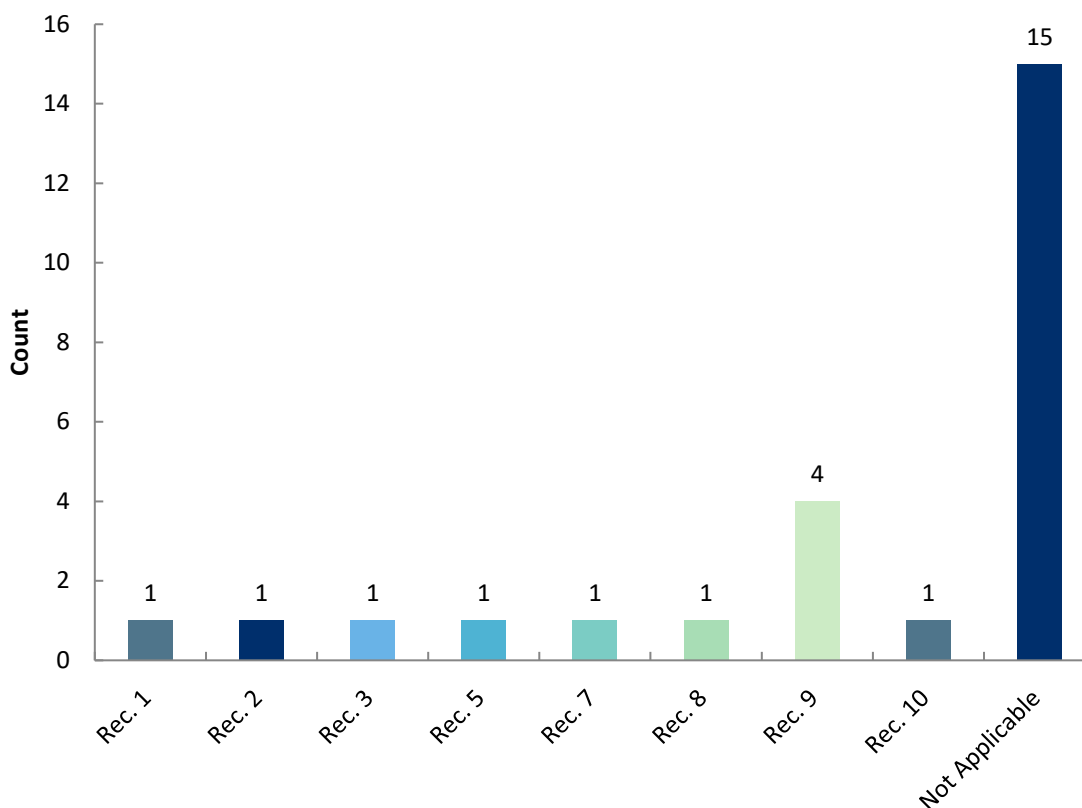
CA	ISED/CIPO technical experts participate in technical standards XML4IP, API Taskforce and more. CIPO business experts participate where necessary for business policy/practice alignment.
EP	Projects under SP2028 Drivers 2,3,4 – esp. Driver 4: Partnerships; EPO in WIPO CWS Taskforces
ES	We contribute to the different Task Forces, e.g. ST-26
IE	Implementation WIPO ST36 and ST37 and participation in task forces
PL	PPO representatives actively participate in CWS Task Forces
PY	WIPO standards have largely been adopted by DINAPI, with the adoption of new standards continuously scaled up as the need arises.
RU	Development of WIPO standards ST.91 and recommendations on Blockchain. Participation and leadership in CWS TFs.
US	ST96, ST90, ST92, ST.26

ST.3 Code	Rec. 8
CA	ISED/CIPO Participates on ICT sharing our practice and considering patterns used by other participants
EP	Projects under SP2028 Drivers 2,3,4 - e.g., SACEPO
ES	We are cooperating with EPO, EUIPO and WIPO in order to share common architectures
PY	The vision of DINAPI is to implement a technological transformation with existing tools that are constantly changing and developing; WIPO IPAS tools will be used as the primary basis, complemented by the in-house development of any necessary additional systems.
RU	Participation in CWS ICT activities. Collaboration with other IPO in ICT.

ST.3 Code	Rec. 9
CA	ISED/CIPO has shared - and continues to share - our plans with ICT TF.
PY	We are a constantly changing country with a general interest in developing IP at the national level. We stand ready to collaborate and share experiences. The most important thing for us at the moment is to have the support of WIPO and other international IP bodies to help us to grow and develop as an important regional office.
RU	Participation in CWS ICT activities. Collaboration with other IPO in ICT.

ST.3 Code	Rec. 10
AU	IP Australia is open to exploring use case scenarios for new technologies, applying a risk-based governance framework that enables early trial and error without needing to commit to failed concepts.
BR	In use – Neural network for patents deposit classification. Planned – Smart Patent and Brand form and AI powered search database for Industrial Designs.
CA	ISED/CIPO is participating on Emerging technology taskforces of WIPO. Plus ISED is also experimenting on the use of AI for internal needs and is observing use of Blockchain.
EM	Developing AI-powered examination tools
EP	Projects under SP2028 Drivers 2,3,4 – esp. Driver 2: Technology
ES	In our strategic plan we have included specific projects to detect, analyze and implement possible use cases
HR	TM and DS data in Blockchain, AI EPO tools
IL	A new AI-based search tool, supporting free-text and image searches, has been provided to patent examiners. A further AI tool is integrated for prompt-based analysis of the full-text of the search results. Additionally, a pilot has been successfully launched to implement AI during all stages of the substantive examination of published patent applications.
PL	The Polish Patent Office is one of the pioneers in the use of blockchain in the protection of intellectual property. An example is the implementation of Common Tools Integration (CTI) for industrial designs (DSView) in November 2022. This solution enables automatic updating of the DesignView database based on blockchain technology, providing fast and secure access to information on intellectual property rights. In September 2024, similar technology was implemented for trademarks (TMView). System of automatic classification of invention and utility model applications - Autopatent was implemented in April 2021. System with the use of artificial intelligence supports the process of examining applications for inventions and utility models by performing a preliminary analysis and classification of applications to IPC classes and submitting them for substantive assessment by competent experts. The expert may view application document together with information about which parts of the examined document were the most important from the point of view of the classification carried out by the system (explainable AI – XAI). Due to the decision on the classification given by the system, the Expert may approve the selection or correct the classification. The implementation of the system automated the work of classifying applications into classes of the International Patent Classification. The average accuracy of the classification reached 92%.
PY	We are exploring the application of these emerging and highly important technologies to our daily lives. In this context, as we move towards this technological transformation, we need the guidance, support and cooperation of IP offices that have already implemented these new technologies.
RU	Participation in CWS TFs. Collaboration with other IPO in ICT.
US	Auto classification, Search

5. Select which Recommendation(s), if any, are low priorities for your Office and briefly explain the reason in the comments box beside. Please select all that apply or if no low priority, then select 'Not Applicable'.



ST.3 Code	Rec. 1
IE	Legal changes to support digital transformation dependent on the limited available resources

ST.3 Code	Rec. 2
AU	Measures already in place; ongoing activity with no current high priority projects.

ST.3 Code	Rec. 3
AU	Measures already in place; ongoing activity with no current high priority projects.

Rec. 4
No comments provided

ST.3 Code	Rec. 5
EM	No intention to implement new XML standards, focused in JSON

Rec. 6
No comments provided

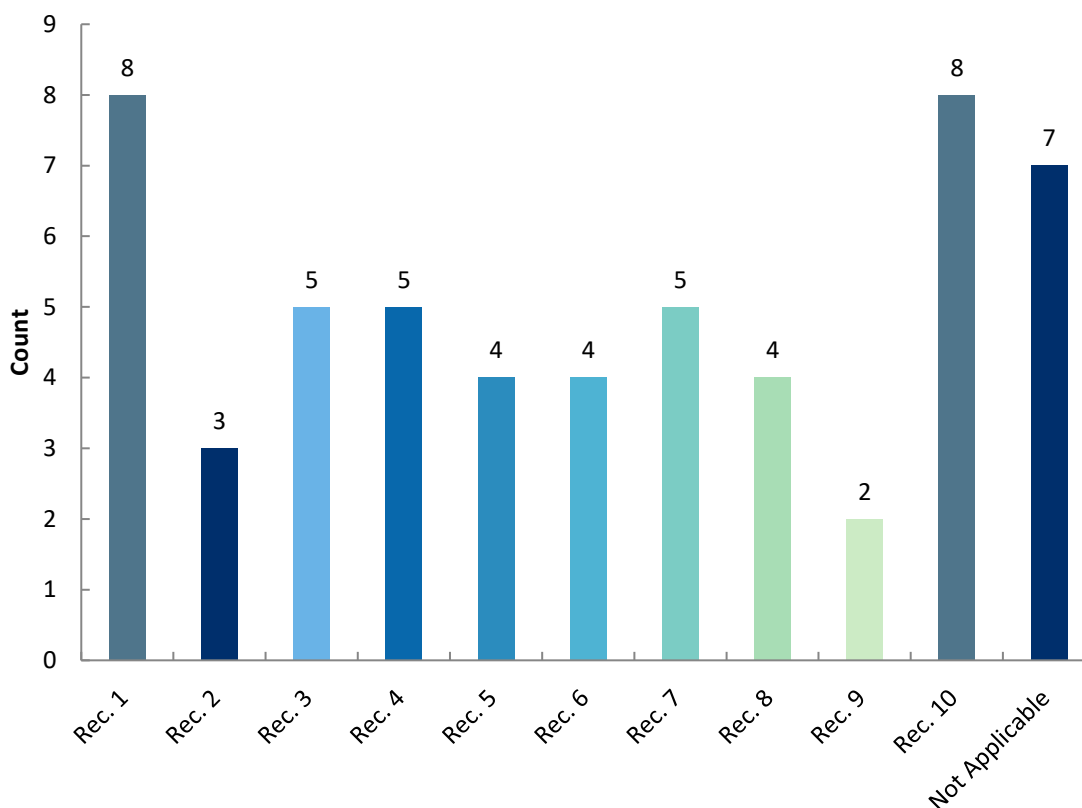
ST.3 Code	Rec. 7
HR	Because of limited resources we are not keen participating in developing WIPO standards

ST.3 Code	Rec. 8
HR	Because of limited resources we are not keen participating in developing solutions and platforms

ST.3 Code	Rec. 9
BR	Lack of manpower to dedicate to this recommendation.
EM	Project Management framework
EP	Sharing of experience and information on Planning, Managing, Delivering & Evaluation of ICT Projects coming at a later stage during SP2028, when concrete outcomes and lessons-learned from SP2028 are feasible to be shared.
IE	Confidentiality of external providers

ST.3 Code	Rec. 10
IE	Rapid implementation of new and emerging technologies difficult for small offices

6. Select which Recommendation(s), if any, pose big implementation challenges for your Office and briefly explain the reason in the comments box beside. Please select all that apply or if no big challenge, then select 'Not Applicable'.



ST.3 Code	Rec. 1
BR	Lack of manpower and prioritization among the various activities of the institution's ICT department.
EP	Ongoing Digital Transformation challenges; Cost efficiency and optimization (Financial Sustainability)
HR	Complex legal framework and processes and their constraints, long-standing internal neglect of digital transformation
IE	Large projects and rapid developments bring significant implementation challenges
KG	Difficulties of integrating legacy systems and lack of resources for a full audit of the data architecture.
PE	Because we still rely on legacy IT systems and main paper-based processes that are not designed for digital workflows. Modernizing these systems is a massive undertaking, requiring significant investment and expertise.
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national

	level, the biggest challenge is “time”.
US	<ul style="list-style-type: none"> - Ensuring effective coordination between business, legal, and IT groups to ensure that IT development addresses business needs and legal frameworks - Avoiding pre-conceived biases (e.g., parity for parity sake) - Ability to break down monolithic processes/systems in a systematic manner so that digital transformation can occur in a meaningful way, without impacting currently business deliverables and without incurring unmanageable costs

ST.3 Code	Rec. 2
EP	Continuously evolving IT standards & best-practices; Data Sovereignty & Policies
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is “time”.
US	<ul style="list-style-type: none"> - Establishing useful KPIs/metrics that all parties agree upon - Resource and capacity constraints - Shifting priorities that require modifications to the ICT strategy

ST.3 Code	Rec. 3
BR	Lack of training and manpower to work with data governance. Despite the challenge, INPI Brazil created a dedicated area to work with data.
HR	Lack of required competency
NO	Due to complexity
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is “time”.
US	Agile nature of product teams and diverse architecture of on-premise applications.

ST.3 Code	Rec. 4
EM	Keeping ahead to the cybersecurity threats is one of the biggest challenges
EP	Crucial to keep Information Security Policy up to date; Ensure Continuous Awareness Campaigns for Staff & Stakeholders
ES	It is a challenge that involves a lot of effort in a very dynamic environment
NO	Due to complexity and increase in threats
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is “time”.

ST.3 Code	Rec. 5
BR	Lack of manpower and prioritization among the various activities of the institution's ICT department.
KG	Lack of time and staff to develop and regular ICT training seminars.
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is "time".
US	Need to balance Federal Law mandate on information security protections and controls AND recommendations on distributing data "without any barriers"

ST.3 Code	Rec. 6
IE	Resources that are available may limit participation
NO	Because we have little resources to drive cooperation projects
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is "time".
US	<ul style="list-style-type: none"> a. Agreement amongst partner IP offices on common projects to collaborate on b. Differences in IT roadmap planning cycles, making it difficult to align resources/priorities c. Distance (time zone differences creating issues on meeting availability) d. *Ensuring alignment on cybersecurity and IT infrastructure/technology stacks e. *Differences in legal frameworks

ST.3 Code	Rec. 7
AU	While we consider ourselves effectively compliant with respect to key WIPO standards, in some cases further implementation poses a significant challenge as there may be business, legislative or strategic reasons that mean we cannot commit to full compliance with particular standards.
BR	Despite the challenge, INPI Brazil has been doing many advances in this recommendation.
NO	Due to complexity
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is "time".
US	<ul style="list-style-type: none"> - Align with business priorities - Budget constraints - Engagement and adoption of IP Partners (Including other IP Offices)

ST.3 Code	Rec. 8
AU	While having reference architectures will be useful, the aim to have common ICT reference architectures developed and in use multilaterally poses a big challenge as IP offices are unlikely to fully agree on what architectures to use in what situation due to different historical/current practices and the significant work required to change such practices.
CA	Recommendation 8 - Common Reference architecture would be most difficult. This is because each organization/country IT department would have technology stacks which are favored.
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is "time".
US	<ul style="list-style-type: none"> - Agreement amongst partner IP offices on common projects to collaborate on - Differences in IT roadmap planning cycles, making it difficult to align resources/priorities - Distance (time zone differences creating issues on meeting availability) - Ensuring alignment on cybersecurity and IT infrastructure/technology stacks - Differences in legal frameworks

ST.3 Code	Rec. 9
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is "time".
US	Finding time to reach out and understand different IP Offices' environment (from a cybersecurity, legal, and IT resource perspective) to understand choices that respective IP Office made

ST.3 Code	Rec. 10
AU	This remains an ongoing challenge simply due to the rapidly evolving nature of those technologies.
BR	Lack of training and prioritization among the various activities of the institution's ICT department.
EP	Rapid technology changes; Ethical considerations; Security & Data Confidentiality requirements and concerns
ES	Our business as usual and lack of resources hardens our goal of investing time in these very important matters
IE	Limited resources
PL	We are working at new Project, namely jurisprudence Portal, which will provide direct access to the database of anonymized decisions. The use of artificial intelligence in the system itself will enable the generation of decision summaries and

	will improve the preparation of decision publications through their automatic anonymization and preparation of metadata. We have sent a letter of intent to the EPO regarding joining the Legal interactive platform project and we are currently using the Ansera system to prepare a report on the state of the art. We plan to expand competences in the field of AI and blockchain internally in the PPO team.
PY	There are always difficulties for all recommendations, but for these recommendations, in our current situation and given circumstances at the national level, the biggest challenge is "time".
US	<ul style="list-style-type: none"> - data privacy - interoperability - Federal regulatory changes

7. Does your Office have any proposals to improve or update the Recommendations on ICT and IP Administration?

ST.3 Code	Response
AU	N/A
BR	Evaluate whether it is appropriate to include a Software Development Lifecycle (SDLC) Policy as a requirement within any of the recommendations.
CA	No, no improvements to propose at this time.
EM	No
EP	N/A at present. Notes inserted from Q.7 - EPO Strategic Plan 2028 : https://link.epo.org/web/about-us/office/en-epo-strategic-plan-2028.pdf SP2028 Overarching Goal: Sustainability, delivered through 5 key Drivers 1: People ; 2 : Technology ; 3: High Quality, timely Products & Services; 4: Partnerships; 5: Financial Sustainability
ES	We have been involved in the preparation of the 10 recommendations and believe they are fine.
FI	Not at this moment.
GM	Yes. We are in a work in progress stage in implementing some of the recommendations. WIPO IPAS support and the Global brand database team is helping remedy most of our implementation processes.
IE	n/a
PE	No
PY	No proposal.
RU	We don't have any proposal at the moment.
US	Not at this time

8. Which of the current 10 Recommendations would you most like to be discussed and presented at future Task Force meetings? This may include demonstrations or other activities.

ST.3 Code	Response
AU	Rec. 10 : IP Australia would be interested to hear how other IP Offices approach emerging and fast-moving technologies, given the range of opportunities and risks they present.
BR	We would appreciate it if you could present recommendations: 3, 7, 8, and 10.
CA	Recommendation 9 - Sharing experiences is of great value to ISED/CIPO and likely all WIPO ICT participants.
<u>DE</u>	<u>Due to the fact that DPMA has already implemented these 10 recommendations, we see no need for further updating or discussing these recommendations. We leave it to the IP offices, which are on their way to implement these recommendations to select the topics for further discussions.</u>
EM	Cybersecurity, AI tools evolution, Cloud migration strategies,
EP	Recommendations: 2, 4, 8, 10.
ES	Rec.10, with special focus on governance and risk management and assessment.
FI	Recommendations 8 and 9
GE	Due to the fact that DPMA has already implemented these 10 recommendations, we see no need for further updating or discussing these recommendations. We leave it to the IP offices, which are on their way to implement these recommendations to select the topics for further discussions.
GM	Rec. 9.. This is our area of interest. We want to learn by peer influence from other offices experience and information on planning, managing, delivering, and evaluating ICT projects.
HR	Recommendations 3, 5 and 10.
IE	Recommendation 5, where the IP offices would share their experiences and digitalization solutions.
IL	Recommendation 10
PE	Recommendation 5
PY	There are three items: Recommendation 1, Recommendation 10, Recommendation 2.
RU	2, 3, 10
US	Interested in all recommendations, especially recommendations 2, 3, 4,8,9,10